Advocating for Sustainable Energy in Central and Eastern Europe

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Version 1

Contents

Introduction

The movement towards sustainable energy has been on the European Union's agenda for a very long time and after the ratification of the Paris Agreement in November 2016 the transition to low-carbon economy became even more essential goal throughout all sectors not just energy. Cross-sector co-operation is needed for achieving the aim of reducing the CO_2 emissions to keep the global temperatures from rising. It is crucial to put more effort into moving towards sustainable growth and limit climate change. Innovation and the accelerated deployment of low cost renewable energy, energy efficiency, widespread electrification and the smart use of information and communications technologies are seen as essential to accelerating energy transition.

The energy transition towards a decarbonized economy has benefits that reach beyond climate change mitigation. However, a broad and coherent mix of policies is needed to reap the positive economic, social and environmental impacts of the energy transition. Energy sector transition could bring about important co-benefits, such as less air pollution, lower dependence on imported (fossil) fuels and lower household energy expenditures, the latter helping to solve the energy poverty issue, relevant especially in Eastern Europe, which is often left aside.

This energy transition will not happen by itself. There is a critical role for governments to create policy frameworks that enable long-term development of the sustainable energy sector and ensure a favourable environment for the transition to reduce carbon intensity. However, lack of public support could hinder this process by driving costs up and delaying necessary actions needed for switching to low carbon economy. Public opposition is considered to be a major impediment in the EU policies. Therefore, improving stakeholder engagement, strengthening public participation processes and bottom-up movement in policy development could be seen as one of the key solutions.

The PANEL2050 project „Partnership for New Energy Leadership" aims to strengthen stakeholders acting in the renewable energy field to speed up the generation of sustainable energy policies and lead the regional movement towards low-carbon economy. Trained professionals leading the efficient stakeholder engagement in energy advocacy and policy development process will ensure the development, implementation and continuity of the sustainable energy policies.

The aim of current guidebook is to provide guidance on how organisations can develop efficient energy advocacy activities, including stakeholder engagement, roadmapping, marketing and communications, fundraising and policy analysis. These skills will empower and enhance the co-operation in the sustainable energy sector. Finding a path towards sustainable development will require the pooling of diverse perspectives, knowledge and resources. The purpose of this handbook is to be a practical guide targeted for Central and Eastern European countries. The hope is that a wide spectrum of users can take it up and adapt the content to their own circumstances.

This handbook is intended to be used by a whole organisation or for individual projects or processes. Organisations who are just beginning to engage will find guidance on how to start approaching stakeholder engagement, whilst those who are already engaging with their stakeholders will also find it useful for identifying possibilities for improvement and/or further systematisation. You can adapt it to your individual, project specific or organisational needs, by following the whole methodology or by selecting specific topics from the guidebook. The structure of the handbook provides guidance for most major activities that you will have to make when considering and undertaking energy advocacy.

Glossary

Action Plan. A list of the most important actions that need to be taken in order to achieve the goals in the specified time frames, considering interconnections among those actions and stakeholder attitudes/contributions. It might make sense to develop separate Action Plans for different domains, e.g. energy efficiency in public buildings, EE in private sector, renewable energy, mobility, etc.

Advocacy. The act or process of supporting a cause or proposal with a long-term view. (Tolotto M, Silina M. 2015).

Agents of Change. Agents of change are considered the actors who are contributing to the transition process in terms of developing the niches. (Seyfang, G., & Haxeltine, A. 2012)

Bootcamp. A short, intensive, and rigorous course of training. In the context of this curriculum, it will be targeted towards forerunners who are considered most important for promoting energy sustainability.

Carbon Conversation. Carbon Conversations is a 6-session course developed by Cambridge Carbon Footprint, and now operated by Climate Outreach and Information Network. During six 2-hour sessions the facilitators lead the course participants through the Carbon Conversations handbook. Carbon Conversations is "small support groups, whose goal is to achieve major, personal carbon reduction". (Aiken, G., 2012; Randall, R., 2009)

Circular Economy. In a circular economy the value of products and materials is maintained for as long as possible. Waste and resource use are minimised, and when a product reaches the end of its life, the material is used again to create further value. This can bring major economic benefits, contributing to innovation, growth and job creation. Circular economy offers an opportunity to boost our economy, making it more sustainable and competitive in the long run. Action at EU level can drive investment, create a level playing field, and remove obstacles arising from European legislation or its inadequate enforcement.

Civil Society. An arena that encompasses the collective activities by which associations of people develop and assert shared values, identities and interests, without direct recourse to market transitions or the authority of the state in the first instance (Hargreaves, T., Haxeltine, A., Longhurst, N., & Seyfang, G. 2011)

CLEANTECH, also referred to as clean technology, and often used interchangeably with the term greentech, has emerged as an umbrella term encompassing the investment asset in class, technology, and business sectors which include clean energy, environmental, and sustainable or green, products and services. The term has historically been differentiated from various definitions of green business, sustainability, or triple bottom line industries by its origins in the venture capital investment community and has grown to define a business sector that includes significant and high growth industries such as solar, wind, water purification, and biofuels.

Co-evolution. There are outlined three approaches for shaping co-evolution: incrementalism (dealing with ills through mutual adaptation) as a bottom-up approach; comprehensive planning as a top-down approach; and transition management as a combined bottom-up and top down approach of goal-oriented modulation. (Kemp, R., Loorbach, D., & Rotmans, J. 2007)

Common advocacy. Advocacy can be distinguished between common advocacy and lobbying. Common advocacy methods are used to enforce changes by making demands usually from outside the political structure. It involves sending out information to get a specific message across or to mobilise people in order to direct and influence the position of a particular decision-maker.

Community. In energy transition perspective could be either a collective whole, as the aggregate of a collection of individuals, or as a collection, small-scale or area. (Taylor Aiken, G. 2015).

Decision-making process. The series of steps, which results in the adoption of a law, or a formal act. These steps are clearly established by the law, which can also recognize the participatory rights of interested people (Tolotto M, Silina M. 2015)

ECODESIGN. The Ecodesign Directive describes ecodesign as "the integration of environmental aspects into product design with the aim of improving the environmental performance of the product throughout its whole life-cycle". According to this definition, the environmental impact of the product is analysed throughout its life-cycle, covering all phases from cradle to grave, such as the use of raw materials and natural resources, manufacturing, packaging, transport, disposal and recycling.

Economy of scope. Economies of scope is an economic theory stating that the average total cost of production decreases as a result of increasing the number of different goods produced simultaneously. For example, McDonald's can produce both hamburgers and French fries at a lower average expense than what it would cost two separate firms to produce each of the goods separately. This is because McDonald's hamburgers and French fries are able to share the use of food storage, preparation facilities and so forth during production.

Energy Co-operative. A type of community-funded democratic cooperative with a board of directors and community shareholders created and designed to empower members of a community with an opportunity to invest their income or money in a cooperative that aims to create, design, plan and implement a variety of ethical renewable energy projects, renewable energy research, renewable energy designs, renewable energy products and services within their local community that have tangible benefit to the community and create sustainable forms of renewable energy.

Energy transition. A shift from a system dominated fossil-based energy towards a system using most renewable energy sources, also maximizing the opportunities available from increased energy efficiency and better management of energy demand (Urban Innovative Action 2015).

Energy/Emission Baseline. Includes a current situation analysis of the key factors affecting the roadmap, such as energy supply and demand, economic growth, technology commercialisation and readiness, infrastructure development and needs, institutional capacities, and energy and environmental policies and regulations.

Forerunner. A person that precedes the coming or development of someone or something else – in this context transition to more sustainable energy regimes within a community. Forerunners are the actors this curriculum is intended to teach so that they can precipitate change.

Grassroots. Referring to initiatives undertaken by committed activists within civil society arenas, they highlight several important ways in which grassroots innovations differ from the more mainstream, market-based innovations that, to date, have been the mainstay of both empirical research and theoretical development in innovation studies. (Hargreaves, T., Hielscher, S., Seyfang, G., & Smith, A. 2013)

Harder Energy Technology. Initiatives such as nuclear power, carbon capture and storage, large dams and barrages, offshore wind, and other 'titan technologies' (Smith, A. 2012) See also Softer Energy Initiatives.

Lobbying. The Council of Europe understands lobbying generally as a "concerted effort to influence policy formulation and decision-making with a view to obtaining some designated result from government authorities and elected representatives. In a wider sense, the term may refer to public actions (such as demonstrations) or 'public affairs' activities by various institutions (associations, consultancies, advocacy groups, think-tanks, non-governmental organisations, lawyers, etc.); in a more restrictive sense, it would

mean the protection of economic interests by the corporate sector (corporate lobbying) commensurate to its weight on a national or global scene."

Niche Growth. In the process of the niche development, the key player is the Key Knowledge-dissemination process that provide the possibility for the knowledge-based interpretations of the growth. Studies describe the process of the grassroots-based innovations development for the niche growth and five core stages (Seyfang, G., & Longhurst, N. 2013), in particularly:

Stage 1. The spread of knowledge leads to new projects emerging in novel contexts;

Stage 2. The diffusion of currency projects in a country has led to the emergence of national networking organisations;

Stage 3. Knowledge being produced meaning that facilitating networking and learning between projects; aggregating knowledge; providing resources to assist with the establishing of new projects;

Stage 4. This then feeds the further circulation of knowledge through both popular and specialist media channels, including some specific forms of knowledge infrastructure for gathering and disseminating this information;

Stage 5. At the final stage of the cycle, new models emerge, inspired by an existing currency but adapting or hybridizing into a new type of system.

Niches and Social Innovation. In recognition that systems exhibit 'lock-in' and 'path- dependency', a growing body of research seeks to understand the dynamics and governance of system-wide transformations and social change for sustainability. Historical studies of socio-technical systems trans- formations have revealed that accumulations of projects in experimental 'niches' have triggered widespread systems-change when those dominant systems have been under tension (Geels and Schot 2007)

Niches. Niches are protected spaces where projects can develop away from the normal selection pressures of mainstream systems, offering supportive networks to allow experimental new systems to take shape, such as business incubators, subsidized technologies, or ecovillages. (Geels and Schot 2007)

Roadmap. A strategic plan that lays out the steps a community will take to achieve specific outcomes and goals. It outlines these goals as well as related tasks in the short, intermediate and long term. An effective roadmap also includes measures to allow tracking of progress towards reaching the set goals

SEP – Stakeholder Engagement Person. The person inside the organisation who in charge of managing the stakeholders. The main task of the SEP is to identify relevant stakeholders from different sectors of society, including both those who are supportive as well as those that could be considered 'opponents' to efforts, such as certain industrial actors. This includes identifying stakeholders that are not engaged current energy transition, but could have a significant impact on the process. SEP also creates strategies for reaching out to stakeholders they have previously not communicated with – and creating rebuttals to the claims or arguments made by opponents and establishes good personal communication with the identified stakeholders and start networking as soon as possible. This means attending different meetings (i.e. Chamber of Commerce or trade associations). It also means setting up meetings with different stakeholders.

Social Practice Theory SPT. SPT focuses on transitions in practices as entities (idealized and abstract forms that are historically and collectively formed) and as performances (the grounded enactment of practices conducted as and amid everyday contingencies). Practice theory argues that practice is social, as it is a 'type' of behaving and understanding that appears at different locales and at different points of time and is carried out by different body/minds. Practice theory as a version of cultural theorizing, distinguishing it from norm (*homo sociologicus*) or purpose oriented (*homo economicus*) theories of action and from other cultural variants, including those that are, in his terms, grounded in mentalism (locating the social

in the human mind); teetotalism (the social operating on the level of signs and symbolic structures) or inter-subjectivism (the social being located in interactions). (Hargreaves, T., Haxeltine, A., Longhurst, N., & Seyfang, G. 2011; Reckwitz, 2002, p. 250)

Socio-technical Change. Nature of socio-technical change is accounted for in large part by the embedding of existing technologies in broader technical systems, in production practices and routines, consumption patterns, engineering and management belief systems, and cultural values-much more than it is by engineering imagination (Kemp, R., Schot, J., & Hoogma, R. 1998).

Soft and Hard Energy paths. Environmental activism in civil society has a long history of challenging the orthodox views of energy policy and business elites; as indicated in long-running debates about "soft" and "hard" energy paths. (Smith, A. 2012)

Softer Energy Initiatives. Primarily, though not exclusively, decentralized and conservation-oriented originating in an environmentalist milieu are now beginning to gain mainstream interest and respectability. (Smith, A. 2012). See also Harder Energy Technology

Stakeholder. Whose interests are affected by the issue and whose activities affect the issue; Groups that possess/control information, resources and expertise needed for strategy formulation and implementation. Stakeholders are those participation/involvement is needed for successful implementation. (Bertoldi, P., Cayuela, D. B., Monni, S., & de Raveschoot, R. P. 2010)

Sustainable Development. Sustainable development was defined in the World Commission on Environment and Development's 1987 Brundtland report ´Our Common Future` as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. In 2001, the EU adopted a strategy in favour of sustainable development. This was revised in 2006 providing 'a long-term vision for sustainability in which economic growth, social cohesion and environmental protection go hand in hand and are mutually supporting'. The European Commission's review of the strategy in 2009 highlighted the persistence of some unsustainable trends and the need for greater efforts in their regard. However, it also noted the EU's progress in mainstreaming sustainable development in many of its policies (including trade and development) and pointed to the lead it has taken regarding climate change and promoting a low-carbon economy.

Technological Regime. The whole complex of scientific knowledge, engineering practices, production process technologies, product characteristics, skills and procedures, and institutions and infrastructures that make up the totality of a technology". A technological regime is thus the technology-specific context of a technology which pre-structures the kind of problem-solving activities that engineers are likely to do, a structure that both enables and constrains certain changes. (Kemp, R., Schot, J., & Hoogma, R. 1998)

Transition Management. A multilevel model of governance, which shapes processes of co-evolution using visions, transition experiments and cycles of learning and adaptation. Transition management helps societies to transform themselves in a gradual, reflexive way through guided processes of variation and selection, the outcomes of which are stepping stones for further change. It shows that societies can break free from existing practices and technologies, by engaging in co-evolutionary steering. (Kemp, R., Loorbach, D., & Rotmans, J. 2007)

Transition. A set of connected changes, which reinforce each other but take place in several different areas, such as technology, the economy, institutions, behaviour, culture, ecology and belief systems. A transition can be thought of as a spiral that reinforces itself; there is multiple causality and co-evolution caused by independent developments". (Smith, A., Fressoli, M., & Thomas, H. 2014; Rotmans et al., 2001)

Vision. Design of the preferred pathway in the form of scenarios including concrete objectives to be reached at the end of a specific timeframe.

World Cafe or Knowledge Café is a structured conversational process for knowledge sharing in which groups of people discuss a topic at several tables, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a "table host". A café ambience is created in order to facilitate conversation. In some versions, a degree of formality is retained to make sure that everyone gets a chance to speak.

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Chapter 1. Transition to Low-Carbon Economy

Energy Transition in CEE

Europe has set the path towards more sustainable living. By supporting the international agreements for reducing the effects of climate change, Europe is leading the global process towards the sustainable future. European community has been committing to reducing its CO_2 emissions up to 80-95% for 2050, advancing to a low-carbon economy. Energy sector, as the main source of greenhouse gas emissions, is in the focus of this transition process. A term 'energy transition' will be used for the process of shifting from fossil fuel dominated economy towards an economic model with reduced emissions, improved resource efficiency and better social and economic welfare.

Energy intensity of the economy

Gross inland consumption of energy divided by GDP (kg of oil equivalent per 1 000 EUR) – 2015

Legend
- 59.4 – 100.2
- 100.2 – 128.0
- 128.0 – 192.9
- 192.9 – 233.6
- 233.6 – 507.5
- Not available

Minimum value:59.4 Maximum value:507.5
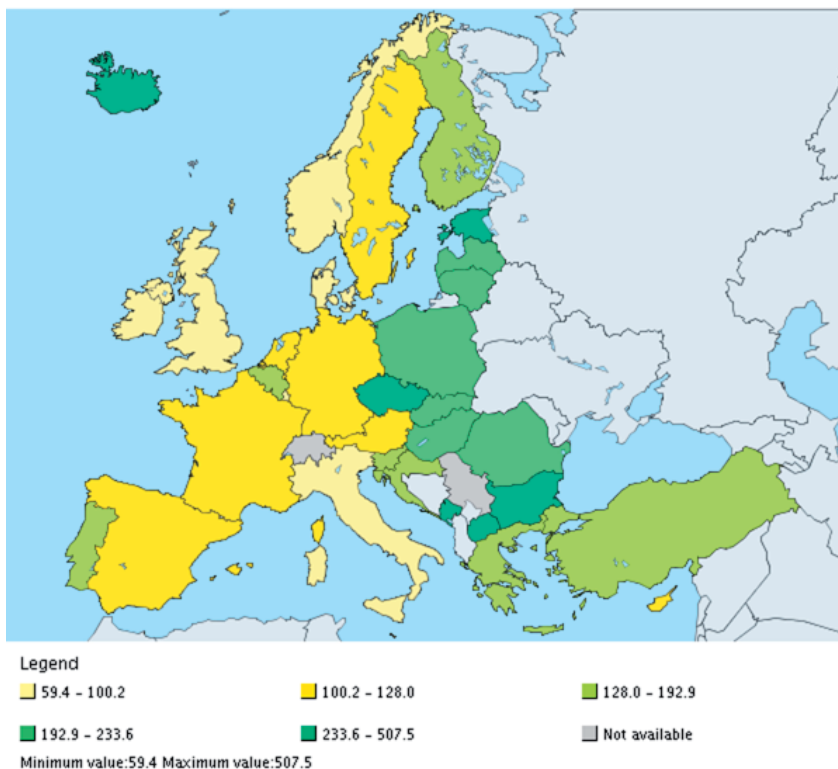
Figure 1. CEE countries have the most energy intensive economies in European Union. Source EUROSTAT.EU

Energy transition of Eastern Europe can be presented as a success story inside its own limits. The reduction of the energy consumption in last 25 years in the region has been remarkable, although partly due to reduced industrial and agricultural production after the collapse of the Soviet Union. Energy infrastructure has been almost fully renovated, the service companies have been restructured and the skills of the work force have been improved. The change of the economic model of the energy sector has been most remarkable - now operating successfully on the free market and implementing the European single open market regulations (EC, 2017)

The reduction of energy consumption has been mostly happening outside the energy sector itself. It has been the outcome of the wider economic development (reduction of industrial and agricultural production), not solely by replacing the old energy sources with the new, more efficient ones. The energy intensity of the economy has not been significantly reduced despite the modernization of the energy sector (see Figure 1), as although upgrades to more efficient technologies would be more financially beneficial in the long run, CEE countries often are unable to do so due limited availability of capital for investment. Very often, new investments increase

the security of energy supply but do not reduce the energy and carbon intensity of the economy. Some of the new investments can even have a long-term negative impact by creating an additional financial barrier for new technologies to enter to the market. Investing into the fossil fuel production for improving the security of supply will hinder the uptake of renewable energy technologies. The cost of the additional investments will be significantly higher and will artificially reduce the feasibility of the renewable energy projects.

Successful energy transition could be highly beneficial for CEE communities. The fast developing economies gain from efficient and environmentally friendly energy production as it adapts the communities to the changing demands of the globalized world. Locally produced goods and services would be able to reduce the large environmental footprint that today reflects the carbon intensive energy production models. Furthermore, the environmental cost of consuming everyday services could be lowered by introducing low-carbon lifestyle for the wider public. For example, the European initiative of energy labelling of products helps end users to make more informed consumption decisions and help the process onwards.

Moving towards the smart economy

The rise of smart economy (combining traditional activities with digital services) is already reshaping our economy. New flexible production models tailored for the economy of scope is offering efficient alternative for traditional resource heavy industry. New ideas of eco-design and circular economy are reducing the material usage and by this, the environmental influence of production of goods. Reduction of energy usage has been a constant interest for industries for reducing the costs of production and the technological development has improved the energy efficiency for industrial production throughout the production chain (Smil, 2008). Next step in improving the energy efficiency should focus to the shift from carbon heavy energy sources to low-carbon ones.

All the European countries have started the shift to renewable energy sources as a part of EU2020 energy goals. During the next years, the targets for 2030 will be defined within the framework of the European Energy Roadmap for 2050. This is a continuing process of countries moving closer to low-carbon econ-

EXAMPLE OF IMPLEMENTING ENERGY EFFICIENCY

The Province of Limburg in Belgium aims at becoming climate neutral by 2020. The **ESCOLIMBURG2020** project is helping the province to reach this target by strengthening an existing ESCO-offer.

This helps relieve the local authorities from complex investment processes. The project will accelerate a large scale retrofitting of the public building stock of the 44 municipalities and the province itself, allowing for the implementation of energy efficiency and renewable energy measures in the stock.

Since the start of the project in April 2013, it has delivered the following cumulative results: 28.9 GWh of energy savings, 7.0 Kt CO_2 reduction and triggered investments in the amount of EUR 5.8 million.

Results
- 40 Local authorities with a customized Retrofit and Renewables action plan for their public building stock
- Achieving a reduction of GHG emissions of 19.504 tons of CO_2e/year and at least 4.352 MWh/year of energy savings / 2.170 MWh/year of renewable energy
- 'Future proofing' the construction sector through capacity building (affecting growth of the number of skilled actors in the construction sector, promoting the generation of new green jobs related to the implementation of energy facilities estimated a total amount of 100).

More information about this project can be found at: http://www.escolimburg2020.be/
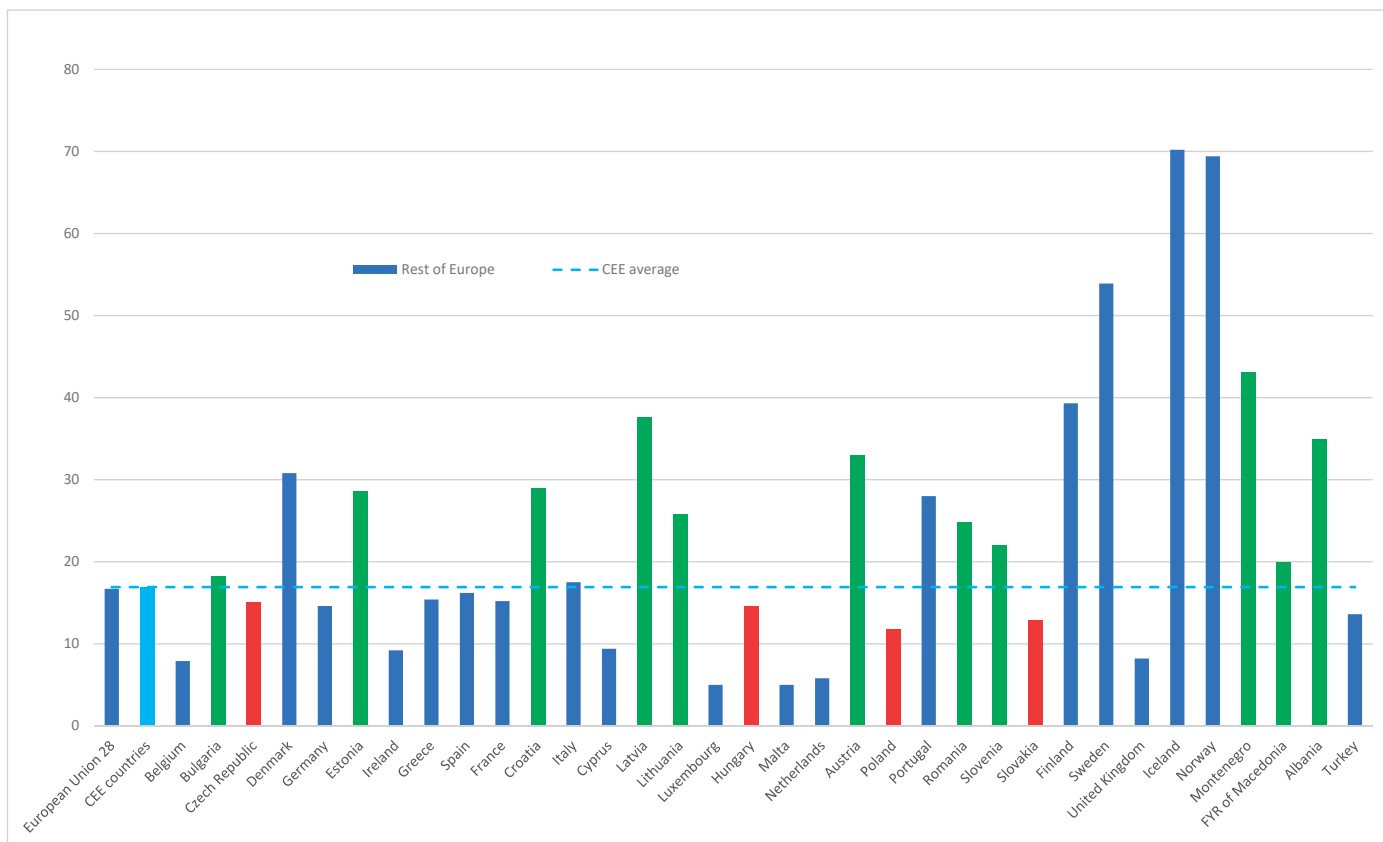
Figure 2. Share of energy consumption based on renewable sources. Source EUROSTAT 2017

omy. Some of the countries are the forerunners of this process with more than half of their energy consumption based on renewable sources (for example Denmark, Sweden, Norway). Latvia, Albania and Austria are leading the transition process in CEE countries with about one third of renewable sources in the end consumption of energy (Figure 2, Eurostat 2017). However, traditional coal regions, like Hungary, Slovakia and Poland are behind this process. Shifting the dominating production models in the traditional coal regions is one of the biggest challenges of energy transition in CEE countries as several aspects (i.e. economic, social, environmental) have to be dealt with at once.

A shift to low-carbon economy can offer new opportunities for the fossil fuel production regions that today are depending on mainly coal as their primary source of income. Unfortunately, the traditional coal communities may not have the necessary knowledge and readiness to reshape their economic model. A lack of technical and investment capacity are not the only obstacles as these communities are also facing social challenges beyond their ability to solve: lack of jobs, economic opportunities, environmental and health risks, and aging population with strong outflow of younger generation. Offering combined solutions to these challenges must be the focus of any energy transition effort.

Economic redevelopment of the traditional industrial regions to 'green islands' benefits from the energy transition process. Historical roles of the energy producing and energy consuming regions can be re-negotiated during the redevelopment process, offering new streams of income for these communities. Global forces have also pushed Europe towards adopting an economic model that prioritizes the service economy over traditional production. Simply put, it is difficult to compete with East Asia's low production costs. Producing sustainable energy on the other hand has a clear advantage in this situation, as the clean energy production cannot be easily outsourced over the long distances (differently from fossil fuels that often are imported into the region). Raising consumer awareness and their demand for sustainable,

fair produced goods also strengthens this transition. Locally produced goods can (and should) be consumed locally (or regionally); in addition, it creates new jobs and offers new services in the community, strengthening it also socially not just economically. Combining clean energy with the clean production technologies of goods can offer additional economic benefits. This idea is strongly represented in the concept of CLEANTECH and successfully used in many communities, especially in Nordic countries, which are forerunners in adopting CLEANTECH as well as circular and bioeconomy models. Although switching to CLEANTECH is expensive, CEE countries should seek to adapt this innovative model so that they could increase efficiency industrial production and offer risk management.

The challenge of changing capitalist consumerism

It is important to keep in mind that altering the consumption habits of people is as important as changing the production models, but likewise, it does not happen fast. The mass consumption culture and consumer society has risen rapidly in the countries of Eastern Europe since the fall of Soviet centrally planned economy. Peoples' 'willingness to consume' (Ropke, 1999) has been transferred from Western Europe and especially from United States to Post-Soviet countries in last three decades and has rapidly evolved into something even more overwhelming. This is well-learned behaviour, based on economic development, which has improved living standards together with the peer pressure through mass media / social media and individualistic behaviour patterns. In Eastern Europe, this attitude is a relatively new one, and is in sharp contrast with the 'survival skills' of previous generations that have grown up under the Soviet regime. Within one generation, people's expectations for and consumption of the material world around them has grown so dramatically that one will have hard time distinguishing people walking on the streets of Warsaw or Budapest from those on the streets of London, Berlin or New York City. The change to more homogenous mix of national appearances is indicating even more profound change of public expectations and practices (the role of everyday practices is well developed in Shove & Walker, 2010 and in Vihalemm et al. 2015). The new expectations notably influence the acceptance of ideas of sustainability and can add additional barrier to the path to more sustainable living as current intensive consumerism demands cheaper and faster goods production that is prone to have serious environmental consequences.

The expansive consumeristic attitudes of the nation are working against the ideas of sustainability thereby combating sustainable energy advocacy.

A large portion of the society in post-Soviet countries seems to feel like they have the 'right to consume' (as a part of some sort of universal consumer rights) as long as they are able to pay for it. There are several fundamental problems with this type of expectation, environmental consequences being the most notable one. Our material culture – the things surrounding us, has a price, that is paid not only with money but also in units of resources used (energy, water, ecological services etc.), some renewable and some non-renewable (Smil, 2008 and 2014). Faster production cycle is putting ever-growing pressure to these resources, ending up with damaging the natural environment including what we need for our healthy living. With the global production model, that has separated producers and consumers geographically, the direct negative environmental and health impact can be 'transferred' to a different country (usually to a 'developing or a third world' countries with low environmental regulations and cheaper labour) but it will not disappear. Those countries however lack the ability and financial capacity to deal with those impacts so the pollution and health problems accompanying carbon-intensive production cause serious social and environmental damage. Not to mention that with certain types of pollution (air, water, plastics, etc.) it spreads easily over the country borders, thus having direct and indirect effect globally.

Better-designed products and cradle-to-cradle production processes can help to reduce the negative impacts of the expanding consumer society. This idea is carried by the ECODESIGN concept. Joining Ecodesign concept with the most efficient use of the resources in the whole chain (also known as circular
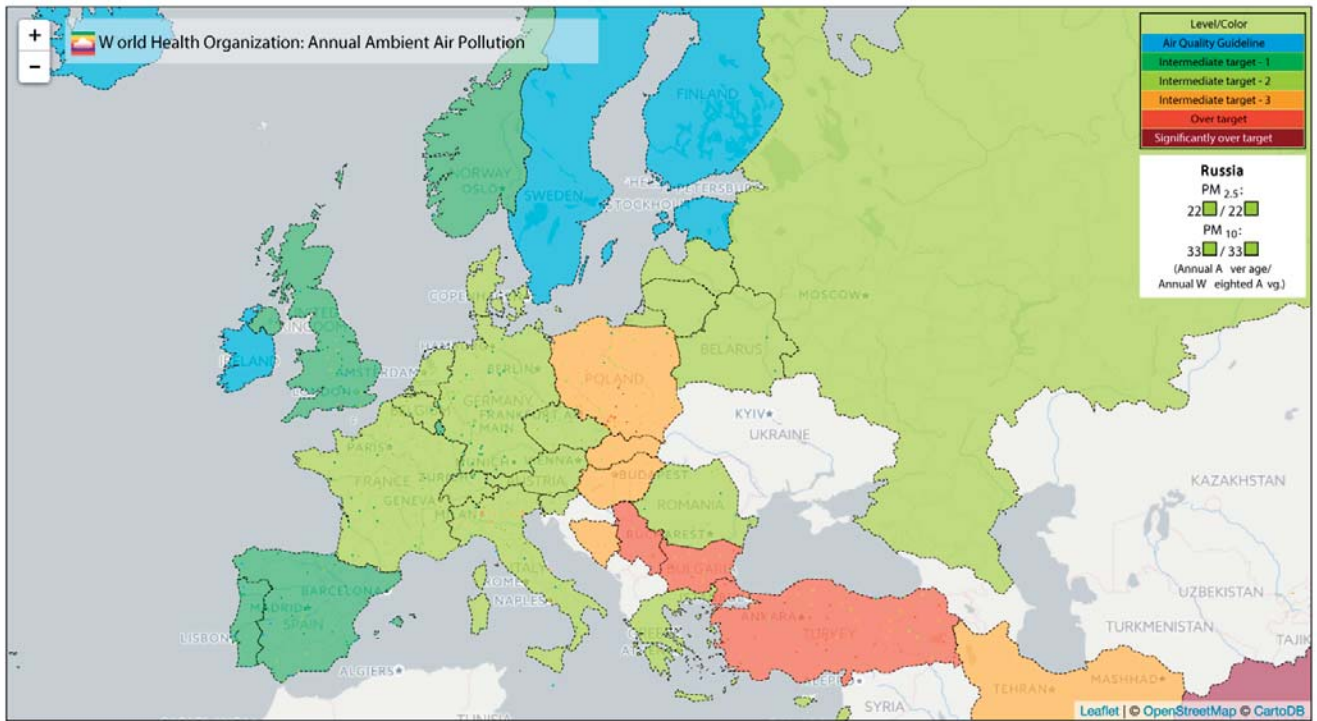
Figure 3. Air pollution in European cities in 2014. Source: WHO and aqicn.org

economy) makes use of all the production residues, so everything is (re)used/recycled and nothing will be wasted.

The negative environmental impact of intensive mass consumption can be reduced to an extent (by designing better products, reducing waste in the production process, consuming only environmentally sound products etc), but it cannot be eliminated. Every system has its boundaries and there are empirical limits for the growth (Meadows et al. 2004). Accepting and staying in these limits, in addition to improving process sustainability and efficiency, can avoid environmental damage of overconsumption and lead to better economic and social welfare.

> Proposing and discussing the limits should always be part of the energy transition process.

Sustainable Energy Networks

Energy management in Eastern Europe has been a centralized process with the focus on changing the administrative, top-down decisions, based on the specific knowledge of the few experts involved. However, successful transition to low-carbon economy requires participation of different actors from different levels – experts, decision makers, producers, consumers, research and financial institutions etc. All these actors will play a significant role in developing the energy future for their communities. Involving them early on helps the energy transition process to be more open, transparent and engaging and reach mutually beneficial goals.

The key role of forerunners

Forerunners are organizations or individuals that are leading the transformation of the local energy sector into more sustainable one. They are the first wave of actors implementing and promoting sustainable practices that will be common in the future while being uncommon and innovative today. In the ideal world, sustainable practices would overthrow the unsustainable economy; however, this process can only happen if there are enough forerunners to support that. Existing forerunners are required for sustainable development to happen and this makes them immensely valuable. They are the actors others will start to follow. In addition, other local actors should be supported to become active stakeholders and later hopefully unlock their potential as forerunners. Participation in policymaking is presumed from local actors to be considered as a stakeholder. To become forerunners even more active position is required. For the energy transition to succeed the organisations and individuals have to be active in regional and national policy making taking initiative in shaping the development of sustainable energy and transport sectors.

Energy transition process requires the local forerunners to be identified and their work supported.

Figure 4. Transition from local actors into forerunners.

The networking of local forerunners helps to increase the future co-operation inside and outside the region. The regions with more active participatory democracy tend to have more active forerunners (e.g. Sweden, Denmark, and Estonia) and vice versa, suitable participatory processes enable active members of the community to contribute to sustainable policymaking. Efficient networking should not be overlooked as it can offer new creative solutions for the challenges of local energy sector but also be a new source of knowledge and new stream of investments. Successful cooperation inside the region can help to achieve the goals of energy transition and avoid unreasonable costs or false investments (costly mistakes). Developing networks and building up the cooperation will be beneficial, as it will open up new possibilities for local energy sector to be more resilient to changing conditions, especially when operating in the international market. It can also bring the new expertise and knowledge to the process of energy management. Finally yet importantly, well-developed local cooperation helps to legitimize and launch new local energy policies as it combines mutual interests from different levels and the involved stakeholders will be more willing in implementing activities.

Efficient collaboration supports the energy transition

Co-operation models can be based on the institutional co-operation (i.e. public transport service provider collaborating with waste management utility for developing biogas bus network) but can also be the outcome of co-operating citizens (as private members of Energy Co-op). Voluntary co-operation of individuals, private and public entities (non-formal cooperation) is in the core of local sustainability movements like Transition Towns. Additional value can be generated from trans-regional or international cooperation of forerunners, who can share their ideas and inspiration between the communities.

Energy transition will benefit from both clusters and industrial symbiosis as well as from non-formal co-operation.

Institutional co-operation will help to coordinate the investments and develop more focused areas of expertise. One of the examples of well-developed institutional co-operation is the clustering of enterprises with one shared aspect (energy, ICT, material production etc.) along the value chain of the product

or service. Clustering can help to share and reduce the costs for production – research, testing, promotion, training etc. Clustering the companies with the sustainable energy agenda can lead to strong development in these areas. Green Energy Clusters, Eco-Innovation Clusters, Near-Zero-Energy-Building Clusters, to name a few examples. Clustering initiative itself does not require additional investments because of the focused role of private enterprises, but can encourage new private investments to occur in the process or as an outcome.

The other example of the local institutional co-operation is the model of industrial symbiosis, where the enterprises located in one region or municipality can cooperate on using the by-products and mutual resources. Local governments have important role on creating special conditions to attract such clusters/organisations and encourage the local cooperation models as well as development of a local circular economy. This can be done via economic measures like tax relief or reduced rent, but can also be through setting a good examples using public cooperation.

Interesting model for mixing the institutional and non-institutional cooperation is the Energy Co-operative, where the members will provide the investments required for energy production. In many cases, they also will be the main users of the produced energy. The members can be either organizations or citizens with smaller or bigger investments and sometimes the extra precautions are taken to reduce the effect of 'big money' to give more value to wider participation instead of higher investments.

Institutional and non-institutional cooperation can play important role in policy development, where networking can be used for creating political capital. In this context, both non-formal and non-institutional cooperation are vital for the process to be successful, as having political and opinion leaders advocating your message is highly influential, as promoting new vision of low-carbon economy for the region requires reaching out to the wider public, finding support and debating/convincing the sceptics and opposition. Building up the support for the energy transition requires active work with the members of community who may at first not see the long-term benefits of this process. The process of successfully reaching out to the members of community will be described in next chapters.

Learning from the experiences of the people that are facing the similar challenges is highly beneficial.

Sustainable energy networks will help to form new alliances for more successful transition in CEE countries. Reaching out to the likeminded, active and innovative people outside of their communities can be very beneficial for the current and upcoming forerunners. Developing international networks based on their mutual values and interests can help the forerunners to share experiences and support the work of each other across the regions. Sustainable energy development in CEE countries shares many similar challenges and efficient networking and knowledge transfer might already overcome some of them.

Developing local cooperation can be challenging. In many cases the local institutions are not used to developing networks and do not see the real value on dedicating their time on stakeholder engagement. The process itself can be simplified to include few useful and practical steps. These steps (mapping the stakeholders, analysing their role, reaching out and winning their interest) will further described in Chapter 4. The engagement process is important part of creating Energy Roadmaps best fitted to local conditions, which will propose a way towards local low carbon economy. Stakeholder engagement models and their role in energy roadmapping process will be further described in the next chapters of this guidebook.

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Chapter 2. Advocacy for Sustainable Energy

Companies, sub-national government leaders, civil society organizations, and educational institutions have been at the forefront of the global push for greater climate ambition in recent years. These groups—often collectively referred to as 'non-state actors'—have launched global initiatives aimed at delivering significant greenhouse gas emission reductions. During the last three years, non-state actors have also played an increasingly important role in creating a global momentum for greater climate ambition, which is the Paris Agreement. By articulating new commitments on the global stage, companies, sub-national governments and civil society organizations have shown that there is significant support for climate action, and in so doing encouraged governments to take on strong national targets and reach a global climate agreement.

The aim of advocacy activities is to change - through the influence of decision makers – climate and energy policies and practices in order to advance and improve conditions of the target groups, and eventually drive low carbon development further.

As depicted in Figure 5, advocacy can be distinguished between common advocacy and lobbying. **Common advocacy** methods are used to enforce changes by making demands usually from outside the political structure. It involves sending out information to get a specific message across or to mobilise people in order to weaken the position of a particular decision-maker. The characteristic of this case a win (target group) – lose (decision makers) situation. However, in **lobbying** or other advocacy actions a win-win situation is created, which is a strategic, planned and informal way of influencing decision-makers.

> The cornerstone of successful advocacy strategy is the elaborate planning process.

OUTSIDER	ADVOCACY		INSIDER
Weaken decision maker	Force change on decision maker	Convince decision maker through constructive argument	Process of joint learning with decision maker
COMMON ADVOCACY (WIN-LOSE)		LOBBYING (WIN-WIN)	
Attack	Confront	Persuade	Cooperate
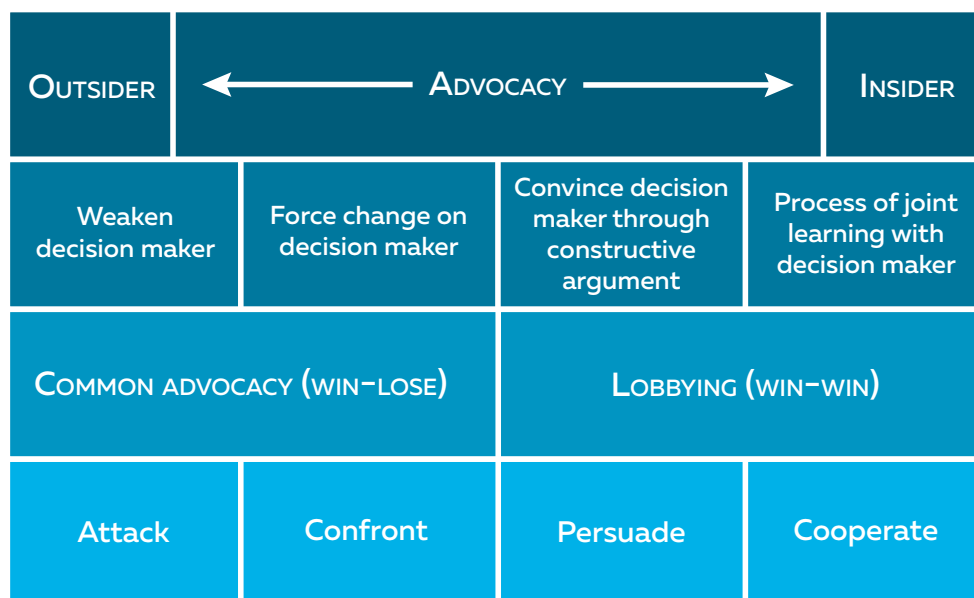
Figure 5. Position towards decision makers. Based on: ICCO, 2010

ORDINARY LEGISLATIVE PROCEDURE IN THE EUROPEAN LEVEL

INPUT FOR LEGISLATION PROCEDURE

European Investment Bank
European Central Bank
European Parliament
Citizens' initiative
A quarter of the member states

COMMISSION PROPOSAL

PUBLIC INPUT

Public input can be given through national MEPs, submitted petitions or by citizen's initiatives.

Rapporteurs are collecting opinions from concerned parties. People can submit their opinion to them, to any other member of the relevant committee, or to any MEP.

Public input is minimal, only through national MEPs for their voting possibilities.

1st reading in Council

1st reading in European Parliament

EP amends it and sends it back to the responsible committee

Council amends EP's position

Council accepts EP's position

EP adopts the proposal

2nd reading in Council

2nd reading in European Parliament

EP accepts Council's position

Council approves all of EP's changes

EP rejects Council's position

Council does not approve EP's changes

THE REGULATION / DIRECTIVE / DECISION IS ADOPTED

Conciliation Committee

The joint text is not approved by the CC

The joint text is approved by the CC

THE LEGISLATIVE PROPOSAL IS NOT ADOPTED AND PROCESS IS ENDED

Act is approved by EP and Council.

Act is rejected by EP and Council.

3rd reading in European Parliament and Council

Figure 6. Ordinary legislative procedure in the European level requires two policymakers, European Parliament (EP) and European Council, to both agree on the proposal for the Regulation, directive or decision to be adopted throughout Europe. There are several possibilities for outside stakeholders to contribute to the process.

THE PROCESS OF THE EUROPEAN CITIZENS' INITIATIVE

Preparation and setting up of the citizens' committee	Registration of the proposed initiative Max. 2 months	Certification of your online collection system Max. 1 month	Collection of statements of support on paper and/or online Max. 12 months	Verification of statements of support Max. 3 months

If the Commission decides to follow your initiative → the legislative procedure starts in the EC	Examination, public hearing in the European Parliament and answer by the Commission Max. 3 months	Submission of the initiative to the Commission

Figure 7. Overview of the process and expenditure of time in the European Citizen's Initiative.

Characteristics are open (two-way) communication, influencing by linking the interests of different stakeholders (ICCO, 2010). Across these two types of advocacy you can choose to either attack, confront, persuade or cooperate with the state in trying to move your agenda forward.
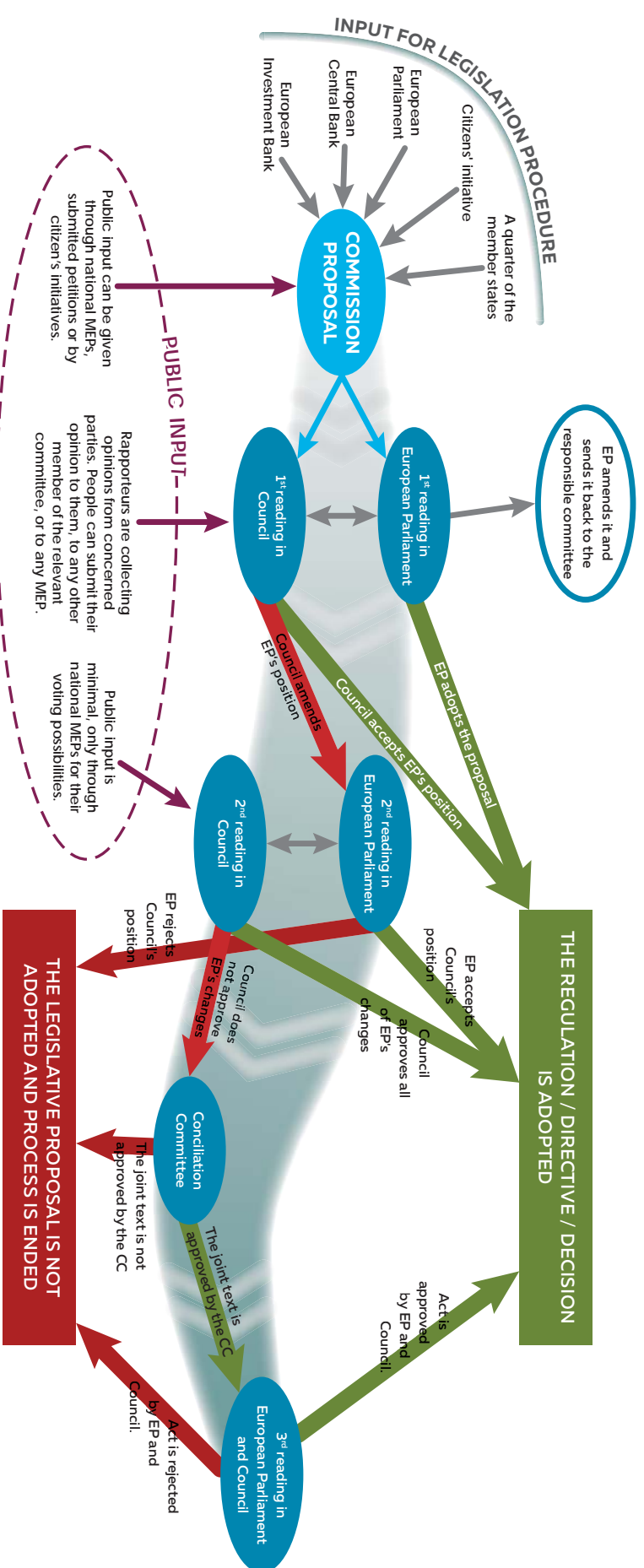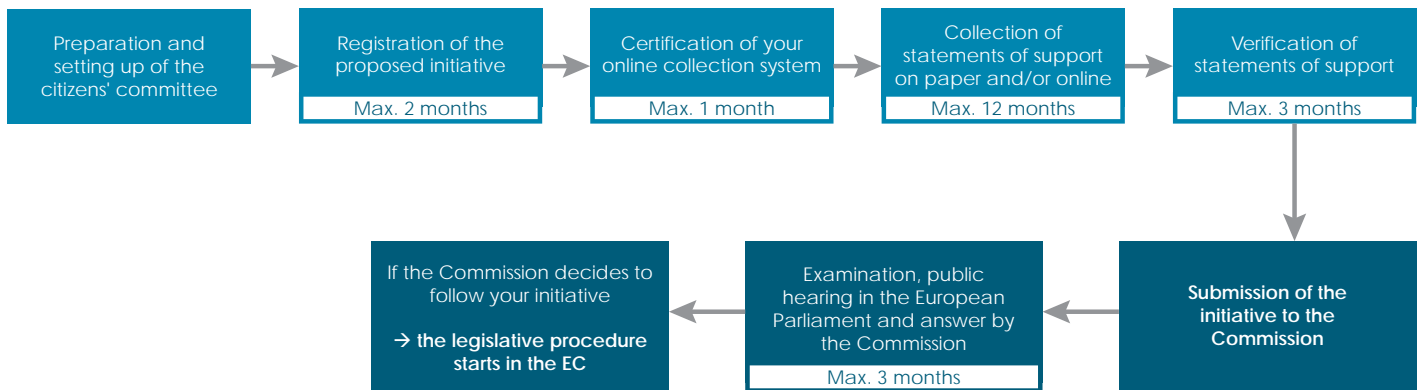
In order to do policy advocacy you need to understand what the political system in your country is. The table in Annex 1 gives an overview of relevant policy makers on national level in PANEL2050 partner countries.

It is important to note that countries do have different levels of public engagement traditions when it comes to national level policy making, so it is essential to familiarise yourself with the local situation.

Energy Policymaking on Different Levels

EU level

The main driver of EU energy policy in 2030 perspective is the "Clean energy for all" package. The legislative proposals cover energy efficiency, renewable energy, the design of the electricity market, security of electricity supply and governance rules for the Energy Union. In addition, the Commission proposes a new way forward for eco-design as well as a strategy for connected and automated mobility.

The package also includes actions to accelerate clean energy innovation and to renovate Europe's buildings. It provides measures to encourage public and private investment promote EU industrial competitiveness and mitigate the societal impact of the clean energy transition.

When talking about the ordinary legislative procedure (see figure 6) in the European Union, the Commission has the legislative initiative. However, the European Parliament has a right of legislative initiative that allows it to ask the Commission to submit a proposal. The process gives the same weight to the European Parliament and the Council of the European Union on a wide range of areas (for example, economic governance, immigration, energy, transport, the environment and consumer protection). The vast majority of European laws are adopted jointly by the European Parliament and the Council.

The members of the parliament are divided up among a number of specialised standing committees in order to do the preparatory work for Parliament's plenary sittings. The committees draw up, amend and adopt legislative proposals and own-initiative reports. They consider Commission and Council proposals and, where necessary, draw up reports to be presented to the plenary assembly.

European Commission works toward enabling its citizens to contribute more in the active law-making process from the preparation phase through to proposals for new laws and evaluations of how existing laws are performing. The Commission publishes all the policies requiring public discussion in their public participation homepage at http://ec.europa.eu/info/law/better-regulation/have-your-say_en. In the later legislative steps, the possibility to voice your concerns and express your opinions is quite limited, however there is always a possibility to contact your national member of the parliament and ask them to vote in a specific way.

The opportunities to influence different stages of policymaking on EU-level are following:

- Submitting a European citizens' initiative (see figure 7), which is an invitation to the EC to propose legislation on matters where the EU has competence to legislate (for example environment, agri-culture, transport or public health). A citizens' initiative has to be backed by at least one million EU citizens, coming from at least seven out of the 28 member states. If the Initiative gets one million signatures it will be forwarded to the EC who will carefully examine the initiative. The Commission will adopt a formal response spelling out what action it will propose in response to the citizens' initi-ative, if any, and the reasons for doing or not doing so. If the Commission decides to put forward a legislative proposal, the normal legislative procedure is followed.

- Expressing your views on the initial ideas for new laws, roadmaps and inception impact assess-ments when published by the EC. The consultation period for these is usually four weeks when the public can give feedback.

- Through open public consultations you can express your views on aspects of impact assessments, before the Commission finalises its proposals. Impact assessments cover the issues to be tackled, whether action should be taken at EU level and the potential effects of different solutions outlined. The consultation period for these is usually at least 12 weeks when the public can give feedback.

- Possibility to give feedback on the agreed legislative proposal by the EC, and its impact assess-ment. The period for giving your feedback to the EC is eight weeks, following publication of the Commission proposal in all EU languages. After this, the Commission will present all the gathered opinions to the Parliament and Council.

- Through open public consultations you can contribute to evaluations and fitness checks of how existing laws are performing in practice. The consultation period for these is usually at least 12 weeks when the public can give feedback.

- There is a possibility to express your views on draft texts of Commission acts that either amend or supplement non-essential elements of existing laws, via delegated acts, or specify the conditions for existing laws to be implemented in the same way across the EU, via implementing acts. The consultation period for these is usually four weeks.

- There is a possibility to suggest improvements in the existing laws via the REFIT platform at any time. The EC expects its citizens to help simplify EU laws and reduce regulatory burden for the benefit of civil society, business and public authorities. The REFIT platform consists of two groups – Government and stakeholder group – who meet independently and in plenary sessions and they give their recommendations to the Commission, taking into account the suggestions made by citizens and interested parties.

- The Commission also consults other types of papers where public can give their input. For instance green papers, which are launched by the Commission to stimulate discussion on given topics at European level. The consultation period for this type of papers is at least 12 weeks.

National level in CEE

The strategies and action plans are reviewed at given time intervals, when national consultation is possible.

In order to do policy advocacy you need to understand what the political system in your country is. Countries do have different levels of public engagement traditions when it comes to national level policy making, so it is essential to familiarise yourself with the local situation.

The Annex 1 gives an overview of relevant policy makers on national level in PANEL2050 partner countries.

Policy Advocacy

There are a broad number of tactics that can be used when conducting political advocacy. Which ones you choose to use depends on various factors, including the level of government you hope to influence, the relationship that you have with key decision-makers, the attitude towards the issue expressed by the state, what the public opinion is regarding the issues and the structure of the particular political system. Each of these factors will be discussed briefly below, and then a range of different tactics will be presented.

Level of government

As indicated above, the level of government being focused on is important for advocacy organizations so that they choose the right scope of action for their efforts. Generally speaking, political action can be pursued on the local, sub-national, national, regional, EU and global levels. The local level refers to a single municipality or even specific neighbourhoods (especially within larger cities). Mass media is less relevant typically at this level and a great deal of advocacy is done face-to-face due to the greater access advocates have to those they are trying to influence.

The sub-national level consists of multiple cities and/or entire counties or regions. This is a more difficult space in which to advocate – because it requires working with different governing bodies such as multiple city councils or a county government. Different city governments may or may not influence each other (and might even be in opposition to each other), which can make it harder to achieve consensus on policy goals. Networks of actors might be needed to engage in multiple tactics that are more effective when coordinated with each other. Furthermore, in many countries, there often is relatively little power vested at the regional level (for example at the county level in Estonia and Lithuania (Horvath, 2000). Exception being Poland, which is the most decentralized country in Central and Eastern Europe, with powerful and autonomous local government (Regulski, Drozd, 2015).

It is for the reasons cited above that a great deal of political advocacy is done at the **national level**, as this is the more efficient way to push for a change that affects cities and regions throughout the entire country. Of course, the size of the nation influences greatly how 'efficient' this approach really is. National level action is also needed when this is the level of government that has jurisdiction over the issue, such as Estonia's Renewable100 strategy, which aims to switch all of Estonia's energy production to renewable sources. It is actively advocated on the national level and more practically via small local projects by people supporting the plan. Mass media becomes much more relevant at this level and a great deal of advocacy is done via representatives (lobbyists, NGOs, etc.) of larger constituencies of people.

As the EU has developed over the years, it has grown to become influential over national governments in a broad range of policy areas. In some cases, such as EU directives, member states are obligated to adopt the laws indicated by the EU. Examples of these include the Energy Efficiency Directive and the

Renewable Energy Directive that act as driving forces for the sustainable energy transition in the EU countries. In other cases, the findings of the EU are less direct, but might serve as guiding actions or principles for member states. Political advocacy efforts on **EU level** could target either of these two aspects of EU policy to have an impact on specific or multiple member states.

The final level at which policy advocacy can be pursued is at the **global level**, which in particular means via international institutions such as the UN. The Paris Agreement on climate change is one example of this. Advocacy is done very indirectly at this level, through large representative organizations. Participating in umbrella groups and network meetings to coordinated actions is a typical approach.

One good example of global scale advocacy actions was done by the WWF, the global conservation NGO, who has been playing an important role in advocacy on global level to tackle climate change (see Annex 2 for more detailed info). The **COP 21** was a real milestone on this, and WWF concentrated its efforts actively to put pressure on governments to ensure that they join the Paris Agreement and increase the ambition of their national action plans.

Another good example for successful advocacy work on the global scale is **Earth Hour**, done again by the WWF. An initiative with a simple, clear message – Turn off the lights – towards public, yet evolved to be the biggest voluntary action for environment with 2,5 billion people participating and huge results in terms of policies and corporate engagement on all levels – national and global as well. The Earth Hour movement has shifted from a fun public event towards real commitments in the past decade.

> Policy advocacy done at the local and national levels can reinforce efforts done at both levels and makes success more possible.

Of course, it is important to keep in mind that advocacy almost never occurs at just one level – most actions benefit from (if not require) multi-level action. For example, achieving advocacy goals at the global or EU level often must be combined with actions to educate national political leaders (also MEPs) about these new EU/global policies. An example of this would be Earth Hour or advocacy for COP meeting done by WWF (see Chapter 3 for more detailed info). Likewise, policy advocacy at the local and national levels can reinforce efforts done at both and make success more possible.

Political opportunity structures

Closely related to the above point concerns what the structure of the particular political system that you are operating within. This includes the electoral system, parliamentary structure, etc. as well as the prevailing political environment (i.e. the relative power of parties, who works with whom). The term political opportunity structure is used to refer to the mechanisms that exist within the governing system that would allow advocates to have influence. As depicted in figure 8, systems with frequent elections and/or public consultation or other mechanisms for public input into legislation and policy provide more opportunities for an advocate to have their views heard and considered by the state.

One example of this from the CEE countries is the www.osale.ee website in Estonia, which enables citizens to make suggestions for new or revised legislation and obtain signatures from others who support the initiative. If a policy recommendation receives enough signatures, the parliament must consider it within their legislative session. Other examples of these types of mechanisms in the region include Romania and Latvia. In Romania, the Parliament allows citizens to comment on specific bills, which are published via http://www.cdep.ro/. The same approach is taken in Latvia, where everyone has the right to address submissions to state or local government institutions and to receive a reply on the essence of the question in their online portal at http://www.saeima.lv. In addition, in Hungary planned tenders can be commented on the following site: https://www.palyazat.gov.hu/partnersgi-egyeztetsi-folyamatok-2014-2020. See Chapter 6 for more info on Crowdfunding and other resource building possibilities for advocacy activities.

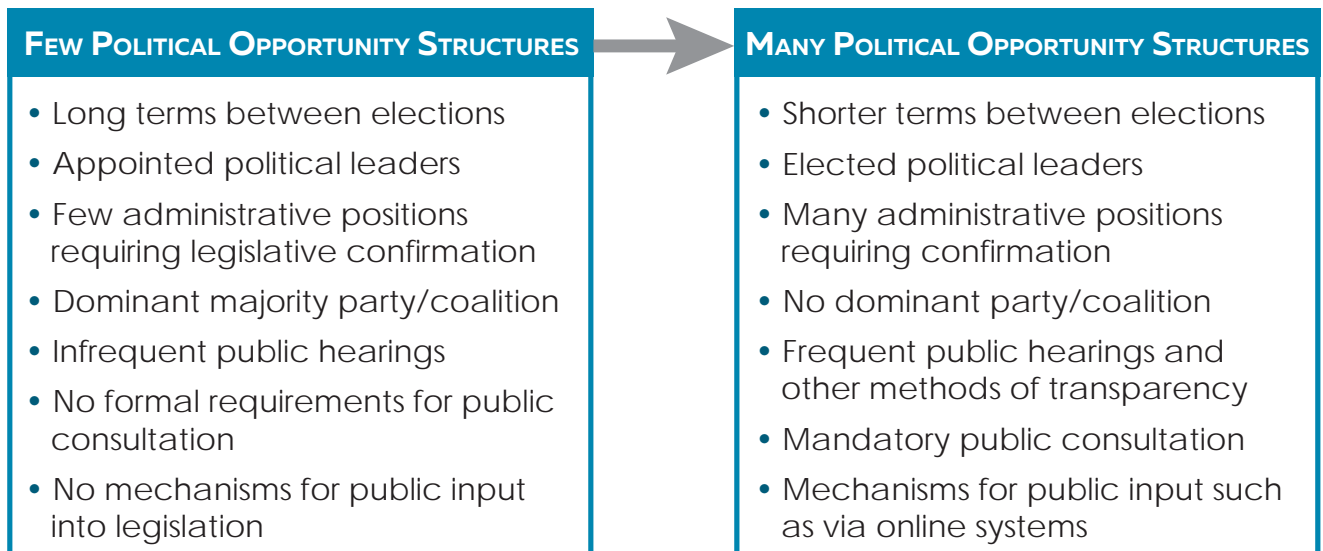| FEW POLITICAL OPPORTUNITY STRUCTURES	MANY POLITICAL OPPORTUNITY STRUCTURES
• Long terms between elections • Appointed political leaders • Few administrative positions requiring legislative confirmation • Dominant majority party/coalition • Infrequent public hearings • No formal requirements for public consultation • No mechanisms for public input into legislation	• Shorter terms between elections • Elected political leaders • Many administrative positions requiring confirmation • No dominant party/coalition • Frequent public hearings and other methods of transparency • Mandatory public consultation • Mechanisms for public input such as via online systems

Figure 8. Differences between number of political opportunity systems.

Even for local governments that are unable to have such high-tech methods, they still might hold public city council meetings that allow citizens to speak directly to policy makers. The legal system at play would also be related to this, in particular regarding to lawsuits and other legal redress – for example how easy is it to bring a lawsuit against the state.

Relationship with key decision-makers

Key decision-makers, such as elected officials or high level public administrators can be strongly supportive or highly antagonistic towards your organization. This might be because you have been critical of their actions in the past, or due to a difference in party affiliations between yourself and them or because they support a competing organization. Connected to this is how much the government allows you to participate in the policy-making process – do they invite you to give expert testimony in front of legislatures? Do they ask you to consult on white papers or strategic action plans that they are working on? The relationship you have with decision-makers can influence how antagonistic or confrontational you choose to be in your advocacy efforts. For example, if they are strongly supportive of your organization, a more cooperative approach may be better to take, to ensure that the close relationship continues for other important issues. Many argue that it is important to not become too close to political leadership for several reasons. Most importantly, it could compromise your goals (or at least make it appear that you have done so) furthermore, too close a relationship can cause leadership to take your support for granted.

Government attitude towards the issue

Independent of your relationship with government is how it feels about the particular issue you are advocating about. If government is very much opposed to your position on the issue, a confrontational approach might be the only one available. Key to this is trying to understand why the government is in support of a position you oppose. Does the region support coal power because they do not see another viable (i.e. cost-effective and abundant) source? Is it because the coal company donates a large amount of money for their political campaigns? Is it because a long-term contract was signed many years ago that limits the options for the government? Are there regulations at a higher level of government that are relevant? Are key stakeholders (i.e. voters or supporters) in favour of the coal plant? When you understand the cause of the opposition, strategies can be selected to address them.

Public opinion on the issues

One of the possible causes identified in the previous point was the attitudes of important stakeholders. Strong opinion in opposition to your position on an issue amongst key stakeholders or the general public must also be considered when deciding on an advocacy strategy. Use of media and other approaches to educate the public on the issue might be needed before or while you advocate with the government. It is important to keep in mind that in most situations, you will have opposition groups on the same issue that are working against you. This means that you might have to spend as much effort seeking to correct misinformation that is being presented to the public as you do on actual education activities.

Keeping these ideas in-mind, we can revisit this concept of 'insider' vs. 'outsider' tactics, in which an advocate can either choose to be cooperative or confrontational with decision-makers. Within each of the four general stances identified (attack, confront, persuade, cooperate) there are a number of different tactics that can be used. As can be seen in figure 5 (page 17), most of these tactics could be considered as more than one of the four ideal types – depending on how they are implemented.

Each of these tactics (Figure 9), from more cooperative/insider to more confrontational and outsider are described in more detail below. It is important to keep in mind that in the vast majority of cases, a combination of these different approaches should be implemented to achieve maximum effectiveness.

ATTACK	CONFRONT	PERSUADE	COOPERATE
	Research and Dissemination		
	Public Education		
		Administrative Lobbying / Advocacy	
		Expert Testimony	
		Direct Political Lobbying	
	Coalition Building		
	Formal Political / Electoral Participation		
Media Advocacy			
Social Media Advocacy			
Indirect or Grassroots Lobbying			
Legal Action			
(Illegal) Public Citizen Action			

Figure 9. Overview of advocacy tactics and their confrontational effect.

Research and Dissemination

This involves conducting research or analysing specific legislation/policy approvals. It may also include evaluating the effectiveness and outcomes of existing programmes and/or provide data/access to researchers. The idea behind this advocacy approach is that if better information was available to policy makers, researchers, NGOs and advocates – better decisions would be made. The assumption here is

that the state is actually seeking to make evidence-based policy decisions on the issue (as opposed to other political considerations being dominant).

Public Education

This tactic focuses not on experts or policy makers but instead the general public to inform and educate them about public policy issues. Methods used include preparing or distribute print/online materials to educate community about an issue. The key distinction with the previous tactic is that the information here must be 'translated' into a language and format that is accessible to non-experts. Creative methods to educate different groups within society (such as the youth) can be very useful, such as organizing or promoting educational, art, cultural or other community activities. This approach is especially important when public opinion is in opposition to your position on the issue.

Administrative Lobbying / Regulatory Advocacy

This insider tactic involves efforts to influence the public administrative systems (in other words, non-elected government workers) through meetings and correspondence. Much of this activity is done in non-public settings, and in the vast majority of cases should be the first method used (before adopting less insider approaches). Of course, it requires public administrators who are willing to meet with and listen to your position. It is important to keep in mind that these meetings should not only be about you presenting your position, but also attempting to understand what factors are motivating the administrator. For example, are they concerned with public opinion in general or amongst particular stakeholders? Are there specific elected officials, political parties or other actors influencing their decision-making? Are they concerned about costs associated with the policy or potential legal exposure? A better understanding of these motivating factors can help an advocate in crafting future advocacy strategy.

Direct Political Advocacy Actions and Lobbying

This tactic is the same as the previous one, only it targets political or elected policy makers. In particular, it involves persuading politicians to support a particular position, such as voting for or against a specific piece of legislation. This is normally done through direct communication with elected officials, their staff or advisors. Like administrative advocacy actions, it requires a willingness and openness of the elected official to meet with you (or at least someone of relevance from his or her staff!). It also is a way for you to better understand their stated influences (not always the same as their actual influences) which can be helpful in determining which other tactics to use. Generally speaking, this form of advocacy actions are much less technical than with administrators (who in theory should have a more in-depth understanding of the issue). Being able to present key points quickly – especially in terms of the benefits or negatives associated with a particular piece of legislation is valuable – and is a skill that must be developed with practice.

Expert Testimony

Unlike the previous two tactics, this is more 'public' as it involves providing testimony/advice at committee hearings or other meetings of the legislative body. Even if the hearing is not open to the public, it 'exposes' the advocate to many different policy-makers at once. In some cases, testimony is not in front of a group but is done in writing in response to a request for advice made by a legislative committee or public agency. Obviously, this requires the government being willing to ask for such input, which means that they must see you as an 'expert' who has some valuable insight into the issue. As a result, convincing official to invite you is an important aspect of this tactic. There are different ways in which you

can demonstrate your expertise to public officials, such as via the direct advocacy actions described above or as a result of research and dissemination activities. Generally speaking, having a public profile in which you are known for having expertise in the issue is also helpful, although this may depend on the political environment. For example, elected officials might not want to draw attention to the legislation and would thus try to exclude you from commenting on it.

Coalition Building

This approach towards advocacy focuses on building, sustaining and/or expanding organizations or networks of organizations of advocacy and lobbying groups to work for policy change. A well-run coalition of organizations can more effectively carry out all the advocacy tactics described in this section, such as informing experts, lobbying policy makers or educating/mobilizing the public. Coalition building requires reaching out to other (potentially) like-minded organizations and convincing them to coordinate efforts. Coordinating can involve organizations doing the same activity at the same time (such as getting people to attend a demonstration) which can magnify its impact. It can also involve division of labour between members so that organizations complement each other (as opposed to inefficiently duplicating activity) and enables them to capitalize on their strengths. Of course, coalition building is not always easy and sometimes might not be feasible, as it requires some level of trust between organizations that in other instances might see each other as competitors or rivals (such as for project funding or other resources).

Formal Political Participation

This advocacy tactic includes a wide range of potential actions that often moves from being merely persuasive to being outright confrontational towards policy makers. At the most extreme, you could choose to run for political office with a platform around the issue(s) you are advocating on behalf. More likely however would be to support specific candidates or political parties such as by active or passive campaigning – encouraging people to vote for or against a specific candidate/party. It is important to note that for some organizations, outright electoral or political activity might be expressly forbidden for non-profit or NGOs. However, even with these restrictions, it still might be possible to engage in certain types of electoral activities. For example, you could choose to inform the public about the candidates running for office, their positions on issues important to you, without giving an opinion on who voters should support. Another approach could be to organize electoral or legislative forums or discussions, either through social media or at public events, such as inviting the candidates to come and speak or debate regarding renewable energy or other issues. Another 'apolitical' method would be to conduct voter registration and education directed towards specific groups of citizens relevant to or supportive for your stance on an issue. The key here would be to encourage these citizens to vote without telling them who to vote for. Formal political participation can be incredibly powerful advocacy tool – as it can be used to apply pressure on policy-makers. However, it is very important to keep in mind that using these tactics should be selected with care, as they can be very risky, especially in certain political environments, as some governments within the CEE have aggressively challenged NGOs to try and weaken their influence.

Media Advocacy

As described elsewhere, getting public support for an issue can be an important ingredient for convincing policy makers. Working for policy change using media can include releasing press releases about specific events or policy debates. It also includes holding media events to gain exposure or writing letters to newspaper editors or other opinion articles. This also benefits greatly from relationship-building with editors and journalists and if possible expressing opinions during media interviews with newspapers, magazines, radio or TV, depending on the political level and media landscape you are operating within. More about these methods can be found in Chapter 3 of this guide.

Social Media Advocacy

Today, social media advocacy has become extremely important as well, and in some situations might be even more important than media advocacy as it allows you to more frequently and rapidly get your message out. However, the effort required to conduct effective social media advocacy should not be underestimated, as a regular presence should be maintained through the posting of blog entries, Facebook posts, tweets, and comments on online forums. A regular presence is needed to ensure that your audience continues to come to you to hear about your perspective on specific issues. This is discussed in more detail in Chapter 3.

Indirect or Grassroots Lobbying

One hundred people shouting always sounds louder than one person does, which is the idea behind this advocacy tactic. Going beyond simply educating society, an advocate can choose to encourage the public to express support or opposition to specific policies or legislation. This may be done by organizing or promoting campaigns to contact legislators or public administrators to express their opinion via phone calls, letters, emails, showing up to public hearings etc. This type of advocacy can be extremely useful influencing elected officials or political parties who are operating in competitive environments and are thus more vulnerable to electoral challengers. If your organization has volunteers, they are an ideal group to encourage undertaking such action. Other important stakeholders, such as users of any services you provide can also be potential 'lobbyists' for your issue. Social media challenges have also proven to be an effective method for mobilizing people. Reaching out to and working with stakeholders is described more in Chapter 4.

Legal Action

When other advocacy tactics are not working, a remaining option is to pursue legal action. This can include lawsuits against specific government agencies, in response to particular pieces of legislation, policy plans/strategies or against companies that are engaging in what you believe to be illegal practices. In addition to instigating such legal challenges, you could also testify or otherwise provide expert evidence for litigation against the state. Furthermore, the Court of Justice of the European Union has ruled multiple times that NGOs and persons directly concerned may sue EU Member States governments in national courts if they fail to comply with EU mandatory environmental standards. (For example, see case CJEU, C-404/13). Thus, the CoJ has established an important precedent for national litigation in Member States that fail to comply with EU environmental (and other) legislation that requires them to achieve a certain result, even if the European Commission has not taken legal action against the country. Of course, the decision to pursue legal action should not be taken lightly. Generally speaking, court cases against the state are an 'uphill' battle, in which the state will have advantages in terms of resources and legal capacity. In addition, some countries will have more restrictive rules regarding 'standing to sue' meaning who is allowed to bring a lawsuit on a particular issue. A track record of suing the state might also make it impossible to go back to less confrontational relations with the government, which should also be considered. For all these reasons, two general pieces of advice are most relevant – first that a decision to sue should be one of the last options chosen and second, it should not be considered until after you have consulted with an attorney who has experience in doing so.

(Illegal) Public Action

The other most overtly 'attacking' method of advocacy is to organize public actions with groups of people, such as protests, demonstrations, strikes, rallies, and street action. These types of activities can be effective in showing the high level of passion (anger) that exists regarding and issue. Generally speaking,

when organizing public actions, the bigger the better. The more people who are willing to come out and express their opinion on an issue the better chance you have to influence decision-makers. A key aspect of public actions is their 'disruptive' element – even if you obtain permission to hold a march or demonstration – this typically requires the closing of streets and greater police presence – meaning it affects those who observe it. In situations in which the state has been extremely unresponsive, some advocates would call for civil disobedience or other public actions that are technically illegal (such as organizing an event for which you did not obtain a permit). Less 'aggressive' public actions could involve having people sign petitions or organizing a boycott of a service, product, agency or firm. Disruptive (or illegal) public actions can also result in backlashes in public opinion (such as by people who do not have a strong opinion on the issue but are inconvenienced) or result in retaliatory action from the state. For these reasons, it is generally considered a good idea to only resort to public actions when other advocacy tactics are not achieving any success.

Advocating for Sustainable Energy

Effective advocacy for sustainable energy requires well-developed plan, followed by flexible and well-communicated implementation. Adequate monitoring is required since the advocacy actions usually are iterative processes, which can be improved based upon previous actions.

Effective advocacy strategies consist of the five following steps, based on ICCO (2010) and UNDP (2012):
1. Review of circumstances
2. Choose realistic lobby and advocacy goal
3. Develop an advocacy action plan
4. Implementation of action plan
5. Measuring success

1. Review of circumstances

Analyse your (target group's) energy profile. Collect your strengths, weaknesses, opportunities and threats through a SWOT analysis and identify the causes of the negative effects that need to be addressed with a problem tree. Transform the problem tree to objective tree. Be realistic and practical with the identified needed actions. Make exact plans, including technical and financial content, it helps to implement the next steps with well targeted actions.

2. Choose realistic lobby and advocacy goal

- Concerning the realistic limit of your influence, specify the objective and the result, which can be realistically accomplished by influencing the decision makers.

- Start with the decision-making level, which is close to the profile of your organisation, and pick out those decision-maker(s) who have the right power and are influential in this issue. If necessary move to higher decision-making levels. Identify their interests and motivations. See Chapter 3 for more on influencing your stakeholders.

- Timing of the lobby or advocacy activity is essential. Therefore, it is important to identify at which phase the decision-making process stands. Obviously, the chance of influencing a decision is the highest in the initial phase and declines when you move closer to the decision is made.

- Even after a decision is made it still must be implemented at which point it is still possible to advocate for change but tends more difficult.

3. Develop an advocacy action plan

- It is necessary to have a brief, clear lobby or advocacy action plan to be able to work strategically and to divide responsibilities and tasks within your network or coalition. For more information and specific methods, see Chapter 4.

- As a first step, the map of all stakeholders working on your lobby and advocacy objectives is required. It is essential to identify whether they may support your activity or start a counter action. Also, neutral stakeholders can be potentially allies.

- You need to take the actions of these stakeholders into account as they may support / strengthen your lobby (allies, e.g. companies dealing with RES or energy efficiency) or start a counter lobby (opponents, e.g. fossil fuel power plant). Moreover, the neutrals are of particular interest as these may be influenced in such a way that they become allies. A Stakeholder engagement template, which can found in an Annex 2 can be used to assess different level, influence and relevance of political stakeholders.

- Try to establish coalition organisations with your allies. It can multiply the capacity and effect of the advocacy actions. Also, your allies can give feedback to the action plan and they can help to develop it further.

- The most effective way to engage allies if you make partnership with already existing networks or associations. Annex 1 lists relevant networks in CEE countries.

- In order to accurately plan your advocacy activities, exact time plan, procedures and budget cycles have to be clarified.

- Identify a set of criteria to assess and select the most effective lobby and advocacy activities (e.g. level of influence and risk, needed resources). For more on this, see the Policy Advocacy section starting on page 21.

COMMUNICATION PYRAMID

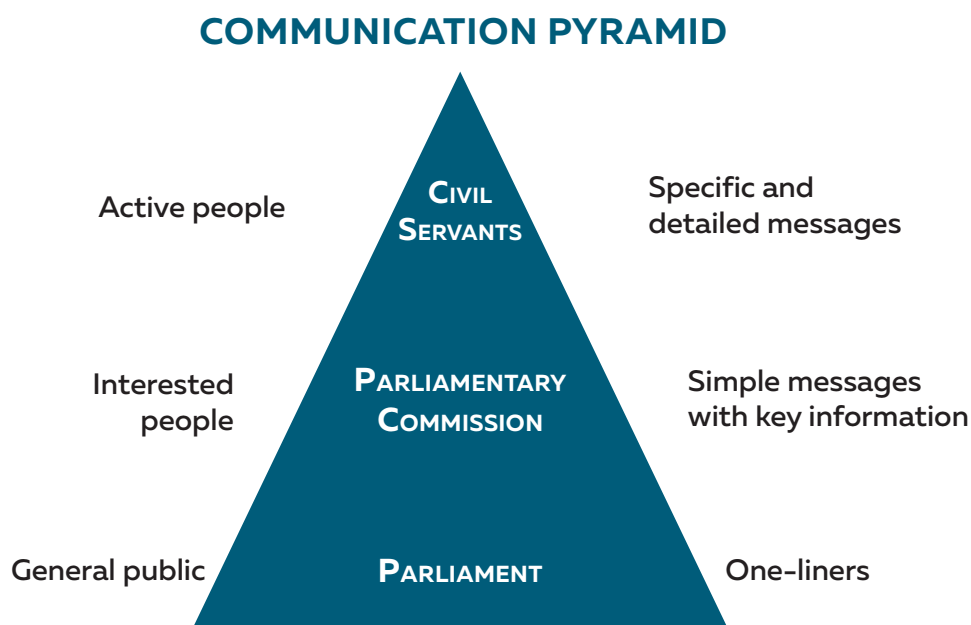| Active people | CIVIL SERVANTS | Specific and detailed messages |
| Interested people | PARLIAMENTARY COMMISSION | Simple messages with key information |
| General public | PARLIAMENT | One-liners |

Figure 10. Communication pyramid. Source: ICCO, 2010

- Identify suitable tactics (e.g. meetings with decision-makers, public events, petitions, round tables, newspaper articles, participating in public consultation, etc.) and suitable messengers. Make sure you draft the right messages for the right type of decision-makers (with the help of a communication pyramid in Figure 10).

Appropriate, widespread communication about your advocacy is very important. Press releases, interviews, articles or the different kind of social media help to acknowledge your activity and can be a pressure to the decision makers.

4. Implement an advocacy action plan

When implementation advocacy action you should be flexible and well-informed throughout the implementation process. This will allow you to make changes to your strategy if needed. Asking feedback from you your allies can also be helpful in this regard.

Do not only focus on key office holders but also invest time to their assistants and key staff who can also have considerable influence and have the possibility to become the future key decision makers.

You have to prepare for specific risks, e.g. negative attention in the media (see Chapter 3 for more info on how to deal with negative media).

5. Measuring success

Outcomes indicate the effectiveness of your lobby and advocacy activities in achieving identified goals.

A checklist of effectiveness can be a good tool to evaluate the implemented activity and the achieved results. It can include:

- the effect of the lobby or advocacy on key legislative documents, such as improved regulation in favour of renewable energy;
- the positive effect on subsidy and EU funding mechanisms, such as new allocated funds for regional low carbon initiatives;
- New relationships with key decision-makers, such as new direct contacts to key MPs or MEPs;
- A positive effects on the number and level of new partnerships, such as new membership in influential or more engaged organizations and associations;
- A positive effect on financials, such as generating new income streams through individual or corporate fundraising;

Practical Exercises

- Invite local municipalities within a sub-region and organise a discussion using a world café method to identify shared interest that could be used to influence the respective MPs:
- Present the key problems that identified as a result of the first step of the roadmapping exercise described earlier in current chapter;
- Present the key realistic goals for the sub-region and open discussion about shared interests;

- Present key identified barriers and open discussion about which objectives are more achievable than others;

- Open discussion to identify and analyse key decision makers with special regard to local MPs.

- Identify key, simple strategies to approach the selected decision-makers.

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Chapter 3. Marketing and Advocacy

This chapter is about the benefits of marketing communications activities, the process of planning them, and practical tips for planning and implementation.

Marketing communications includes overall the actions taken by a firm or any other entity to communicate with external parties, including businesses, decision makers, or individuals (customers). Nowadays the original meaning of marketing communications has changed due to the fact that it can promote various things, among which a few examples are changing a law, boosting environmental activism or collecting funds all of which can be relevant when promoting sustainable energy.

Planning Communication Activities

While planning your marketing-communications activities, you should bear in mind that successful communication is always focused and well-planned. It is better to think in campaigns, especially if you do not have an already set up marketing and communications team that create annual action plans.

Communication activities aim to engage public in a way suitable for you.

The campaigns can target either individual behaviour change or policy change. Awareness raising, fundraising, and brand building are all considered under Behaviour change, while campaigns targeting policy change can focus on a specific legal frame, public sector policies, or any actions by decision makers.

Both type of campaigns can be very impactful requiring actions and engagement with the public. The key to success is to plan properly, like an individual project, and always follow your own objectives set at the beginning. You can use many tactics and tools, but always check if you use the right tools for the right audience that will lead you towards your objectives.

Communication activities aiming to engage public for a specific reason (raise awareness, raise money, sign a petition to get a policy change, etc) need to convince the audience. However, the content itself is never enough to do so. To achieve this, you need to create emotions. There are many positive and negative emotions that work well to get your audience to act, like desire, happiness, empathy or even fear. In addition, some emotions can be blocks for actions, always check your tactics on your target audience before going public.

Steps in the process should include:

1. Setting the Communication Goals
2. Identifying target audience
3. Selecting messages for this audience
4. Designing the path – picking tools and tactics

Course of Successful Communication Activities

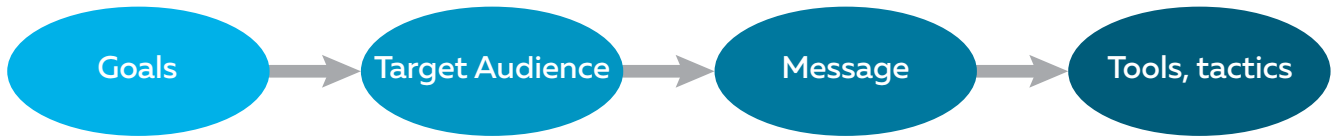Figure 11. The logical course of marketing communication activities.

1. Setting Communication Goals

When it comes to Non-Governmental Organisations or Civil Society Organisations, researchers and other organisations that do not work for a clear for-profit goal, it is always a question why communications and marketing is needed?

A few of the clear goals that you can actually achieve with marketing-communications are:

- **Raise awareness** – make your organisation or your goals to be well-known
- **Make you a trusted organisation** – raise your credibility
- **Make you a desired partner** – Seeing you appearing publicly, being a credible actor will raise others' interest to work with you
- **Make you seem powerful** – campaigns can break down barriers if used wisely, change policies and influence decision makers

2. Identifying your Target audience(s)

Once you have identified your communication goals, it is important to consider which target audiences would be most relevant in achieving these goals. It is advised to go through a proper exercise in order to be sure in your audiences and why you need them. Who are the change makers and who can influence them?

While planning, it can be very useful to answer the questions below:

- What do I want my target audience to think?
- What do I want my target audience to feel?
- What do I want my target audience to do?
- What can be the barriers to achieve this?
- What are the channels that we can use to overcome these?

Please find an example how to do this in the table below.

Target audience	Desired response	Barriers	Reasons to engage	Channels
General public	What do we want the public to THINK/FEEL/DO	What can jeopardize us to achieve this?	General public can be important for: - demonstrate support - change a certain behaviour - influence a decision maker - etc.	Online and offline media Social media Events Website etc.
Decision makers	What do we want certain decision makers to THINK/ FEEL/DO	What can jeopardize us to achieve this?	Directly influence decision makers and outcome of policymaking.	Direct meetings Publications Policy papers etc.

Target audiences can be government agencies, municipalities, certain decision makers, professional groups, public, celebrities, media, etc.

It is crucial to really know the audience you are targeting.

You will have to tell a story that influences your audience and convinces to act (whatever your question is). Assumptions about their needs, interests and media consumption habits are not enough, be sure that you check all resources (publicly available data about target audiences and media trends) and plan the media mix accordingly (especially, as media consumption trends can change overnight).

One way to think about which audiences to target may also come from your analysis of stakeholders – which is discussed in more detail in Chapter 4.

3. Creating effective Message(s)

The Question is what is relevant for your target? This is important because it will help you to anticipate how they may react to whatever messages you present. That is always the direction you should follow and not what you want to communicate! The 'story' you are telling in order to convince should be compelling, urgent, relevant, and easy to understand – to them.

The call to action should be very clear and simple. Be specific, and do not overthink. Public audiences are not able to build linkages among pieces of information to create arguments themselves. Thus, communication has to be very clear on all these so that you build your case, make a clear and understandable argument, and ask them to take action.

After considering your target audiences and what you need them for, you already have the answer to some questions that can lead to planning the message.

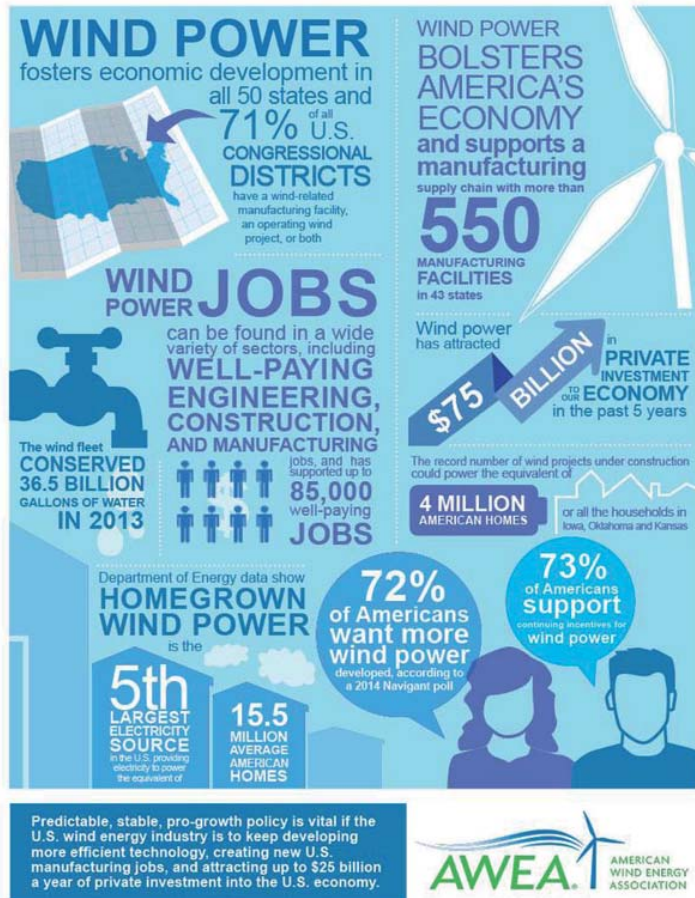| General public	THINK: Energy is an important issue and the organisation is dealing with it in a very credible and professional way.
	FEEL: The organisation can help to solve the world's most crucial problems.
	DO: Keep the organisation informed and openly be a champion for change
Decision makers	THINK: The work of the organisation is relevant and its outcomes and results can be used in decision-making processes.
	FEEL: It is smart and useful to involve the organization in some processes.
	DO: Use and integrate these results in their decisions, as well into local and regional development plans and other policy documents

After seeing this clearly, you can start to think about the potential messages.

4. Tools and tactics

Once you set your objectives, know your target audience and the message you want to express, you should develop your communication methods. These can best be thought of as tactics that can be used to get your message out to your specific targeted audiences. When you plan these tactics, try to have an integrated approach. Never rely on one tactic, but consider many that can reinforce each other. The specific tactics you use might change throughout the campaign, but the objectives should stay the same. So be flexible, if something does not work, try another one.

Some examples of tools and tactics that you can start to think about:

- Media mix (what channels you will use, how you will engage key media channels, etc, digital vs offline, etc) including **owned media, paid media and earned media**.
  - **Owned media** refers to channels that your organization controls, like your website or newsletter.
  - **Paid media** is often irrelevant to entities with low budgets (often NGOs), so advertisements (online ads, print ads, TV commercials, etc) are usually the privilege of huge companies.
  - As a result, **Earned media** is usually most important, as it is what you get without direct payment. Examples include sending out a press release or engaging with reporters, which can result in huge media coverage and is thus a potentially powerful tool. For this, it is important to learn how to write press releases and how to distribute them. (Manual on how to write press releases and build media contact list can be found in this section after the Measurement section)
- Reports, publications (advocacy reports, other relevant publications that you can use, infographics, etc). Reports can gather facts and support decision making in some cases, so they can be good tools for influencing decision makers.
- Audio-visual content
- Events
- Petitions

WIND POWER fosters economic development in all 50 states and 71% of all U.S. CONGRESSIONAL DISTRICTS have a wind-related manufacturing facility, an operating wind project, or both

WIND POWER JOBS can be found in a wide variety of sectors, including WELL-PAYING ENGINEERING, CONSTRUCTION, AND MANUFACTURING jobs, and has supported up to 85,000 well-paying JOBS

The wind fleet CONSERVED 36.5 BILLION GALLONS OF WATER IN 2013

Department of Energy data show HOMEGROWN WIND POWER is the 5th LARGEST ELECTRICITY SOURCE in the U.S. providing electricity to power the equivalent of 15.5 MILLION AVERAGE AMERICAN HOMES

WIND POWER BOLSTERS AMERICA'S ECONOMY and supports a manufacturing supply chain with more than 550 MANUFACTURING FACILITIES in 43 states

Wind power has attracted $75 BILLION in PRIVATE INVESTMENT TO OUR ECONOMY in the past 5 years

The record number of wind projects under construction could power the equivalent of 4 MILLION AMERICAN HOMES or all the households in Iowa, Oklahoma and Kansas

72% of Americans want more wind power developed, according to a 2014 Navigant poll

73% of Americans support continuing incentives for wind power

Predictable, stable, pro-growth policy is vital if the U.S. wind energy industry is to keep developing more efficient technology, creating new U.S. manufacturing jobs, and attracting up to $25 billion a year of private investment into the U.S. economy.

AWEA. AMERICAN WIND ENERGY ASSOCIATION

Infographics can make an argument understandable and visually compelling mostly for public.

An important consideration when choosing communication methods is thinking about who your "**messengers**" will be. Spokespeople who can influence your target audience or are effective at expressing your message can be extremely useful. One example of this is the use of famous or celebrity messengers who can act like an ambassador for your cause. Messengers who have 'authority' or are respected within your target audience can also be helpful.

Try to be creative about the tactics, so that they will not get boring for you or less effective towards your audience. You can invent new tactics, combine existing ones, or replicate something that worked well.

For example launching a campaign with a report highlighting facts and figures about a specific issue works in most cases, as it gives a rich background, a lot of content to chew on, and opportunity to visualize some parts with smart graphics.

As an example, in June 2013, WWF launched a campaign, **Seize Your Power**, a global campaign calling on financial institutions to significantly increase their funding of renewable energy and cut funding to fossil fuels.

A report was designed that demonstrated the arguments: http://awsassets.panda.org/downloads/busting_the_myths_low_res_v3.pdf

Many visual reflection was produced to support the campaign, as seen on the next page.

Social media content was also produced, and a global petition was rolled out as space for public engagement. Flagship sites were identified, and infographics were supporting the public facing of this.

Tips

For successful communication, some key tips that were already mentioned but are crucial to keep in mind are the following:

- **Learn from each other**. You do not have to invent new things. There are a lot of good examples and ideas in the world, feel free to use them the way you want.

- **Flexibility**. The objectives are the things that matter, otherwise be prepared to be flexible and make changes along your campaign. There is no one recipe that works for all, every campaign is a unique piece, therefore no one can actually know what will work best, just be sure you know the objectives and you work towards them, with all the changes necessary in the activities.

- **Be simple**. Simplify all the things you can, never expect others to know as much about your topic as you do. You are an expert but the others will not be, so everything you say will be new to them. If you do not want to lose your audience, be sure that you are explaining everything in a way they would understand and feel relevant.

- **Understand your audience**. Be sure that you know them, and you use the best tactics and communication style in order to engage them.

- **Do not be afraid to take risks**. When you start to communicate, there is certain risk in it. Others will not understand and your efforts will be not immediately pay off, or other professional organisations will go against you due to other interest or professional jealousy. Do not get scared: being criticized means that you are being heard and raising profile. Of course you need to consider the potential risks while planning, like losing some professional relationships, but even if communication can lead to some sacrifices, if you planned well, then it will also lead to success.

- **Reality check**. Always stay abreast externally to be sure your activities will be relevant for others and your efforts will help you to achieve your objectives. Never assume that others (your audience: public, decision makers, etc) will understand what you do. Always check that the efforts you made were perceived as you planned.

Negative Media Reaction

When you are planning to involve public into your actions, it is important to be prepared to negative feedback. As you are upscaling your profile, you will have more criticism. Be sure that all the people involved are aware of this and you have a dedicated person in charge who will be alarmed if this happens, and who is prepared to act.

First of all, the most likely is to be criticized through media, or have inconvenient questions if not even offensive ones from reporters. Therefore, preparing a Q+A (Questions and answers) before going public can help to be prepared. Think about all the questions that media might ask, even if you never want those questions to be asked publicly, do have a ready-made answer. Try to be as direct and specific as you can, the more transparent voice you use, the better. Always answer, never leave an important email or other requires without answer.

It is sometimes wise to have a manifesto or other form of demonstration placed on your website or somewhere else, publicly available, that contains the answers proactively to the most frequently asked negative questions.

/In case of WWF, we always get the answer, why do we work with companies? Answer in the manifesto/

I am protecting life on our planet.
Day by day. With every single thing I do.
I preserve the world's biggest forests. I protect the rivers and oceans.
I stand up for the coral reefs, rainforests, tundras, deserts and grasslands.
I work with communities in the Amazon, the Arctic, the Pacific, Africa and the Mekong.
I collaborate with the biggest corporations on Earth to make their processes less wasteful and more sustainable.
And I influence governments to create foreign policy that recognizes and respects the fundamental importance of nature.
I give voice to all animals who call Earth their home.
I am protecting life on our planet.
But because I am with WWF, I am not doing it alone.
Six thousand staff. Six million members. In over 100 countries.
Working with the world's largest foundations.
The world's largest corporations. For over 50 years.
Businesses. Governments. Communities. Individuals.
And one iconic panda.
Together, we work to meet the needs of Earth's inhabitants, at no detriment to Earth itself.
Together, we are protecting life on our planet.
Because together anything is possible.

Try to think about the potential negative feedback and their effect and prepare the staff. You can also engage partners/allies/supporters proactively, and 'warn' them about a negative criticism that you get, with a transparent and good argument.

Writing and Issuing a Press Release

Elements used in this sub-chapter are based on Levin, 2017.

Preliminary considerations

- Is there a story to publish?
- Is there a news value in this story? (If not, but you want to publish it, that is an article, completely different from a press release)
- Would an external party be interested in this? (NGOs are often mistaken and tend to think that something that happened to the organization would be interesting for the society as well.)
- Who is your target audience?
- Is a press release the most effective way to grab their attention?
- What is the aim behind having your voice heard? What do you want to achieve?
- Do you have a person with flexible availability to give interviews in the forthcoming days?

Journalists usually look for stories that are:

- newsworthy
- easy to understand
- interesting
- easy to use
- possibly have a human interest angle such as how it affects a specific person or group of people

Once you have decided that you have a story to tell, and you have chosen to publish it through a press release, start to draft your release.

Process

- Read, research, then let it to be digested
- Put down the core message
- Draft the press release, and then leave it for some time (You can consider it as a rehearsal, no need to be perfect, just put it down simply.)
- Read it out loud and improve
- Give it to someone to get feedback

When first starting out in writing press releases, using a process like this can be extremely useful. However, it is not always realistic in the time frame you have available. And as you gain experience, you ideally will develop your own routine that you are comfortable with.

Content

- While designing your content, focus on your targeted audience and what knowledge they currently have about the problem or issue you are about to raise.

- As much as possible, be specific, stick to facts, provide hard numbers.
- Give your release a title that is catchy
- Make a lead (2-3 sentences at the beginning) that serves as a brief introduction and teaser for the press release
- It is good to have a quote in a press release. A brief but vivid one. Generally do not have more than two quotes in a press release. (If you need more, put it at the end separately so journalists can pick.) You can use a quote from an internal expert (from the organization) or you can quote from a publicly available external statement. If so, cite the resource.
- Make sure you specify on top of the release whether it is for IMMEDIATE RELEASE or EMBARGOED until a specific date. (ex. Embargoed until 16th July, 2016, 00:01CET). Embargo can be useful when the background is rich, and it takes time for a journalist to draft the article, so you provide the content ahead but you want to have a launch date, or some sources (video, report, etc) are fixed for a launching date, but you ease the task for journalists and ensure coverage with distributing it earlier, but fixing the date of appearance
- Attach photos or infographics to the press release

Generally speaking, you should try to ensure that your press release contains four elements:

The hook. Draw the reader into the whole press release right at the beginning. This can be the news itself, or the link to the news, whatever is the most interesting part of the press release should be introduced briefly at the beginning. It should be newsworthy, or it should be put into the context of what is already relevant in the news.

What is the **core message** – the call-to-action. Be sure the press release has a clear view on "who should do what" – not many messages but one simple core message, focus on that.

The framing. In order to catch the attention of journalists, try to give something that is:
  — controversial, or highlighting a conflict
  — surprising, extraordinary, unique or original information
  — stress the relevance – an issue that is relevant to many, or has a big scope has more chances to be published
  — offer regional comparisons
  — draw a connection to high-level people if possible (the appearance of a celebrity for example can be additional or give the warrant to be published IF the issue itself is not enough)

The composition of the text is also crucial. Have a strong, catchy headline (title) and give an explanatory subline if necessary. Headlines should not be long – perhaps only three words. Subline or lead is needed that ideally would be 1-2 sentences. The first sentence(s) in particular should be factual, and neutral! (such as facts, figures, data needed with resources). Do not start with stories. Although you want to make sure the reader knows exactly what the press release is about after the lead, you do not want to give away all the info.

The text should be built up like a news (not a subjective story), and should be able to be cut by the editor (organize in paragraphs, and be sure that the core message is already mentioned in the beginning). Do not mix important information with less important.

Make sure that the press release provides answers to the following simple questions (preferably after the first paragraph):

- **WHO** is doing **WHAT?** Who are the key players — your organisation, anyone else involved? Who does your news affect/who does it benefit? What is new?

- **WHEN?** What is the timing of this? Does this add significance?

- **WHERE?** Where is this happening/is there a geographical angle/is the location of business relevant?

- **HOW?** How did this come about?

- **WHY?** Why is this important news — what does it provide that is different?

Styling

Always use short, straightforward sentences. Be simple, clear, understandable, and avoid complicated professional language. Write extraordinary thoughts but in a simple way. Be specific instead of being abstract. Use everyday language – avoid foreign terms and lingo. Do not use terms that are overused, such as clichés. Do not confuse messages, but instead focus on one. Be clear and consistent. Do not use complicated terms and passive voice! Do not repeat your words – the message can be repeated (at the beginning and the end) but use different wording.

Try to give something at the end – let the reader feel empowered, or that he/she knows more, or offer a solution, etc.

End each paragraph on a high-beat note (there is hope…) – this will help the reader to jump to the next paragraph

Try to write in an objective style as if a journalist would, to be sure that media without any changes necessary can publish your press release – ease the task for the journalists.

Test

It may be useful, especially when you are new or when dealing with audiences you are not that familiar with to consider the following questions:

Would an outsider get the message and have a perspective on the big picture just by reading this news?

Would they care? (Why should they care?)

Usually topics that organisations would like to cover are too heavy and complicated. Simplifying is crucial. Do not aim for telling everything. Showing the "fin of the shark" is the key to effective communications. Just think about the symbol – showing only the fin of the shark can generate the same emotions as actually showing the whole animal. Therefore, the effect is the same. Try to select some information, a flagship, some figures, some arguments of your issue and only communicate towards public (and media) focusing on those. This way you can raise attention and get people involved.

Do not worry if you do not get the proper words at first or if your material does not sound catchy enough. Sometimes press releases have to go through several re-writings before they are ready for distribution.

Length

Try to produce news materials in two length versions, for news agencies and for other types of media.

For news agencies, the length should not be more than 1500 characters

For other types of media, it is best to not exceed 3000 characters, four paragraphs or one page

Extra information

Do not worry if you cannot tell everything in one press release. Feel free to provide some additional background information to the editors, to help them put together the big picture. Offer background information under your main text and contact information introduced with [To the Editor] or simply [Background].

Layout

— Issue your press release on your labelled paper

— Use double spacing for paragraphs

— Add the logo of your organization and the logos of any partnering organizations and/or donors involved in your project to the header of your paper

— Mark the end of your release with the following sign

--end---

— Make sure you have a contact person for further press inquiries added to the bottom of the page, under the sign: Contact

— make sure you provide at least 2 small format pictures for the article with Photo credits noted (name of the photographer and/or courtesy owner)

— Have a brief paragraph about the organization and a link to the website at the end of the press release

For a complete guide to writing an effective press release, see this webpage: http://www.marketingdonut.co.uk/marketing/pr/writing-a-press-release/a-complete-guide-to-writing-an-effective-press-release

Building a Media Contact List

Writing a press release is one step towards earned media coverage. The other important step is to distribute it. For this, it is advised to build a media contact list and maintain media relations.

Format

The best format for a media contact list is a spreadsheet. Try to categorize the types of media that is most suitable for the quick and easy channelling of your messages. Questions you will have to consider before choosing the proper form of organizing include the following:

- Will I issue press releases in diverse themes?
- Can I identify key subjects my news will most likely focus on (ex. business, finance, medicine, environmental conservation, fishing, art etc.)?
- What is the size of the region you are focusing on? Are you targeting a small or large market? i.e. one that has many media outlets or one with only a few?
- What is level you are going to target? Local, regional and national media? Only one of them?
- Do I need to build up an international media contact list as well? If yes, specify the key regions.

These will most likely help you to design the most suitable format of your press contact spreadsheet. One approach when dealing with a large market is to create different worksheets for different types of media. This means that you will have a separate sheet for

- Radio
- Television
- online media
- print media

When doing your research it is wise to start searching from top to bottom - from the most popular and most widely listened to stations to the ones for smaller and more specific listeners – which still may be useful if you are trying to target specific audiences.

Within these you can differentiate types of media according to the following:

Radio

— national broadcast channel
— local broadcast channels of the capital
— local broadcast channels of regional capitals

Television

— Generalist National Television Channels
— Generalist Commercial Television Channels
— Thematic Television Channels
— Regional Generalist Television Channels

Online media

- National daily news media
- Regional daily news media
- Online pages of print media
- Thematic online media
- Thematic blogs
- Any further online media types that might be necessary (ex. university press, influential business or other newsletters etc.)

When setting up your online media list of key media use the same top to bottom perspective from the most popular to the more specified thematic media.

Print media

- daily newspapers
- weekly papers
- monthly magazines

Within these wider categories, you will have to create thematic sub-categories for key thematic media such as:

- daily news
- business
- lifestyle
- program
- etc.

Please include all relevant categories that will be necessary for the efficient channelling of your messages.

Once you have your media list covered this way, you can start to collect media contacts.

Resources to collect media contacts from:

- media outlets
- large media groups
- Editorial board, columnists
- e-mail and Twitter contacts of the journalists on top of the articles

These will more or less provide you with the basic and publicly available media contact information.

For example you can use the following table for organizing contact info:

	Media name	Programme	Theme	Full name	Position	Email	Telephone	Twitter	URL	Work address
1.										
2.										

Make sure you add another column for 'additional information' – here you can specify the following:

- editorial hours (it is useful if you want to publish something in a particular print daily newspaper or media to know when they are working, morning/afternoon/night or shift)
- column deadlines – when they have to receive materials before publishing
- any other information that might be useful for your more effective communication with the particular journalist colleagues

Generating your raw e-mail lists

Once your contact list is full, you should use it for sending out press releases. For the most efficient way to work with a large number of contacts you will have to produce raw e-mail contact lists on separate sheets within your Excel.

- Name them according to your needs

Example: all media contacts, relevant daily news contacts, thematic contacts, all program guides, green/environmental media, cultural media etc.

You will have several of these in your Media Contacts excel in order to simply reach out to them and use all of the contacts at once.

Update the media list

Make sure you do a regular update of your media contact list. This is a crucial and ongoing work that you will probably have to do regularly due to editorial changes, journalists moving from one media to the other, channels closing or new channels opening up etc. You will have to track all changes in the industry in order to stay up to date.

Make sure you insert your updates in the big media list as well as in the raw e-mail contact lists you are keeping!

How does a Name become a Contact?

- Identify your key media channels according to your key messages and your key audiences
- Try to build a personal relationship with your key journalists
- Avoid being pushy, but stay kind, be helpful and cooperative.
- Be ready to walk the extra mile for them in order to cover your story the way you want it.
- Leave a professional space for journalists; in other words, respect their decision when they decide not to cover your story at all.
- Try to ask for feedback from them: was it a good story? If weak, how could you improve it next time? Is this story really for this media? If not, are there specific angles that would interest them more? etc.
- Do not forget – the journalist is your partner in delivering your story.
- Try to build long term relationships with media: agreement for channelling your news, provide them with an expert columnist from your organization or score other deals that would secure a mutually beneficial collaboration

Use social media

- Include the Twitter accounts of journalists to your contact list
- Use the most widely used social media channels of your country next to Twitter
- Research the media presence of identified key journalists in order to track their behaviour, audience responses and key areas of communication before approaching them

How to use Your media contact list

- Create selected e-mail lists
- Send your materials to these lists
- Avoid sending messages to all of your contacts at once (for example political journalists appreciate if they don't receive all news about the latest launch of a marvellous nail polish)

You will send the press release in an attachment (together with selected photos) to several contacts, but they should always be in "*Bcc*" („Blind carbon copy") so that they would not see each other. This meant that you need someone to be as premier target – you can put your own name. (XY send message to XY, others are in BCC)

If you are sending out invitations to a particular event and/or your message includes an offer for a personal interviews, or if it is for some reason crucial for you to appear in that particular show, or media – make sure, you always contact the journalist on the phone too, politely asking for feedback on the possibility of appearance and/or need for further materials.

To check out media trends and landscape in European countries, you can check: http://ejc.net/media_landscapes/

Measuring Success of Communications

The measurement is sometimes challenging, when it comes to marketing communications. The easiest way to measure the success of your efforts is to set up key performance indicators (KPI), like numbers of media hits, website visitors, participants on an event, etc. These KPIs focusing on volume can be good tools to reflect the results of activities. However, sometimes your main goal is not achieved although the KPIs targeted are met. If this is the case, it is advisable to consider to focus on quality indicators. For example partnerships and their value, pick top media channels according to target audience and measure appearance only in those, etc.

References

Levin, D. 2017. Marketing Donut portal, accessible at https://www.marketingdonut.co.uk/marketing-strategy

Chapter 4. Participatory Processes

A common theme throughout this book is that organizations can increase their ability to reach their goals when they properly engage with their stakeholders. A stakeholder is any person or organization that is affected by or can affect an initiative – positively or negatively. In this context, engagement is any interaction undertaken with a stakeholder. A better understanding of (and engagement with) stakeholders can help to:

- Build and demonstrate support for an initiative, such as by mobilizing stakeholders for rallies or actions

- Create communication messages that best fit with targeted audiences (including those seeking to advocate for policy or raise money)

- Anticipate how target audiences will respond to communication messages.

- Increase involvement in energy planning processes in your community (described in detail later in this chapter)

- Better understand competitors, critics and opponents and anticipate how they will respond to your efforts

- Identify potential partners for advocacy, communications and fundraising activities.
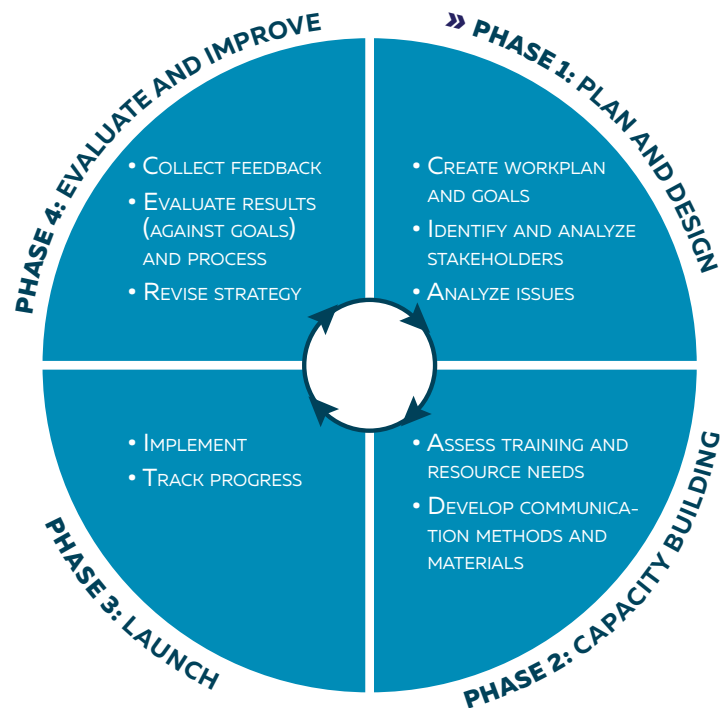
Figure 12. Stakeholder Engagement Process Model

Thus, it is not surprising that good stakeholder engagement is considered important to the success of many advocacy, communication and fundraising initiatives. Studies of successful initiatives have found that in many cases, advocates are carrying out good stakeholder engagement practices, even if they do not label them as such (Coe and Kingham, 2007). This section will describe these practices, give simple tools that can be used to carry them out and ways to assess your stakeholder engagement efforts. Specific considerations that arise when working on the sustainable energy issue and within the CEE context will also be addressed.

Different overall approaches have been suggested for stakeholder engagement (see Chapter 6). We suggest a simple method as depicted in figure 12.

Plan and Design Stakeholder Approach

Although it may seem obvious, an important first step is to clearly identify the reasons that you are seeking to engage your stakeholders. These reasons or goals should guide all decision-making regarding the effort, such as which stakeholders to prioritize for involvement. A clear understanding of goals is especially true if you are working in conjunction with other individuals or organizations. Misunderstandings regarding the goals might lead to contradictory or counterproductive actions being taken by your team.

One way to ensure this agreement is to make a **purpose statement** – a simple sentence or two that clearly indicates what your group is seeking to accomplish via the participatory process. Three examples are listed below:

- To develop a sustainable energy action plan for the city of Bucharest.
- To decrease energy consumption in the transport sector in the Silesian region (Poland).
- To change Slovenian national government policy on energy standards for building renovations.

Each is simple and unambiguous, indicating the purpose for the engagement efforts. These examples also indicate the specific aspects of the social and natural system that is to be addressed by the action. For example, all three indicate which geographical level is to be targeted, municipal in the first, regional in the second and national in the third). The statements also indicate which sectors of the economy/society are to be focused upon (city-wide for the first, transport sector in the second and construction and building sector in the third). Based upon these three pieces of information (the goal, target sector(s) and geographical scope), it is possible to begin to identify the individuals, groups and organizations that would be relevant stakeholders.

Before undertaking engagement for sustainable energy advocacy initiatives, several important questions should be answered about targeted stakeholders. These include the following:

What sector does the stakeholder represent and where do they fall on the energy value chain?

As described above, an understanding of the sector(s) the stakeholder is located in is important for targeting the right groups for inclusion in initiatives. Broadly speaking, this includes members of government, non-profit/civil society organizations and the media. Depending on the focus, involving the scientific/academic community can also be helpful. Inclusion of actors from the for-profit sector will also be relevant depending on the issue being addressed, such as the housing, transport or finance sectors. For many initiatives, stakeholders from throughout the energy value chain will also be valuable, such as those involved in power production, energy transmission, distribution, sales and service as well as end users.

> Generally speaking, advocacy efforts that include stakeholders from throughout society will have a greater chance for success.

Does the stakeholder support your effort?

Supportive stakeholders can potentially be important allies and should be engaged with. Conversely, stakeholders that do not support you may resist or even worse, might work against your efforts. This question is most important for important public sector/government stakeholders. This is because the engagement methods used for all stakeholders will change depending on whether or not the advocacy effort is top-down (government is supportive and already willing to participate) or bottom-up (government is against or neutral and must be convinced).

How interested is the stakeholder in your effort?

A key factor in whether a stakeholder is interested in (or supports/opposes) your effort is whether or not they feel they will be affected by such a process. Stakeholders who are interested will be more likely to participate in the effort. **It is important to remember that in this regard, perception and reality might not always be in line with each other**. In other words, a stakeholder might be greatly affected by the changes proposed, but not realize it. Often, these types of stakeholders are 'late to the party' recognizing their interest only after the process has started (or maybe even completed). When this occurs, it is important to try to make this connection clear to the stakeholder.

How powerful or influential is the stakeholder?

Another important factor in understanding how best to interact with a stakeholder is to assess how much they can affect the process such as by influencing others to participate in the initiative. Conversely, a powerful stakeholder in opposition to your effort can negatively affect your efforts to influence others. Influence can be based upon a range of different factors: political position, wealth, access to media, reputation etc.

What is your objective with the stakeholder?

When analysing stakeholders, it is important to consider what your specific goals are for engaging with them. These goals would be based in large part on the answers to the questions asked above. For example, are you seeking to change their behaviour? Or do you want the stakeholder to influence others? Or do you simply want information from them? Some stakeholders may be helpful in obtaining needed resources as well. One or more of these specific goals might be relevant and is important to identify before starting engagement efforts.

Figure 13 below combines much of this information together to illustrate one way of categorizing stakeholders. For example, stakeholders that have high influence, high interest and are supportive of your goal(s) would most likely be **Primary stakeholders** in your efforts and should be involved as much as possible. Ways of assessing interest and influence of a stakeholder includes how closely they are connected to the targeted sector(s), the role they play in the energy mix (are they policy maker, supplier, end user, etc) or whether they are a producer, sharer or end-user of information.

		HIGH INFLUENCE		LOW INFLUENCE		
HIGH INTEREST	Supportive	KEY PARTNERS		SECONDARY PARTNERS		
	Opposed	KEY OPPONENTS				
LOW INTEREST	Supportive	SECONDARY STAKEHOLDERS				
	Neutral					
	Opposed					

Figure 13. Categorizing stakeholders by their interest and influence levels.

Conversely, high influence and high interest stakeholders that are opposed to your goal(s) would most likely be **key opponents** to your efforts and should at a minimum be monitored closely as they could hinder your efforts. In some situations you might also target influential opponents to try and change their opinion on the issue, as this might convince other potential opposition groups to not challenge your efforts. Ideally, it would be beneficially to also involve your opponents in the process, asking their opinion so that they would feel that their views are also considered even though they are not actively being turned to your cause. This might neutralise the possible negative effect they might otherwise have. However, limited resources makes it difficult for many organisations to do so.

Secondary opponents most likely would not cause major problems because they are not able to influence others to oppose (or not participate in) your initiative. For this reason, avoiding these stakeholders (as opposed to trying to 'win' them over to your side) might be the most efficient approach.

Secondary stakeholders potentially have high influence but are not very interested in the issue. As shown in the chart, those that are supportive or neutral towards the issue are perhaps most relevant as they would more easily be motivated to participate in your effort than those who would oppose them. Secondary partners are those stakeholders that are supportive and interested in the issue but have low influence – they should be involved, but they would have limited ability to convince others to participate and/or affect the process in general.

Additional thing to consider when dealing with stakeholders is to see where they are located in the energy production chain. Possible types include:

Local government – is a form of public administration that typically exists as the lowest tier of administration within a given state. Common names for local government entities could include state, province, region, department, county, prefecture, district, city, township, town, borough, parish, municipality, shire, village, and local service district.

State Energy Agency – governmental bodies that deal with coordination of energy suppliers and distributors and often are involved in the policy decision-making process related to energy issues.

Energy Service Providers – energy service companies (ESCO or ESCo) are commercial or non-profit organizations that provide a broad range of energy solutions including designs and implementation of energy savings projects, retrofitting, energy conservation, energy infrastructure outsourcing, power generation, energy supply, and risk management.

Low-Energy Building Cluster – organizations that aims to accelerate the market penetration of low energy buildings and to increase the construction quality of new buildings, as well as of the renovation of existing ones. It could be either private, non-profit or based on public-private collaboration.

Energy Industries – all of the organizations involved in the production and sale of energy, including fuel extraction, manufacturing, refining, and distribution. Examples include:

- the petroleum industry, including oil companies, petroleum refiners, fuel transport and end-user sales at gas stations
- the gas industry, including natural gas extraction, and coal gas manufacture, as well as distribution and sales
- the electrical power industry, including electricity generation, electric power distribution and sales
- coal producers
- nuclear power plants

- renewable, alternative or sustainable energy companies, including those involved in hydroelectric power, wind power, and solar power generation, and the manufacture, distribution and sale of alternative fuels traditional energy industry based on the collection and distribution of firewood, the use of which, for cooking and heating, is particularly common in poorer countries.

Commercial Energy Interest Groups – commercial organizations produce, market, re-sell, or distribute the energy products or services consumed by users.

Commercial non-Energy Interest Groups – other companies, especially those that are large energy consumers. In particular organizations such stock exchanges, financial institutions, banks, SMEs.

Umbrella Organizations – might gather civil society and non-profit institutions operating in a field of energy. In the context of private companies, they might be chambers of commerce, uniting SMEs and companies related to the scope of the field of our interest.

Higher Education Institutions – in HEI, we might consider universities, academies, colleges, and institutes of technology college-level institutions, including vocational schools, trade schools, and other career colleges that award academic degrees or professional certifications.

Advisory Service – advisory service advises current and future businesses prospects of clients. The logic behind of engaging that particular type of organizations is bringing their input in collaboration of business companies.

Grassroots groups – the type of organization that utilizes collective action from the local level to affect change at the local, regional, national, or international level. In particular, grassroots organizations might be neighbourhood groups, self-help groups, local political campaign efforts local co-operatives, local cultural, ethnic, recreational, educational or issue-oriented groups, most networks and support systems, many local chapters of service clubs, particularly as they have flexibility and autonomy to choose programs, religious groups, especially as based on spontaneous initiatives of congregation members

Lobby Group – interest group that is precisely attempting to influence decisions made by officials in a government. Lobbying is done by many types of people, associations and organized groups, including individuals in the private sector, corporations, fellow legislators or government officials, or advocacy groups (interest groups).

Environmental Centres – organizations that act as environmental education centres to disseminate and educate people about nature and the environment. This type of organization is often referred to as nature centres.

Once you have classified and prioritized stakeholders, specific engagement strategies should be developed for each. Three ways to think of this:

1. How much engagement should be sought with stakeholders?
2. When they should be engaged?
3. What formal methods of engagement should be used?

In terms of how much, there are typically at least four levels of engagement considered (figure 14):

- **Inform, educate, share:** Engagement at this level is primarily one-way, information is shared with stakeholders but they are not given an opportunity to respond. This is often done when you want

to let stakeholders know about something for which their input is not needed. This most closely resembles traditional marketing or communications activities such as flyers, websites or articles.

- **Consultation:** At this level of engagement, stakeholders are asked to give comment or input. The key point is that no commitment is given regarding the use of input. This is typically done when the primary goal is to gather information and actions may or may not be taken based on the info gathered. Common consultation methods at this level include surveys and focus groups.

- **Collaboration:** Organizers at this level seek to encourage discussion among and with stakeholders – so that they can share their ideas with each other and potentially take action based upon them. Participants have some expectation that they will have an effect on the results of the collaboration. In some situations, such as when engaging in roadmapping – participant shaping of results is considered vital to successfully carrying out the process. Methods used at this level include forums, workshops or seminars. For in-depth collaborations, working groups might be formed.

- **Partnership:** Is the highest level of engagement that can be undertaken, in which formal partnerships are created with key stakeholders. This is often done when it is the best way to obtain 'buy-in' from a stakeholder, ensuring that they are interested in the activity and results. In some cases, partnerships might be formed as a way to empower specific stakeholders. Examples of these include formal partnerships, memorandums of understanding, joint projects, etc.

STAKEHOLDER INVOLVEMENT	LOW		MEDIUM		HIGH
WHAT?	Inform, educate, share	Consult	Share	Collaborate	Form a partnership
WHEN?	• Factual information is needed to describe a policy, program or process; a decision has already been made (no decision is required); • The public needs to know the results of a process; • There is no opportunity to influence the final outcome; • There is need for acceptance of a proposal before a decision may be made; • An emergency or crisis requires immediate action • Information is necessary to abate concerns or prepare for involvement; • The issue is relatively simple;	• The purpose is primarily to listen and gather information; • Policy decisions are still being shaped and discretion is required; • There might not be a firm commitment to do anything with the views collected – in this case, advise participants from the outset;	• Two-way information exchange is needed; • Individuals and groups have an interest in the issue and will likely be affected by the income; • There is an oppurtunity to influence the final outcome; • Organizer wishes to encourage discussion among and with stakeholders; • Input may shape policy directions and programme delivery;	• It is necessary for stakeholders to talk to each other regarding complex, value-laden decisions; • There is a capacity for stakeholders to shape policies that affect them • There is opportunity for shared agenda setting and open time frames for deliberation on issues; • Options generated will be respected;	• Institutions want to empower stakeholders to manage the process; • Stakeholders have accepted the challenge of developing solutions themselves; • Institutions are ready to assume the role of enabler; • There is an agreement to implement solutions generated by a stakeholders;
HOW?	• Websites • Leaflets, flyers • Educational • Documents and training • Books • Newsletters • Technical papers • Energy days	• Public comment • Focus Group • Seminars • Surveys • Online consultation	• Multi-actor Policy Workshops • Deliberate polling • Seminars • Online consultation • Forum	• Participatory decision making • Citizens advisory committees • Working/Focus group	• Partnerships • Project co-management • PPP – Public-Private Partnership

Figure 14. The levels of engagement – specifically from a public policy perspective (Easy Agency, 2012).

In addition to the formal methods for engagement identified above, a key element of stakeholder initiatives involves informal interpersonal interaction. Via telephone/email, in-person meetings, networking and other ways, this aspect of stakeholder engagement should take place continuously. Being able to develop a rapport with stakeholders can be an extremely useful talent for a person doing stakeholder

engagement. Some other characteristics that would be useful for people carrying out stakeholder engagement for renewable energy advocacy:

1. Have good communication skills (verbal and written).

2. Be willing and able to network with diverse people (government, business, NGO, community and media) on a regular basis.

3. Be organized and capable of documenting stakeholder engagement activity.

4. Have knowledge of the energy, society and environmental issues being addressed (or at least be able to learn quickly about them).

5. Be open minded and willing to try different approaches to energy advocacy.

6. Experience in community outreach would be very useful.

7. Have prior experience working with media or be willing to learn to communicate with them.

8. Knowledge of the political system in which activity is being undertaken.

Implement Stakeholder Engagement

As indicated above, engagement strategies should be established for primary stakeholders to ensure that they are involved appropriately and most efficiently. This includes both formal and informal forms of engagement. Generally speaking, regular interaction with stakeholders should take place at key points in the policy cycle or based upon some other relevant timeframe to ensure that they continue to be engaged.

Figure 15 depicts the types of formal engagement that commonly take place at different points in the policy cycle. For example, at the **Agenda Setting** stage, stakeholders should be asked to participate in consultative and collaborative activities that seek to set policy priorities. For top-down situations (in which government is supportive and involved) engagement methods such as visioning and roadmapping processes are relevant. For bottom-up scenarios, where the public sector must be convinced of which policy actions to take – asking stakeholders to participate in advocacy campaigns is common.

At the **Policy Formulation** stage, one method of engagement could be asking specific stakeholders to participate in working groups (collaborative level of involvement) to develop policy recommendations. Other stakeholders could be asked to consult via focus groups or respond to surveys so that they can give input into the policies being developed. These processes again could be bottom-up or top-down in nature. In top-down situations, the state is organizing these activities and the role of the advocate is to ensure that the appropriate stakeholders are invited and participating in them. In bottom-up efforts, the advocacy organization convenes the stakeholders, develops the policy proposals and presents them to government.

The **Decision-Making** stage refers to the process through which the governmental body determines which policies to implement. Stakeholder engagement activity at this stage should be focused on encouraging stakeholders to participate in various ways, such as speaking to the press or participating in public hearings. A great deal of engagement at this stage should also be focused on informing as many stakeholders as possible about the decision via emails, social media and other methods. Victories should be celebrated to create momentum among stakeholders and defeats used to motivate for future efforts.

AGENDA SETTING
Visioning
Roadmapping
Deliberative forums
Campaigns

POLICY FORMULATION
Deliberative forums
Citizen panels
Focus groups
Dialogues
Polling

POLICY EVALUATION
User/Citizen Panels
Polling
Surveys

DECISION-MAKING
Attend meetings
Webcasting
Newsletter
E-mail
Reports
Media

IMPLEMENTATION
Service delivery
Co-production
Reports
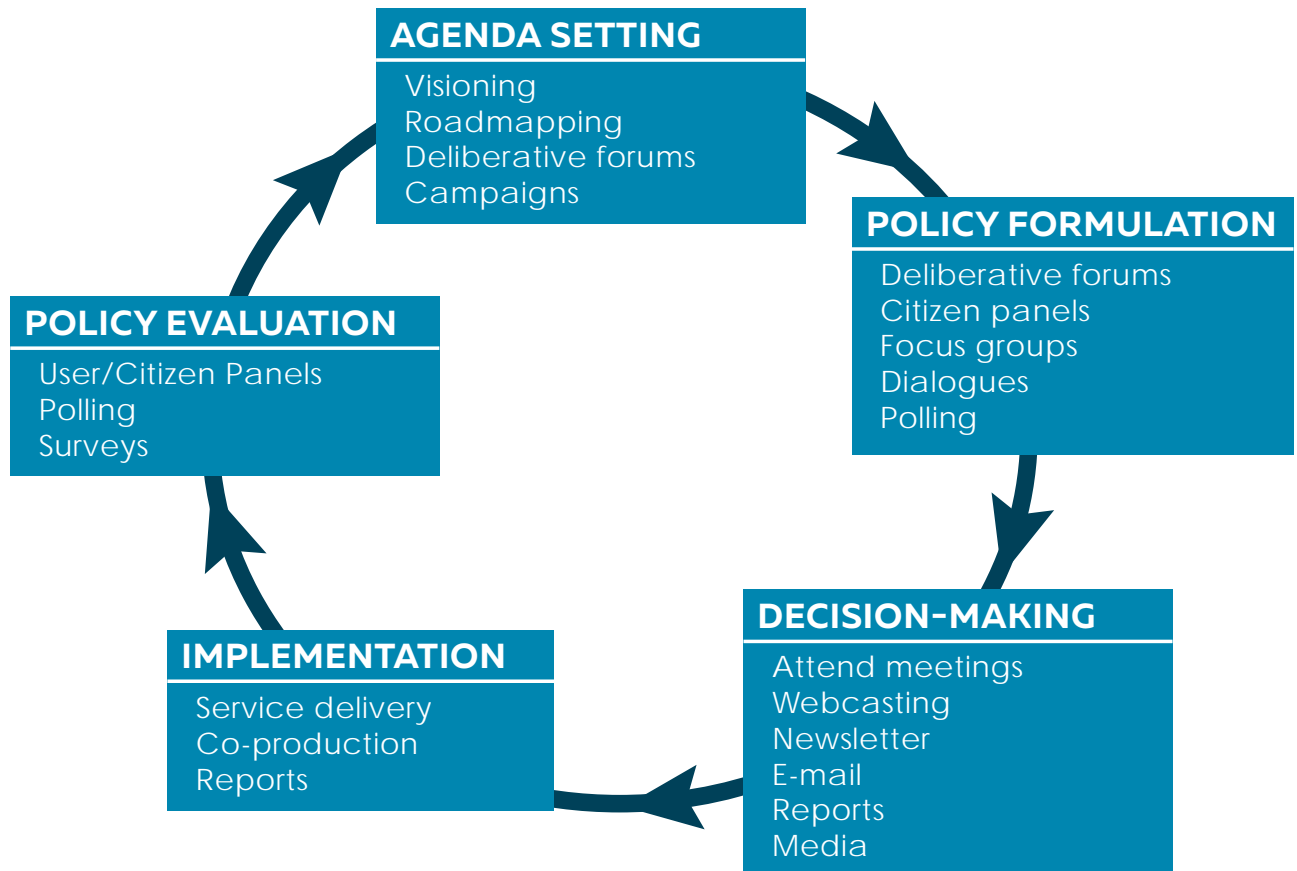
Figure 15. Engagement activities in the different stages of policy-making.

At the **Policy Implementation and Evaluation stages**, consultation with stakeholders directly involved or affected by enacted policies should be undertaken to understand how they are being implemented and what the results are. The broader groups of stakeholders not directly involved should then be informed about both – especially when the policy is not being implemented correctly. For example, regulations put in place to require energy efficient building renovations might not achieve the desired energy savings because they are not enforced properly. Educating policy-makers and the broader public about implementation failure can limit backlash against the policy and possibly lead to improved implementation in the future. Furthermore, the broader group of stakeholders should be informed via reports and other methods of the results of the policy – especially when they are positive.

Dealing with Resistant Stakeholders

As indicated above, effective stakeholder engagement requires a great deal of interpersonal communication that goes beyond formal methods. Thus, being able to understand and adapt to the personalities/communication styles of your stakeholders can be incredibly important. Like fingerprints, no two stakeholders are alike, but there are certain characteristics that can be important to understand. One set of these elements relate to the communication styles that are used, the second to theories on how to motivate people to take action, both of which are described below.

Communication style

What 'tone' of communication is the stakeholder most comfortable with?

Some stakeholders prefer very formal/professional interactions – meetings are held in offices, conversations are focused on the work at hand and personal details are not relevant. Conversely, at the other extreme are stakeholders who are much more 'friendly' in their interactions – meetings can be held over lunch or while having a beer together and conversations may even cover personal details. Cultural and social norms can greatly affect where stakeholders fall on this continuum (Kuenkel et al, 2011). For example, within the CEE countries, Estonians and Latvians have a reputation for more formalized interactions whereas in Southern Europe communication tends to be more 'friendly.' Attitudes regarding the interactions of men and women might play a role (see Gamble and Gamble, 2014), and for countries with reputations for corruption – informal methods of communicating might be looked upon suspiciously. Likewise, acceptable norms might vary across different sectors (i.e. civil society, public sector, private companies). Furthermore, working relationships may change over time – so understanding the best interpersonal communication approach for each stakeholder is an ongoing process (Olivier, 2017; Le Feuvre et al, 2016).

How often and in what ways does the stakeholder like to communicate?

Related to the above question is how frequently you should communicate with the stakeholder and via which methods (telephone calls, emails, etc). Some stakeholders prefer frequent communication while others do not. Some like very short messages that they can read at their leisure but others would rather discuss things over a call or in a meeting. What can complicate this is that sometimes there might be a gap between what a stakeholder says they prefer and what is actually effective with them (i.e. they say they prefer emails but never respond to them). Figuring out the best balance in this regard is an ongoing process and important one.

Finding the right balance for the above questions can help to avoid one of the most common problems faced when carrying out stakeholder engagement, which is resistant or uninterested stakeholders. These are typically primary stakeholders whose involvement is considered vital to the initiative but are not responsive – either they are unwilling to participate completely or they agree to participate but then do not do what they promise. Unfortunately, there is no magic potion that can solve this problem, but following are some tips to consider trying:

Silence is not the same as no: The reality is that for most stakeholders, your effort will not be high on their list of priorities. Keeping that in mind, you should not be afraid to contact a stakeholder multiple times if they have not responded to you. They may have lost the email or never seen it or just forgot to respond.

Use multiple means of communication: Related to the previous point, if a single method of communication is not working, try others. A stakeholder who is not interested in participating in a working group might still respond to a survey. The same is true for interpersonal communication, call, email and send a regular letter if necessary.

Do not just take no for an answer: If a stakeholder says no, try to find out why. Is it the time inconvenient? If so, can you change the time/date? Or keep this in mind for future activities. Are you asking too much commitment? If so, ask for less next time. If possible, make it clear that you will come back in the future and ask again for something else that better fits them.

Try to develop more than one contact at an organization: Multiple contacts at an organization helps you to maintain the institutional relationship even if one of them leaves. Furthermore, it provides multiple potential routes for success – if one person says no to participation, then maybe the other contact would say yes.

Behaviour Change Approaches

A great deal of research has been conducted on how to promote behaviour change amongst different target audiences, which can be helpful in understanding when trying to motivate resistant stakeholders. For example, the Elaboration Likelihood Model (ELM) (O'Keefe, 2013) focuses on two ways to educate or persuade people:

- **Rational approach:** In this approach, logical arguments are made to someone who is motivated, paying attention, feels a connection to the issue and/or is highly knowledgeable about it. This approach assumes that people are rational and choose to do things that they perceive as benefiting for them. Thus, it is very important to sell the realistic benefits of participation and conversely, the negatives of non-participation. A common mistake made by advocates is to assume that stakeholders share the same opinion on the benefits of an action. To avoid this, think deeply about what your different stakeholders value and make a link between your efforts and their perceived interests. Will your work increase their sales? Reduce their costs? Increase people who are interested in their work? Increase their opportunities for funding? Improve their living conditions? Or the living conditions of their loved ones? For some stakeholders, it might also be compelling to express the negative effects of their not participating. For example, you can make it clear that by not participating they are letting competitors have unchallenged input into potential policy proposals. How close the person feels to the benefits and negatives of the effort also plays a key role – an issue that effects a family member or neighbour would be more compelling than one that affects people from a different country. Connected to this, if the issue is addressing effects that would be felt soon as opposed to the distant future could also be influential. Again, it is important to emphasize that if stakeholders are not already motivated, then this approach would most likely need to change their perceptions about the impact on their own interests.

- **Non-rational approach:** This approach is based on the personal connection that is made between the messenger and recipient. Thus, this can align closely with the communication styles described above. One example of the non-rational approach is demonstrated by studies that find that students who have positive feelings towards their instructor are more likely to be receptive to the content of the instruction (Petty et al, 2015). Research has found that environmental factors, such as the learning setting can also play an important role in this regard. A second factor is the concept of 'authority' in which the messenger is respected as being an expert or a person in power. In this situation, recipients will feel more compelled to heed the message. A third element is the idea of 'social proof' in which recipients are more likely to heed people when they see the positive benefits. For example, a person who has saved money after installing solar panels could describe the benefits they received to influence others to take action.

Social Learning theory (Sol et al, 2013) is closely related to the non-rational aspects of the ELM. This theory states that human behaviour is in part the result of positive and negative reinforcement that we have received or have seen others receive. In this theory, people act as role models to each other. The degree to which an individual can influence others depends upon various characteristics, such as their credibility, attractiveness (physical, personality, etc.) to others, the power they have, their expertise, the empathy they have with their audience and/or how they are rewarded for their good behaviour.

Both concepts lead to the importance of working through other influential stakeholders. This has been supported in the network perspective on stakeholders (Rowley, 1997) which recognizes that your relationship with a stakeholder does not occur in isolation. Stakeholders are involved in many different relationships simultaneously which can affect each other and some of these are more influential than others. Thus, as was discussed earlier, part of the stakeholder analysis process should be to understand these other relationships, especially those that are most influential. So, if a stakeholder says no to you, perhaps you can identify a third stakeholder who can convince them of their participation. This is one reason that getting opinion leaders on board with your initiative is so important.

Another difficulty that often arises is **having to deal with conflict** – this is especially true for engagement efforts that involve bringing together stakeholders with widely different perspectives in collaborative activities such as roadmapping or working groups. Some stakeholders may have histories of opposition with each other (such as activists and energy producers) which can in the very least result in tension and unproductive exchanges.

There are two broad responses to conflict within groups: try to prevent it before it occurs or deal with it when it does. These include the following:

Preventative approaches to stakeholder conflict:

- Examine your stakeholders' values, backgrounds, priorities, and personalities to identify potential sources of conflict. If feasible, speak to these stakeholders before collaborative activities to emphasize the purpose of the meeting and discuss any issues they may have.

- Inform all participants about the specific purpose of meetings beforehand, including the desired outcomes and decisions that need to be made. If possible, get the stakeholders to agree with these goals. Reiterate these points at the start of the meeting, emphasizing the idea that there is limited time to achieve a great deal.

- Use a neutral facilitator for collaborative activities and inform them beforehand on the potential disputes, including the relevant stakeholders and the background of the conflict.

- In addition to setting common goals, establish ground rules before meetings or interactions that includes how conflicts will be resolved. For example, on points of conflict you could decide to have a vote amongst the group and majority side would prevail. Setting these goals and ground rules should be done as transparently as possible – so that all participants understand what they have agreed to. This can put social pressure on participants to adhere to the guidelines even if it results in negative outcomes from their point of view.

- Another approach would be to avoid sensitive issues that are not relevant for the decision at hand. Of course, this must be done in a very careful way, so that stakeholders do not feel that their concerns are being marginalized. You could for example, agree to have a separate discussion just on the point of contention, to try and keep it separate.

- Assume that conflict will occur beforehand and think through how you will deal with it if it does occur.

Dealing with stakeholder conflict when it does occur:

- Do not ignore conflict if it starts to arise. Acknowledge that things are getting tense and remind participants of the ground rules that have been agreed to together.

- Remind people what topics fall outside of the present conversation but offer to discuss it at a later time.

- Change the environment of the conflict, such as by taking a break and asking everyone to go outside to get fresh air. When you come back, acknowledge the conflict, re-state what the purpose of the meeting is and explain what the shared goals and ground rules of the meeting are.

- Step in immediately if personal attacks, name-calling or cursing occurs. Disagreement must be civil; otherwise it can derail the whole effort.

- Acknowledge and document all issues that arise, so that participants feel that their concerns are being heard and will be considered in the future.

In the early stage of your project, consider using SWOT analysis and stakeholder mapping (see Annex 2) to identify possible sources of conflict and develop strategies to mitigate them.

Documenting Stakeholder Engagement

Another important element of implementing stakeholder engagement is documenting the interactions that take place. There are different ways to do this, starting at the most basic level with a simple spreadsheet that lists the stakeholder, the dates you meet with them, the contents of the meeting and what future actions you plan to take with them. In the annex to this guide there is a sample template that can be used to track your engagement activities. On the other end of the spectrum are contact management and stakeholder engagement software packages such as those used by salespeople or by business teams. Low cost packages are available, although there may be limitations in the language support provided for them. The most important factor is to find a system you are comfortable with and that is not too time consuming when implementing. A good system would also be constructed in such a way that if someone needed to step into your shoes temporarily or for a longer time, they would be able to move forward using the information you have recorded.

In the early stage of your project, consider using SWOT analysis and stakeholder mapping (see Annex 3) to identify possible sources of conflict and develop strategies to mitigate them.

Evaluating Engagement

The last part of an effective stakeholder engagement initiative is evaluating how it is implemented. The primary reason to do so is to help you understand why you did or did not reach your ultimate goals. For example, if you did not implement your initiative the way you intended to, then you know that in the future you need better execution. If you did do it how you planned and you still failed – then your plan of action should change for the future. Chart on the next page depicts the key elements that should be included in any evaluation effort. The first step is to gather information regarding each stage of the engagement effort and then analyse them together to answer important questions.

Engagement Planning Process: Key questions to ask are what could have been done differently and were the appropriate stakeholders identified. This requires assessing which methods were used to identify stakeholders and documenting who was involved in the planning process. Why were these people involved – were there any gaps in terms of their knowledge of the actors or issues involved? How was the plan developed? Was an assessment made of the field? When examining the planning process it is also important to assess whether enough money was allocated and if enough considerations were made on how to evaluate the effort.

Engagement Implementation: Important questions to answer when assessing implementation is to determine which methods of engagement were used and how well they worked. How much time and resources were allocated to these methods? Were stakeholders engaged 'enough' meaning that they were able to contribute what was needed from them and were content with their level of participation. If the first is not true, then your effort did not maximize the potential benefits of including stakeholders – such as having an expert who did not comment on key policy proposals you presented to the state. If you succeeded in your advocacy effort then this may not be problematic, but if it failed – this might be a possible reason. If a stakeholder was not content with their involvement (i.e. they felt they were not listened to enough or they believe that too much was asked of them), it may not have negatively affected this action but could hinder your future engagement efforts and should be kept in mind when you need to re-engage them. Perhaps you did not engage enough stakeholders – meaning important voices were left out or that you were unable to demonstrate to the state that there was large scale support for your effort. Conversely, you might have engaged too many (conflicting) stakeholders, which was difficult to manage and caused barriers to proper implementation.

Evaluation of the Benefits/Outcomes: When evaluating outcomes, the most important question is whether or not you achieved your desired advocacy goal, such as what has changed in terms of public policy. What are the effects of achieving this goal? Did it create new problems or issues that need to be addressed? An assessment of how relationships with different stakeholders are, is also relevant at this stage.

Methods and Timing of Evaluation: In terms of the methods used for evaluation, the important question to ask is how formal do you want it to be and what resources are available to support the evaluation. If the findings of your evaluation will be made available to donors, funders or other important stakeholders, than a more formal process should be used. Informal processes might make the most sense when you have limited resources to carry out such an activity. Some of these methods must be carried out during the implementation (such as feedback sheets after group dialogues) whereas many others (observations and reflections) would occur at the end of such a process. Some methods like surveys and quantitative data collection are more relevant when you have large numbers of people to collect opinions from and want an overall sense of how stakeholders perceived the initiative. Interviews and focus groups are more qualitative methods that are used when you would like to gain a deeper understanding of the motivations, attitudes or ideas of specific individuals. Focus groups are more useful for collecting feedback from several people at once or when you are interested in the interaction between participants. Interviews on the other hand are able to get more detailed information but only from one person at a time. It is important to note that your ability to implement these methods will also be limited by external factors – for example whether or not external stakeholders are willing to participate in evaluation activities.

Practical Exercises

All the templates about the practical exercises are in the annexes, current chapter gives explanation to the tables provided. Organisations can use the tables for their benefit when developing their stakeholder engagement strategy.

	Knowledge Sought	Evaluation Methods	By Whom? When?
Planning Process	What could have been improved or done differently? Did we forget any key stakeholders? Were the stakeholder groups representative?	Example: Interviews Observations and reflections Online surveys Feedback sheets Focus groups Quantitative data collection	Panel Partners meet in M* to share observations about engagement process. One-on-one interviews with selected stakeholders 2 weeks after engagement. Stakeholders asked to complete feedback sheets.
Engagement	What methods worked (not) well? Enough time & resources? Were the stakeholders involved the right amount? Were the numbers and types of stakeholders involved sufficient?		
Benefits/ Outcomes	What has changed in terms of policy or project intentions? How has the relationship with the stakeholder changed? What is the likely nature of any future relationship with this stakeholder?		

Stakeholder Engagement Template

The Stakeholder Engagement Template aims to report and document the stakeholder engagement process throughout the whole project. The template will serve as a tool to carry out local stakeholder mapping. As stated in the job description for the Stakeholder engagement person, partners should:

- Identify relevant stakeholders from different sectors of society, including those who are supportive as well as those that could be considered 'opponents' to efforts, such as certain industrial actors. Special effort should be given to identifying stakeholders that are not engaged currently in energy transition but could have a great impact on the process.
- Develop strategies for reaching out to stakeholders they have previously not communicated with – and creating rebuttals to the claims or arguments made by opponents.
- Establish good personal communication with identified stakeholders and start networking as soon as possible.

The template should be used to document the results of this activity on a regular basis (at least weekly), so that it can be shared with the consortium and be used as inputs for the manual and for the training that will be offered.

Listing the Stakeholders worksheet

Excel Sheet 1, Annex 3.1

The first worksheet of the template contains crucial information about the stakeholders.

Column B should include the name of the organizations with acronyms and official identification number, through which the legal existence of the stakeholder can be proven.

Column C should specify the sectors such as Public Sector, Private Sector, Non-profit Sector, using the drop down list.

- Public Sector includes all the governmental bodies, including the local government, state agencies, public network, plus all public corporations including the central bank.
- Private sector, includes organizations that are seeking profit, and is not controlled by the State such as different types of business companies.
- Non-profit sector includes all the Non-profit institutions that are legal or social entities created for the purpose of producing goods and services whose status does not permit them to be a source of income, profit or another financial gain for the units that establish, control or finance them.

Column D should specify what type of stakeholder organization (see page 51-52 for complete list with explanations).

Column E After determining the type of organization, the one should provide brief information about the core aims, fields of operation of the organization.

Columns F & G (Location) should provide precise current official information of address, including the GPS location of the organization. The following link is given to easily identify the GPS coordinates http://www.mapcoordinates.net/en

Column H (Contact information) and Column I & J (Contact Persons) should include the official communication information of the organization, as well as the contact information of contact person. Identification and setting up the communication with relevant stakeholder includes finding at least one contact person from the community. In some case it necessary to identify the more than one personal point of Contact for the organization.

In last columns, there should be indicated information about the previous interaction with stakeholder. Answering if the stakeholder is a new or old partner for the partner organization. Moreover, the methods of communication should be indicated.

Mapping the Stakeholders

Excel Sheet 2, Annex 3.2

The second sheet of the Stakeholder engagement template serves for the preliminary assessment of stakeholders, addressing two core questions: such as:

How supportive is the stakeholder to energy transition? (-6.0 Opponent to 6.0 - Supportive)

A stakeholder might strongly oppose energy transition because they think it will negatively affects their organization. How important their opposition is depends upon how much influence they have on over other stakeholders.

For example, if a large company that employs many people thinks that energy transition will reduce their revenue/profit they will be more significant opposition than a small company that does not think energy transition will negatively affect their profits.

Below is a scale with all of the possible ratings and what it means for the stakeholder.

-6.0	A Strong opponent of the transition vision and process. Their aims and operations are opposite to the vision and this group of stakeholders has direct influence and the power to block the transition action.
-5.0	Strong Opponent of the transition vision and process. Their aims and operations are opposite to the vision but this group of stakeholders has indirect influence and the power to block the action.
-4.0	Moderate Opponent of the transition vision and process. Their aims and operations are not very compatible to energy transitions. This Stakeholder has limited influence but the power to block the transition process.
-3.0	An opponent of the transition vision and process. Their aims and operations are not matching to energy transitions but this group does not have the will to support the transition. This group of stakeholder has limited influence but have a significant influence as a group to block the action.
-2.0	Opponent to the transition vision and process. Their opposite aims and operations are not matching to energy transitions. This group of stakeholders have limited individual influence and be remote as well as limited influence as a group to block the action.
-1.0	Weak opponent to the transition vision and process. Their opposite aims and operations are matching to energy transitions. This group of stakeholders has limited individual but no influence as a group to block the action.
1.0	Weak support to the transition vision and process. Their aims and operations are not precisely matching to the vision. Although, they are interested in supporting the energy transition but have no capacity to support the transition process.

2.0	Support to the transition vision and process. Their aims and operations are not precisely matching to the vision. Although, they are interested in supporting the energy transition but have no capacity to support the transition process.
3.0	Support to the transition vision and process. Their aims and operations matching to the vision. Although, they are interested in supporting the energy transition but have limited capacity to support the transition process.
4.0	Moderate support to the transition vision and process. Their aims and operations are matching to the vision. They are interested in supporting the energy transition but have the interest to be part of the process and limited capacity to support the transition process.
5.0	Strong support to the transition vision and process. Their aims and operations are matching to the vision. They are interested in supporting the energy transition but have the lower degree of interest to be part of the process and capacity to support the transition process.
6.0	Strong support to the transition vision and process. This means selected stakeholder is matching the mission and aims of the stakeholder in a field of the energy sector. They have long-term goals in transition vision and power to support the transition.

How deeply will they be affected by the transition? (1- low impact; 6 - high impact)

1	Energy transition will have no or minimal influence on stakeholder and it will not be any direct or indirect influence over the selected stakeholder. A low priority in the visioning process.
2	Energy transition will have a weak indirect impact on this particular group of stakeholders.
3	Energy transition will have an indirect impact on the individuals of the organization but the transition will not influence the operation of the stakeholder in any terms.
4	Energy transition will have a direct impact but not in a multiple way on the selected stakeholder. This mean that the policy transition will impact on individuals rather than the whole organization.
5	Energy transition has direct impact but partially in multiple areas on this particular group of stakeholders. There are still considered as a priority stakeholders that should be included in the visioning process.
6	Energy transition will have a direct and multiple impacts on selected stakeholder. The transition will have the long-term impact that will shape stakeholder performance, daily operations. High degree impact stakeholders are considered as a priority group in visioning the transition.

The grading logic should follow the coded narrative, but at the same time, partners are more than welcome to interpret the grading logic. Columns asking to explain the given mark serves for this purpose.

In the following part, the remarks should be outlined, identifying the selected method of engagement, such as:

- **Informing** – to provide the stakeholder with balanced and objective information to assist them in understanding the problem, essence of action, policy alternatives, solutions, and opportunities.

- **Consulting** – to obtain stakeholders feedback on the action, created visions, analyses, alternatives and decisions.

- **Collaborating** – to partner with the stakeholder in each aspect of action, decision, including the development of visions, alternatives, and identification of preferred solutions.

Objective of Engagement

Excel Sheet 3, Annex 3.3

The third part of the template is a logical continuation of stakeholder assessment part. As a reflection question, the one should think about the what could the specific role of selected stakeholders in the transition process and why there is need to engage them.

In this regards, identifying the objective of their engagement will guide partners to set the appropriate communication strategy and help us to ensure there are no hidden objectives or unstated hopes in the process of engagement. The overall objective of any public engagement exercise is to get effective public engagement that makes a difference to policy. In the template, the Justification of Engagement means listing Objective(s) and examples are provided in the template.

Log of Engagement Activity

Excel Sheet 4, Annex 3.4

In order to identify the weakness or strength of the engagement, it is import to record and document the process of stakeholder engagement. This particular part of the template should include the information about the every single action that was taken in communication with stakeholders. In most cases, it will be events, meetings of the stakeholders where the stakeholder engagement person should participate and establish a communication.

The first column should include Date of the event or another type of event and there should be provided the description of the activity.

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Chapter 5: Roadmapping

Roadmapping is the evolving process of creating and implementing a roadmap and monitoring and updating it as necessary. This process of roadmapping is often as important as the resulting document, as it engages and aligns diverse stakeholder in a common course of action, sometimes for the first time. By getting thematically involved parties and interested stakeholders to work together towards shared goals and results, the roadmapping process can build relationships that have a significant, long lasting effect and will help to support roadmap implementation (IEA, 2014).

A successful roadmap contains a clear statement of the desired outcome followed by a specific pathway for reaching it. The main goal of energy roadmaps is to accelerate energy policy transition.

A roadmap is a strategic plan that outlines the development of a region, organisation or community over a specific time frame, more specifically the steps to take in order to achieve stated outcomes and goals. It clearly outlines links among tasks and priorities for action in the near, medium and long term (IEA, 2014). Policy roadmaps represent a dynamic set of policy-relevant requirements, such as existing policy frameworks and strategies in place, based on an assessment of relevant existing and emerging technologies, legal, financial, market, managerial and social requirements identified by all stakeholders involved in policy roadmap development. This effort shall lead to improved and enhanced sharing of and collaboration on all related policy levels among participants. A successful roadmap contains a clear statement of the desired outcome followed by a specific pathway for reaching it (IEA, 2014).

In this chapter we are focusing on Local Energy Roadmaps which can range from a technology focus over energy policies in a specific economic sector to general climate actions. The main goal of energy roadmaps is to accelerate energy policy transition in order to deliver innovative policy instruments for reaching strategic energy policy goals at all involved governance levels.

In most cases, the roadmap will be launched by or in close cooperation with the regional/local public authorities. To have a public actor as driving force during the development and implementation is a key factor for a successful and sustainable roadmap. Of course, for certain cases it might not be necessary to involve the public sector, e.g. roadmapping of the corporate energy strategy in the case of an enterprise or a corporate group. However, this chapter will concentrate on generating an energy roadmap for a region, micro-region or municipality as part of its long-term development strategy where the public domain always takes a key role.

The following pages will introduce the necessary process to develop an energy roadmap in order to shape the regional/local development path in line with national or higher-level energy targets and support a movement towards a sustainable energy future in the region or municipality.

Local public authorities are not only responsible for the energy consumption of the public domain but also are in the unique position to make sustainable energy a fixed component in all development actions. As influential authority and role model, they have the opportunity shape the local energy future and should take it. An Energy Roadmap is a strategic policy tool to plan out and step by step implement this energy future under continuous involvement of a range of stakeholders.

Why Energy Strategy Roadmapping?

Effective management of energy production and consumption and the reduction of (municipal) energy demand is a relevant but often underestimated activity of a public authority. The energy roadmapping moves beyond the sole management of energy. The roadmapping process engages and aligns diverse stakeholders in a common course of action, sometimes for the first time. To build up long lasting relationships with relevant parties is as much part of the process as the technical modelling of energy consumer structures. By getting relevant parties to commit to the shared goals and results, the roadmap implementation is ensured. In addition, the process does not stop as soon as the document is published but should evolve further, fuelled by the commitment of a diverse group of actors, stakeholders and citizens.

An effective energy roadmap is more than just the routine management of municipal energy consumption. It should help to move from only reacting on events in the energy sector as they occur, to a proactive approach of integrative planning. Thus, Energy Roadmapping can be an important tool for groups seeking to make meaningful change to the energy production, distribution and consumption in a community and region. As such, it can be used to achieve many different objectives at the national/regional/local levels, such as:

— Contribute to the realisation of (supra-)national energy policies and policy targets (usually top-down) and keep track on progress of their implementation

— Develop a strategic approach to reduce energy consumption, emissions and energy costs to contribute to energy autarky and/or security (mainly bottom-up)

— Build awareness for energy topics through leading by example and targeted awareness campaigns

— Identify key stakeholders and involve them in the process

— Provide a framework for new/emerging energy technologies to enter the market

Of course, the goals of energy strategies can be various and go beyond the energy sector as such, contributing to the overall development strategy of a municipality/region.

The advantage of a localised roadmapping approach, which is bottom-up actions to achieve energy targets over a top-down definition of focus and type of activities is that resulting documents and Action Plans will be

— adjusted to the local conditions,

— consider specific potentials as well as barriers and

— be developed with the support and endorsement of local stakeholders which is key for the sustainability of the strategy.

Roadmapping Methodology and Tools

According to the International Energy Agency (2014), there are several key aspects, which have to be considered for successful roadmapping:

- **Stakeholder participation** and answering the questions of who are critical stakeholders and how should they be included in the roadmapping process. The aim is to include external expertise which is missing in the roadmapping team and at the same time build support for roadmap implementation.

- Prepare to deal with **resource constraints**. Developing and maintaining the roadmap requires funding, personnel, skills, tools and time. The committed resources should be well catalogued and planned for the whole process.

- Identify and assess the availability of **critical inputs** to establish a sound baseline of current energy use and provide a basis for defining future technology and carbon targets, and evaluate technology choices.

- The **roadmap design** should present the relevant information including goals, milestones, time plan and implementation plan in a the type of information contained in the roadmap and how it is used to achieve results

- The **dissemination scheme** should cover the whole process with particular attention to how the document and results will be shared with a large community and the public.

Although often overlooked, **monitoring and tracking** of the roadmap is essential to ensure that desired outcomes are achieved.

There is not a one-approach-fits-all for structuring a roadmapping process. The design and level of detail in different phases have to be adopted to the local requirements as well as available resources. However, in order to produce a comprehensive energy roadmap at least the following phases should be realised as shown on figure 16.
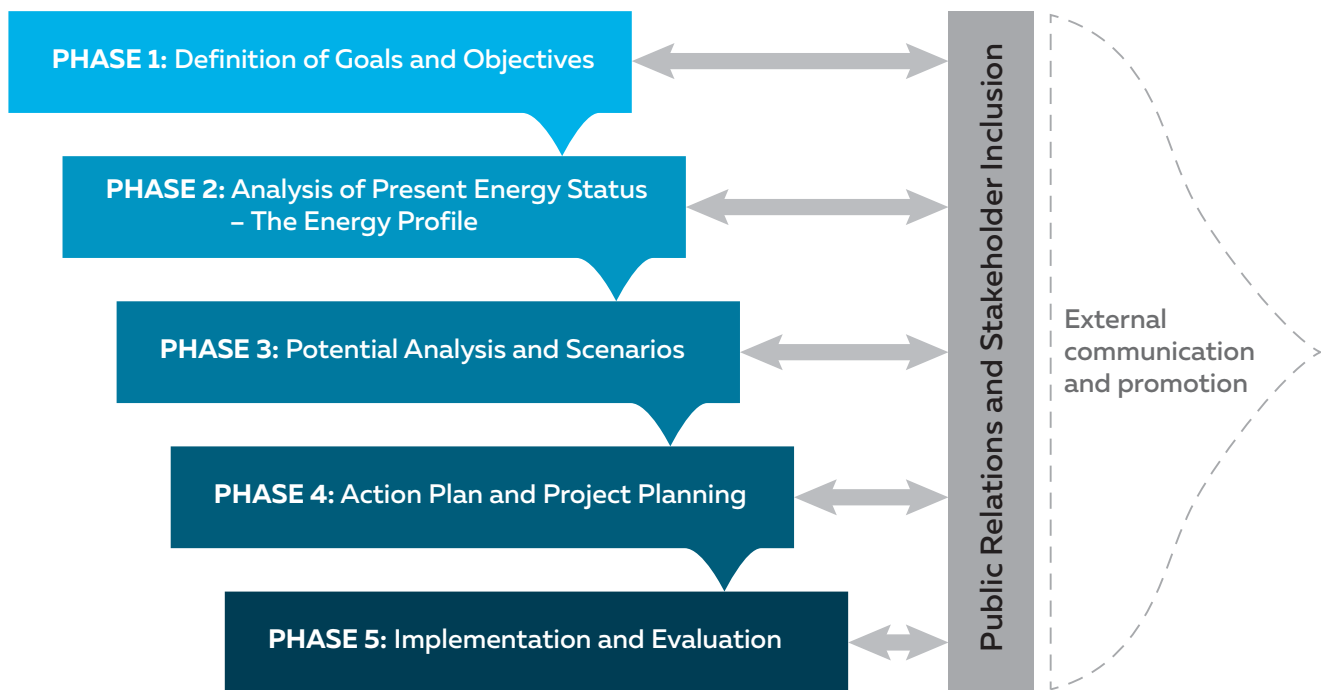

Figure 16. Different phases of energy roadmapping process.

The IEA proposes a similar approach for developing and sub-sequentially implementing a roadmap. The figure 17 shows the process outline (IEA, 2014).

	Phase 1: planning and preparation	Phase 2: visioning	Phase 3: roadmap development		Phase 4: roadmap implementation, monitoring and revision
Expert judgement and consensus	Establish Steering Committee Determine scope and boundaries Select stakeholders and experts	Conduct senior-level vision workshop to identify long term goals and objectives	Conduct expert workshop(s) to identify barriers and prioritise needed technologies, policies, and timelines	■ Develop roadmap document ■ Conduct review and consultation cycles with key stakeholders ■ Refine and launch roadmap	Conduct expert workshop(s) to re-assess priorities and timelines as progress and new trends emerge Update roadmap
Data and analysis	Develop energy, environmental and economic data to conduct baseline research	Analyse future scenarios for energy and environment	Assess potential contributions of technologies to future energy, environmental and economic goals		Track changes in energy, environmental and economic factors as roadmap is implemented Monitor progress in implementing roadmap
	1 to 2 months	1 to 2 months	2 to 6 months	2 to 8 months	Recurring (1 to 5 years)

6 to 18 months total

Note: dotted lines indicate optional steps, based on analysis capabilities and resources.

Figure 17. Roadmap process outline as seen by IEA (2014).

Note that the entire data collection and computing process is accompanied by stakeholder involvement formats, shown as the blue boxes in the top line of the process. How expert and stakeholder involvement is designed depends on the phase of the roadmapping process as well as the individual objectives, e.g. collecting professional knowledge from two to three experts requires another format than a large-scale public opinion survey.

Phase 1: Definition of goals & objectives

The objectives and specific goals of the roadmap have to be clearly defined before the process can properly evolve. It is advisable to get a political endorsement and commitment to implement these goals from political leaders and the private sector. On local level these goals should basically represent a contribution to higher-level targets (i.e. national or regional policy goals) but it is recommended to be more specific in the formulation of the goals and define region-specific targets considering local energy supply and demand structures as well as stakeholder opinions and possible participation.

The set of goals should be ideally quantified and measurable. Be as specific as possible and make sure to include a time-frame in which the goal should be implemented and reached, e.g. 20% reduction of final energy consumption in the industry sector until 2030.

Phase 2: Analysis of present energy status – Energy Profile

The energy consumption baseline should be broken down into subcategories. The level of detail depends on the defined goals and the relevance of different energy consuming sectors in the total energy balance. However, for most cities and municipalities, the following categories will be relevant:

- Municipal buildings, equipment/facilities
- Tertiary (non-municipal) buildings, equipment/facilities
- Residential buildings
- Public lighting
- Industries

Depending on the required level of detail, the baseline analysis might consist of methods from a 'macro perspective' such as on the basis of national or regional statistical data or it might come from the micro-level such as a survey of primary data, e.g. mean energy consumption for the largest consumers in the area.

As much as possible, try to make use of existing data sources such as:

- Population census, employment statistics
- Land use statistics
- National and/or regional potential studies
- Building stock
- Energy expenditure of municipalities (for public lighting, schools etc.)
- Energy audits and assessments (buildings, industry, transport)
- Solar maps

In the exercise part of this chapter you can find a tool for generating an energy baseline, called an Energy Profile. The tool presents methodologies to calculate the most relevant energy indicators using a national or regional statistics.

Another good example is provided by the Covenant of Mayors programme (2014), which presents its own methodology and an according template for generating a Baseline Emission Inventory with the aim to provide an analysis of the current situation in terms of energy and GHG emissions.

Phase 3: Potential analysis and scenarios

Scenarios should consider developments of the local energy economy, (energy) markets, and public policy priorities. Include a cost-benefit analysis of the proposed developments paths and rate the likelihood of their realisation.

Setting a vision is the process of defining the desired pathway for the development of the energy sector or energy supply and demand structures. This process includes modelling and scenario analysis, which are important tools used to define possible future states and plot the path necessary to reach the agreed roadmap goals. The energy vision provides the basis for long-term decision-making considering future plans in today's decisions.

The EC tool "EU Reference Scenario 2016" is publicly available and allows users to analyse the long-term economic, energy, climate and transport outlook based on the current policy framework. The scenarios thereby show development at the country level if no new policies will be implemented. This reference scenario can be used as benchmark against which new policy scenarios coming from the national/regional/local level can be compared (EC, 2016).

Phase 4: Action plan and project planning

The Action Plan (AP) can comprise a number of individual actions all working towards a specific goal as identified during Phase 1 (e.g. Energy Efficiency AP, Renewable Energy AP, AP for energy use in the public sector, etc.). Following are some examples of actions, which were found most relevant for local energy roadmaps:

- In the public domain: public buildings, street lighting, municipal utilities (pumping stations, waste water treatment plants, etc.), renewable energy production, transport concepts

- In the private sector: office space (lighting, building services, heating, cooling, ventilation, IT), production facilities

- At household level: lighting, household appliances, consumer electronics, heating systems, circulation pumps, mobility behaviour

The AP should define concrete and "**SMART**" targets for each of the actions. SMART meaning: **Specific, Measurable, Attainable, Relevant and Time based** (see page 94 for more detailed definition). The targets have to be relevant for reaching the overall objective of the Roadmap and contribute a measureable impact in balance with the planned monetary and time input. The description of each individual action should include a determination of necessary tasks and persons/entities responsible for their implementation. This should also be supported by a detailed implementation plan with a prioritisation of actions and with concrete dates for deliverables and milestones. The AP also has to feature an estimate of energy savings/increased renewable energy production and relevant additional indicators, e.g. CO_2 emission reduction. These target indicators will have to be monitored. It is recommended to define monitoring procedures individually for each action rather than for the AP as a whole. Data availability and responsible parties for conducting the monitoring might differ significantly by actions. Similar to the implementation plan of the action, the monitoring plan should include necessary tasks and name responsible persons/entities.

> Take additional effort to plan the monitoring of your action plan thoroughly. This will save time and resources when evaluation the impacts of the single actions and determining your progress in reaching your targets.

Phase 5: Implementation and evaluation

Announce the launch of your roadmap by a press release or kick-off event and accompanied by other communication activities e.g. distribution of a (shortened) version of the Roadmap and internet coverage.

The Action Plan(s) already describe(s) and prioritise(s) the necessary steps. In the implementation phase, the process is now kicked-off. Periodic monitoring using relevant indicators is a must. According to the achieved progress, the implementation plan should be regularly reviewed and revised. The optimal period of revision depends on the availability of data and monitoring resources. For example, energy consumption of public buildings and facilities can be monitored through the annual energy bills. Actions in this domain can be followed an evaluated relatively easily. Other actions, especially those with non-quantifiable success indicators, e.g. awareness and education campaigns, are considerably harder to evaluate.

> Communicate the progress and intermediary results to the target groups and actors on a regular basis. A sound Roadmap communication strategy will help people to identify with the energy topic and adopt it for themselves – "our project".

It is recommended to plan for a detailed revision at intervals of at least 3 years. This should include a revision of the energy balance with a comparison to the established baseline and impact assessment

of the implemented actions. It is advisable to employ independent external experts to conduct such an impact assessment. Corrective measures have to be taken, if necessary. If a significant revision of the Roadmap is necessary, stakeholders should once again be consulted to determine the direction the Roadmap is going and adapt goals and priorities accordingly. Many roadmapping efforts fail because they do not reconsider their priorities on a regular basis, causing 20-year plans to become irrelevant after only a few years.

The more thoroughly monitoring indicators and success criteria were defined in the previous phases the easier the monitoring and steering of the roadmapping process will be.

For detailed strategies how to communicate and market the roadmap effectively, please refer to chapter 3 on Marketing and communications.

Stakeholder involvement and public participation

In general, roadmap audiences vary depending on the type of document is being developed. For local level energy policy roadmaps, audiences may include:

- Local as well as national government decision-makers in ministries of energy, environment, industry, national resources and infrastructure, finance and economics
- Local energy sector and industry stakeholders,
- researchers and experts in the field of energy transition
- and, as main drivers of energy transition, representatives of local energy initiatives and civil society organisations engaged in advocacy towards energy system changes

As mentioned before there stakeholder that are experts and laypersons alike should be involved in each step of the roadmapping process. For more details about tools and methods of stakeholder involve please refer to Chapter 4.

Status and Initiatives in the CEE Countries

CEE countries face the common challenge of high dependency on fossil fuels, which also have to import for the mayor part, and a slow development of renewable energy production plants and deployment of energy efficiency. Few local authorities/municipalities feel responsible for energy management or assigned energy project a low priority. Instead, they have for the most part chosen to rely on national authorities to achieve agreed energy and climate goals. However, for sustainable energy management and sustained impact different levels of governance – (supra-)national, regional, local – are required to undertake joint and coordinated efforts. In most cases, this means that authorities on local level needs to be activated and given the tools to necessary to shape energy development in their domain.

A movement for sustainable local energy ownership/production can be observed where local authorities as well as citizens promote and take active roles in local energy governance. In the following examples, we concentrate on pioneer initiatives, which facilitate the development of regional/local energy strategies in the CEE countries and can represent the basis or starting point for the development of individual energy roadmaps.

Covenant of Mayors (http://www.covenantofmayors.eu/index_en.html)

The European Commission created the Covenant of Mayors in early 2009 as "the mainstream European movement involving local and regional authorities, voluntarily committing to increasing energy efficiency and use of renewable energy sources on their territories".

The Covenant of Mayors is a unique bottom-up movement that succeeded in mobilising a great number of local and regional authorities to develop action plans and direct investments towards climate change mitigation measures. By signing the Covenant of Mayors, signatories commit to taking the necessary energy and efficiency and renewable energy measures to meet and exceed the EU's 20% CO_2 reduction objective by 2020. This was mainly carried out through the drafting, adoption and implementation of a Sustainable Energy Action Plan (SEAP).

Note: Action Plan normally represents just one step of the roadmapping process. In the CoM methodology, however the SEAP includes the main elements of a roadmap (objectives, baseline, development scenarios, etc.) and is, although in a compressed form, a strategic document in itself.

In October 2015, following a consultation phase among the signatories the new integrated Covenant of Mayors for Climate & Energy was launched in order to structure the process after 2020 and realign the focus for actions until 2030. The programme was merged with the climate change adaption initiative Mayors Adapt. The CoM programme now rests on the three pillars Mitigation, Adaptation, and Secure, sustainable and affordable energy. New signatories now pledge to reduce CO_2 emissions by at least 40% by 2030 and to adopt an integrated approach to tackling mitigation and adaptation to climate change5.

The number of CoM signatories is continuously growing since the initiative's establishment. An evaluation from 2012 showed that 70 % of the signatories were cities with less than 10,000 inhabitants, showing that the initiative really activates local authorities. A majority of the signatories can be found in West and Northern Europe, especially for countries with a need for locally oriented policy frameworks in the field of energy and climate protection, e.g. Spain or Italy both with exceptional high numbers of signatories (Technopolis Group, 2013). Although CEE countries face similar challenges, the number of signatories from these countries are moderate, that is below 6 % of all signatories. However, it has to be noted that over 70 % of the signatories come from only two countries, Italy and Spain, which indicates that the distribution by countries is in general unbalanced. The potential benefit for CEE municipalities are numerous when looking at the energy and climate perspective. The main bottlenecks, like low priority of local energy planning and transition from strictly centralised planning should be overcome. Especially in cases, where the national level has been absent on delivering climate and energy policies, the Covenant has the potential to provide a vertical multi-level governance model that facilitates the institutionalised cooperation between cities and higher governance levels (Donnerer, 2016).

The CoM offers a standardised process to generate an emission baseline and draw up a sustainable action plan for reaching 20 % emission reduction by 2020, respectively for signatories under the renewed programme target, 40 % until 2030. From the evaluation it is known that the development of the SEAP on average takes one year and 11 months to complete and have to include actions in different categories. The emission baseline can be combined with more comprehensive sectoral data, see Energy Profile exercise or with the collection of qualitative data regarding the energy status quo and probably development paths.

Energy Cities (http://www.energy-cities.eu/)

Energy Cities is the European Association of local authorities in energy transition. The association was created in 1990 and represents now more than 1,000 towns and cities in 30 countries. In 2012, Energy Cities initiated a process aimed at proposing and debating actions for accelerating the energy transition

of European cities and towns. These proposals are based on innovative approaches, new ideas and ground-breaking practices. They provide practical answers and link today's action to the long-term vision of a low energy city with a high quality of life for all. Energy Cities is dedicated to: strengthen the role and skills of local authorities, represent cities' interests and influence national and EU policies and develop and promote the members' initiatives. Cities from CEE countries participate only in a few cases but there are some CEE city which represent a larger number of members and act as multipliers, i.e. Healthy Cities of the Czech Republic with 130 members, PNEC-Polish Network Energie Cités with 40 members or Citenergo-Union of Towns and Cities of Slovakia with 11 members.

Members profit from the Energy Cities network and its international know-how in terms of integration and connecting energy efficiency, renewables and sustainable urban planning as integral part of local policies and actions. Energy Cities is an advocate of local authorities in the fields of energy efficiency, renewables, climate mitigation, regional policies and financing (Energy Cities, 2017).

CASE STUDY – Renovation programme Enervision in Ignalina region municipality (Lithuania)	
Responsible organisation	Ignalina region municipality administration
Region/ geographic coverage	The Enervision programme was set up for 3 municipalities of Ignalina Nuclear Power Plant region (Visaginas, Zarasai, Ignalina), but only Ignalina implemented it in full and successfully.
Description	The region boardering the Ignalina Nuclear Power Plant was extremely dependent on the NPP, economically and socially. After the beginning of decommissioning process, all municipalities faced economical problems in energy sectors. One of the best practices is the Enervision programme that were created and implemented by Ignalina municipality.
	The Enervision programme is the part of a national programme, but due to situation the INPP region was named as problematic region and received more attractive conditions. The citizens of Ignalina were involved in all stages of adapting the Enervision programme. The local government was very open for suggestions and the new model was created and suggested for approval to the national government only after approval from Ignalina citizens.
	The resulting model of the renovation was much more attractive as the municipality took responsibility for tendering of the renovation work, for getting bank credits for renovation costs and additional bureaucratic requirements. The first stage of the programme financed about 85 percent of all costs of renovation. The citizens could choose the period of payment for renovation (till 25 years) and have to make periodic payments.
	The renovation in Ignalina city started in 2009 when the local authorities used the funding for 15 apartment-blocks renovation. In 2017 more than 80 percent of apartment-blocks in Ignalina city and its region was renovated, the residents of the apartment-blocks already feel the results of the renovation, as they live in the warm homes and save the energy and money. Ignalina municipality became a good examples for other municipalities how to successfully implement renovation programme. Ex-mayor of Ignalina city Mr. Bronis Rope ever wrote the renovation guide "Masters of their own future", that present the good practices of renovation.
Target indicators	Ignalina municipality planned that more than 80 percent of all buildings have to be renovated by the end of 2014.
	Energy consumption per building was reduced up to 60 percent and renovation investments paid off in 3 years.

For example, in the PEA project, the Public Energy Alternatives partnership, eight municipalities in CEE region got new energy strategies that have been successfully implemented since.

A renewable energy guide and an online tool was developed to aid decision-making and a marketing for the planning and implementation of sustainable energy projects. The Baltic Energy Compendium was also put together to aid local policymakers in regional energy planning.

See more about the project and, the energy strategies and renewable energy guide at: http://www.peaproject.eu/

The online tool is accessible here: https://www.atenekom-portal.de/nsp-calc/

Practical Exercises

Preparing an Energy Baseline

See Annex 3 for more detailed info and guidelines for the template.

The roadmapping process should always feature an analysis of the current situation. We designed a template for the collection of energy data on regional/sub-regional/local level. Additionally, to these energy statistical data qualitative data (e.g. perceived policy support for EE and REN development and its effectiveness, risks and barriers for different stakeholder groups, opportunities and development paths for energy project in the next 5 to 10 years, etc.) should be collected.

For a complete energy baseline, we propose to cover the following sections at least qualitatively:

— Basic demographic data and figures

— Regional economy and economic trends

— National and local energy strategies

— Energy Production (complete with local energy statics)

— Final energy consumption per sectors (complete with local energy statistics)

— CO_2-emissions associated with energy consumption

— Renewable energy sources – status and potential

— Energy efficiency – status and potential

In the CEE countries, energy statistical data collection is mostly comprehensive and robust on national level but gets more and more incomplete when assessing the regional or the local level.

The proposed tool therefore provides methodologies for the estimation of energy supply and demand in specific sectors based on national statistical data.

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Chapter 6. Resource Development for Advocacy

Fundraising

Effective implementation of the various activities described in the previous chapters (policy advocacy, marketing, organizing participatory processes) all require relatively large investments of time and energy – and money. Acquiring funding to support these types of initiatives is challenging everywhere, but especially so in Central Eastern Europe, where limited levels of economic development and historical attitudes towards fundraising have limited the ways in which sustainable energy initiatives have sought to support their work.

When conducting energy projects there are a broad range of potential funding options, which are described in detail in EnerInvest overview: Guide to financing for sustainable energy projects (2017). However when supporting energy advocacy we can seek to raise money to support its initiatives in three ways: with government funding, via private sector charity or through enterprise strategies. See Annex 4 for short overview about possibilities in some of the CEE countries. An organization that has a 'mixed resource base' – meaning it can successfully access multiple funding sources using different methods – has several benefits:

- It can reject funding sources that have 'too many strings attached'
- It can be more innovative and flexible in spending decisions because it does not have to conform to only one funders' view
- It protects itself against reductions that may occur with any particular funder
- It can push the organization to engage with multiple stakeholders in efforts to raise money

This is especially relevant for organizations that are engaged in advocacy efforts, who may pursue policy that is opposed by certain state actors or corporate interests.

Although it is strongly suggested that organizations consider engaging in all three types of fundraising, each has its own benefits and negatives and require different skill sets. All three are also not possible in different contexts (i.e. based upon the external conditions faced by the organization). What this means is that not all organizations can pursue all kinds of fundraising immediately. Following is a description of the different types of fundraising, followed by questions that each organization should consider when deciding if they should attempt it and then suggestions on how to do so.

Government Support

Perhaps the most important and frequently used form of financial support comes from government sources – primarily through contracts and grants. Depending upon the scope of the initiative, the size of the organization and the particular political-administrative circumstances, funding through this mechanism can be solicited at the local, regional, state or EU level. Perhaps the most beneficial aspect of this funding source is that it typically represents larger amounts of money – often for longer periods of time (1 to 3 years). **Project writing is a skill that can be honed so that an organization that is good at it can in theory access funding from various sources. At the most basic level, good project writers are capable of**

telling a coherent 'story' that logically explains what problem they are focused on, what actions will be taken to address it, what impact these actions will have and how they will be measured.

Although government funding can be significant (especially at higher levels of government), they often are highly restrictive in what types of organizations they will support (such as only registered non-profit organizations). Also, government support usually has specific rules regarding how money can be spent, meaning that organizations must find creative ways to use the funding to support advocacy efforts without violating the terms of the contract. Furthermore, government funding for the most part is a 'reactive' effort for an organization – the funding agency decides what problems or issues it wants to address and the applicant must submit a proposal that explains how they will best address this concern. In this regard, project funding can depend on the effectiveness of advocacy efforts that seek to encourage the state to prioritize specific problems or issues (see Chapter 2).

Private Sector Fundraising

In contrast to the public sector, a wide range of methods are used to solicit funding from private sources such as individuals or corporations. For example, ways of asking for donations from individuals include the following:

- **Philanthropy or Major Giving**: Refers to large gifts made by wealthy individuals to organizations, typically done via direct, face-to-face meeting with the donor.

- Charitable Donations: Are usually asked without face-to-face interaction, such as on a website, through a letter, email or SMS message. One form of this that has become more popular in recent years are 'crowdfunding' initiatives in which individuals are asked to donate online for a specific activity in an effort to reach a pre-determined goal. For example in Czech Republic there is an on-line platform to collect the donation (https://www.hithit.com/cs/home) and the reward and donation-based crowdfunding that generated 1,9m EUR in 2015. In Romania Currently, there are approximately eight active crowdfunding platforms in the country: most popular being Crestemidei.ro, which since the end of 2013 managed to finance 11 projects and obtained more than 20 000 EUR. (Crowdfunding Innovation, 2017)

- Several CEE countries also have laws in place that allow donors to allocate a portion of their taxes towards NGOs providing public benefit as regulated by the state.

- **Fundraising Events**: Periodic (such as annual) events are held and attendees pay an entry or sponsorship fee that is used to support the work of the organization.

For a number of reasons (see below), it is safe to say that a 'culture of giving' has not fully developed in the CEE region. This is evident from the Charities Aid Foundation World Giving Index, which uses data from Gallup's World View World Poll to rank 140 countries according to the percentage of population that has given a financial donation in the previous year. Whereas 'given world' has increased since 2011 from 27.4% to 31.4%, all of the CEE countries are well below this number (except for Slovenia), as seen in the next table.

There are various reasons suggested for why individual giving is lower in the CEE states than elsewhere – lower levels of income as compared to Western Europe, higher amounts of distrust of public and civil society organizations, post-soviet influence and even religious composition of the society. Despite this, although it is doing so at a slower rate than other parts of the world, individual donations have increased overall in the region since the turn of the century and as the economic prospects of the region increases, private giving most likely will as well.

CEE Country	% of Population Donating Money	Rank in CAF World Giving Index (out of 140 countries)
Slovenia	38%	44th
Latvia	28%	62nd
Macedonia	26%	66th
Poland	26%	67th
Croatia	25%	72nd
Slovakia	23%	81st
Czech Republic	23%	81st
Romania	21%	92nd
Estonia	20%	94th
Hungary	16%	113th
Bulgaria	13%	119th
Lithuania	11%	124th

Private foundations and corporations also are a potential fundraising source that might be relevant for organizations advocating for renewable energy. Foundations are typically non-profit organizations with an asset, endowment or steady income that they use to promote public benefits, either by provision of direct services or by providing grants to other organizations. Grants are issued as a result of solicited proposals submitted by applicants (some foundations also accept unsolicited proposals). Although the data on foundations in the CEE is incomplete, estimates from the Donors and Foundations Networks in Europe (DAFNE) and the European Foundation Centre (EFC) indicate that foundations are relevant in some countries in the region. See next table for situation in CEE countries (DAFNE, 2017)

CEE Country	# of Foundations (year reported)	Expenditure/Assets (year reported)
Bulgaria	1,755 (2015)	n/a
Croatia	226 (2017)	n/a
Czech Republic	2,064 (2017)	Expenditure: 49,217,570 EUR Assets: 172,632,293 EUR
Hungary	20,678 (2014)	Expenditure: €725,935,806 (2013)
Poland	18,135 (2015)	€1,444 million (2012)
Slovakia	376 foundations (2009)	Expenditure: €47 million (2009) Assets: €71 million (2009)

Many foundations are attached to large corporations, especially international ones, which have been established to support specific issues identified as important by the company such as the ExxonMobil, British Petroleum or Total S.A. See next page for some examples. Other forms of corporate giving takes place via fundraising event support, direct donations or through employee giving programmes, in which staff of the firm either give some portion of their salaries in support of organizations or otherwise have influence on what charities or initiatives the company will support.

Perhaps the biggest benefit of individual/corporate fundraising is that the money often comes with much fewer restrictions than government funding, allowing organizations to use the funds for important needs that might not otherwise be funded. However, the amounts of each individual grant/donation is typically quite small – especially when an organization first engages in fundraising efforts. For this reason, the organizations that benefit most from fundraising initiatives are those that do it on a regular basis, so that they are able to become more adept and effective in obtaining funds.

ExxonMobil Corporation

ExxonMobil Corporation is an American multinational oil and gas corporation. In addition to addressing community priorities, they partner with governments and nongovernmental organizations to help enhance the quality of life in the communities where they operate around the world.

ExxonMobil Corporation implements the strategic community investments. The investment are operating in three core dimensions - education, malaria initiative, and women's economic opportunities. They have targeted nearly 2 billion to these causes in the past 15 years.

http://corporate.exxonmobil.com/en/community/corporate-citizenship-report/
human-rights-and-managing-community-impacts/strategic-community-investments

British Petroleum

BP British Petroleum, is a British multinational oil and gas company. The company aims to have a positive and enduring impact on the communities in which they operate. To date, the economic value retained by BP is 9.5 bn. The main directions of social impact of BP are supporting local development, community engagement, and fostering the transparency and anti-corruption.

http://www.bp.com/en/global/corporate/sustainability/value-to-society/supporting-local-development.html

Total S.A

Total S.A is is a French multinational integrated oil and gas company. It aims to have positive presence in all their host countries – in such varied areas as safety, health, climate, the environment and shared development.

In 2016 378 million Euro was spent in Africa to carry out more than 3.000 community initiatives worldwide

http://www.total.com/en/our-commitment/infographics/
our-commitments-and-improvement-indicators

Enterprise Strategies

A third method of financially supporting advocacy efforts is via market-oriented services, such as the development of fee-based services. This often referred to as the 'social-enterprise' model in which an organization can be either for-profit or non-profit but is formed for socially beneficial reasons. Organizations working in the renewable energy field can potentially offer a range of fee based services – for example, energy audits for customers that lays out how they can reduce energy costs; Renovation activities where you get an initial assessment cheaper but the same company will later do the renovation for you, increasing the buildings energy efficiency. Obviously, the organization must have the technical expertise to provide such services, but also important are consumer groups (companies, homeowners, public agencies) that understand the benefit of such services. In this regard, enterprise strategies can be linked to marketing efforts, which can help to increase demand for such services (see Chapter 3).

Why do Companies or People Give Money?

When pursuing fundraising strategies, it is important to understand why donors give money to support causes. Multiple studies have been done in this area (White, 2001) which have identified a number of different reasons:

- **Connection to the issue** – People who donate to causes often feel that they are directly affected by the issue, or indirectly affected such as through friends, family members or community. For example, individuals with loved ones who are disabled are more likely to donate to such types of charities. Making these linkages in relation to sustainable energy advocacy can be more difficult because the connections are often not as clear to potential donors. However, the connections are there, for example renewable energy initiatives can be linked to improvement of community economic conditions (i.e. more jobs) or for better long term health (less air pollution).

Initiatives that can make the connections between the cause and the donator clear will be more successful in raising money for their effort.

- **Connection to the asker** – Another key reason people give money is because they feel a connection to the person or group asking for the money. It is for this reason that groups are often advised to reach out to their inner circles of contacts when engaging in fundraising campaigns. This includes both personal and professional networks – such as co-workers, vendors or suppliers to your organization and even volunteers. Perhaps more than any other aspect of fundraising – this approach is most difficult for organizations in CEE states – due to the lack of a 'culture of giving (USAID, 2017).'

- **Link with business goals** – Companies often support initiatives because they align with the goals of their business, such as gaining access to new customers, increasing sales, or obtaining good publicity. Keeping in this mind, one useful approach to successfully approaching corporate funders is to consider what types of companies would like to sell their products to your primary stakeholders (organization staff, members, volunteers and other supporters). In addition to explaining the worthwhileness of your mission, demonstrating your potential influence over these desired segments of the community would be helpful in making the case for support. Companies new to the area might also be potential targets, because they would be seeking new customers. Companies looking to improve their reputation, especially in regards to the environment are also worth approaching.

- **Tax benefits** – In many CEE countries, people and companies receive different types of tax benefits for making donations to charitable causes. Typically, to be eligible for this, organizations must be non-profit and registered with the state as 'public benefit' providing. Some states allow the exclusion of donation amounts from taxes and have it go directly to specific organizations while others allow deduction of the donation from income to reduce tax burden. Thus, if you were to undertake fundraising efforts, it is advisable to learn of the taxation regulations in your country and if necessary register for the appropriate list for eligibility. Requests for donations should refer to this information as an additional incentive for prospective donors. The chart below indicates the regulations in place in CEE countries as of 1 August 2017. In addition, Annex 1 lists sources to contact for updated information regarding the regulations in PANEL2050 partner countries.

CEE Country	Individuals	Corporations
Slovenia	Designate up to 0.5% of their income tax to one or more (up to five – in this case 0.1% each) organisations	Deduct up to 0.5% of taxable income for the fiscal year. Additional deduction of up to 0.2% if it is for cultural purposes or to protect from natural and other disasters

Slovakia	May allocate 2 to 3% of their paid income tax directly to one NGO which must spend the money on one of various activities beneficial for society, including protection of the environment	May allocate between 1.5 and 2% of its paid tax directly to one or more NGOs which must spend the money on one of various activities beneficial for society, including protection of the environment
Romania	Direct 2% of income tax (salary) to a NGO once a year. Liberal professions (lawyer, notary, etc.) can deduct an additional 2% from their income	Deduction of the sponsorships from their income tax within the limit of 20% from the payable tax, but not more than 0.3% from the annual turnover
Poland	Deduct the amount of donations from taxable basis up to 6% of taxable income (no limits for Catholic Church)	Deduct the amount of gifts from their taxable basis up to 10% of the taxable income (no limits for support to Catholic Church)
Lithuania	No tax incentives but can allocate 2% of income tax to approved public-benefit entities	Tax deduction of cash and in-kind donations for charity and sponsorship from their income. In some cases double the amount of the donation may be deducted up to 40% of taxable income
Latvia	Taxable income reduced by amount donated to public benefit organisations. Maximum – 20% of taxable income	Tax is reduced by 85% of amounts donated. Maximum tax deduction is 20% of total tax.
Hungary	No tax incentives for giving	20% of the donation or grant, or the book value of the goods or services donated
Estonia	A donor can deduct up to 5% from his/her income to reduce their overall tax burden. Donations must be made to public benefit organizations that are on the government list of eligible organizations	Estonia has no income tax for companies. Taxes are only assessed when a company pays out salaries or other expenses. However, donations from companies to state approved public benefit organizations are tax free
Czech Republic	Deductible up to 15% of tax base, provided at least 2% of tax base is donated or not less than 1,000 CZK (~ €35)	For legal entities, up to 10 percent of taxable income is deductible from the tax base
Croatia	n/a	May deduct donations for a broad range of public benefit activities, including, scientific, health and ecological activities up to 2% of the gross income realized in the previous year
Bulgaria	Deductible up to 5% for donations to certain organizations such as cooperatives of persons with disabilities, the Bulgarian Red Cross, any cultural institutes, or any not for profit legal entities, that are registered in the Central register of Not-for-profit legal entities for pursuit of public benefit activities	Charitable contributions to certain organisations specified by law can be deductible at up to 10% of a company's accounting profit
Macedonia	Donor and a grantee to enter into an agreement in writing for donations and sponsorship made to public culture institutions	Donations and sponsorship made to public culture institution

An analysis of over 500 empirical studies on fundraising patterns identified eight factors that affected willingness to donate to charitable causes (Bekkers and Wiepking, 2011). One of the most important of this, and quite logical, was **awareness of need**. People have to become aware of a need for support before they will donate. One way this can be achieved is through media coverage, which has been shown to

increase private contributions. Thus, a fundraising campaign should be linked to the marketing strategy, which is described in chapter 3. A second straightforward prerequisite for successful giving campaigns is that the person is asked to donate. Studies have found that a large majority of all donation acts (as much as 85%) occurs in response to a solicitation. Many organizations simply assume that people will not support their cause (especially in CEE countries) but evidence, such as from successful crowdfunding in the region, suggests that this is starting to change.

Bekkers and Wiepking's study (2011) also found that psychological benefits, such as an **improved self-image**, have a positive effect on giving. Furthermore, the values of the cause should link with those of the donor. This connects with research that has found that a range of other psychological/emotional factors can affect whether or not a person makes a donation to a charitable cause (e.g. Bennet, 2003).

Fit with self – We are more likely to help those who we feel are similar to ourselves. This has been referred to as 'social distance' which describes the level of similarity between oneself and the individual being observed (Trope et al, 2007), which may include national group membership (Kogut and Ritov, 2005). Research has also found that physical distance to a cause can also have an effect, in that local causes are perceived as being more worthy to donors because they can contribute to improvement of their own communities and can view positive impacts first hand so that they can be more confident that their donation will not be wasted (Hart, 2016).

Guilt/Fear – For some individuals, feelings of guilt as in "I am not doing enough" can be influential. However, general senses of fear are not sufficient – for example, many people fear the impact of climate change, but it does not change their behaviour (giving donations or otherwise). This is because the negative consequences are not believed to be immediate.

Empathy and Sympathy – The research cited above has also demonstrated that messages should be powerful enough to arouse empathy, but not so powerful that they become personally distressing to the donor. Connected to this, the problems identified should be portrayed as 'solvable' so that donors feel that their contributions can **make a difference**. Studies have found that even when one or more of the above are achieved – people are afraid of the consequences, feel sorry for victims, feel that it fits with their values and self-image – an additional obstacle to giving is the idea that the problem is so big that a donation will make no difference. One potential way to address this is by explaining the benefits of even small donations.

With all of these ideas in mind, fundraising messages should describe the negative impacts that will occur with future generations if there is no action on climate change – i.e. 'if not for you, do it for your kids.' However, for many, the effects of climate change are too far away, so it is important to tie the impacts to the local community as much as possible and to portray the victims of climate change as being close to home. One way would be to identify specific negative effects that would occur to the local community and set achievable and easily identifiable local 'campaign goals' so that donors can see the impact of their support. Another approach could be to link action and support for renewable energy as a nationalistic effort. An example of this in Europe can be found in Denmark, where the population exhibits pride over their country's advanced use of renewable energy, especially wind power. As described above, this messaging should be linked as much as possible to marketing and advocacy efforts undertaken by your organization. **Finally, your organization cannot be afraid to ask!**

The last point identified above is especially important, as fundraising and advocacy have been underutilised in the CEE countries. However, as the relative incomes increase and nations settle further into the EU framework, there are certain pathways where these methods could also be considered. For example, when tackling social issues like improving specific energy poverty or orphanage situations. For example, in Romania, giving via SMS has been successfully used by large organizations for causes such as natural disasters' aid or for building the children's hospital. In addition, 2% of annual taxes can be directed towards NGOs.

Organizing a Fundraising Event

Fundraising events can be an effective way to raise modest amounts of unrestricted money in support of your work. An event is typically tied to some sort of other activity, such as a dinner a concert or a race. Events can have the added potential benefit of bringing together different stakeholders and supporters so that you can raise awareness about your cause and the work of your organization. However, a fundraising event done poorly can have negative consequences for you, your organization or cause. In addition, time and energy used on organizing a fundraising event takes away from other advocacy activity. To try and maximize your chances for success, consider the following:

Set clear goals: It is important to consider this before doing any other planning:

- for example is your goal only to raise money or do you have other goals such as gaining publicity, or reaching out to new contacts.

- Is the goal to raise money for the organization in general or for a specific issue or cause? The specific details for your event should depend on what goals you are trying to achieve.

It is helpful to set a goal for the amount of money you hope to raise at the event – both gross income (before expenses) and net (after expenses). Keeping track of these numbers is helpful as a way to monitor that your expenses are not too high and that you are generating the desired income. The simplest way to set the amount targeted would be to calculate how many attendees you think will come · the average amount of each donation. In trying to estimate these numbers, it would be helpful to look at previous events (if you have done any) or at similar events held by others. An important reason for setting the fundraising goal upfront is to determine whether or not the event is worth doing. If the net amount you estimate is too low, you could consider various ways to reduce costs, increase the donation amount you will ask or the number of people you seek to invite. It also important to consider that if the event is your first ever, you should probably set more modest estimates, recognizing that the amount you raise might be relative low, but still serves as a base upon which to increase in future events.

Select an event organizing team and establish a budget: Even a modest event can require significant time and effort, which is best carried out by a team of staff/volunteers. Responsibilities should be divided between the various elements needed to organize an event, and lead by one person. Regular meetings in the months leading up to the event should be held to review progress and address any problems that may arise.

Every fundraising event plan should contain a **complete budget** listing all of the expenses that will be required to hold the event. Your budget should include staff, invitations, space rental, catering, entertainment, transportation, security, utilities, and anything else that will be required to make the event a success. Your budget should take into account your fundraising goal, ensuring that you raise that amount above and beyond all expenses. Be sure to leave a little extra room in your budget for unforeseen costs.

Select date, venue, entertainment and food: The first thing you must set is the event **date**, which should be acceptable to any special guests that will be participating. Dates aligned with significant events (like the founding of your organization) are preferable, but not so there is too much 'competition' from other activities. For this reason, it is helpful to consult community calendars, close partners and other key stakeholders to try and schedule your date for when other competing activities are not taking place (for example it might be a good idea to avoid the holiday season).

Along with the date, a **location** must be secured that has the capacity to fit your targeted number of attendees. In general, try to avoid small spaces to prevent overcrowding and a large venue that might look empty if only half full. Ideally, the location you select would be a restaurant or hall that specializes

in such events. If this not an option, than try to be creative, for example a partner organization might have space that would be suitable.

Furthermore, depending on the budget and theme of the event, some combination of **food, drink and entertainment** (such as live music) should also be provided. One approach is to set a specific theme for the event that provides a rationale for the type of food, decor and entertainment that is selected.

Venue owners, entertainers, caterers might also be stakeholders with whom you are already working or are supportive of your work, so you should not be afraid to ask for a discounted price for the services or some alternative arrangement. When organizations or individuals help in providing venues, refreshments, products, free services, or money to help your fundraiser, they are referred to as **sponsors**. Sponsors are typically promoted as such, so it is a form of positive marketing for them. This can be done by including them on the invitation, listing them on the programme for the event (if you have one), listing them on your website and/or by verbally thanking them when speaking at the event. However, to get these sponsors you will have to convince them that your fundraiser will be successful and your cause is worthy of their effort. Potential sponsors should be contacted by phone or in person so that you can make your case. In some cases, the details of sponsorships can be negotiated, for example, a restaurant or club might agree to host the event for free but have an open bar in which they charge guests for alcoholic drinks.

> Venue owners, entertainers, caterers might also be stakeholders who are supportive of your work.

Create guest list and send out invitations: Once the above details are worked out, invitations can be generated and sent out. Who you invite depends on the type of event you are holding. If it is a general fundraiser, then as wide a range of people should be invited as possible. If the event is focused on a specific group like business people or young professionals then guests would be restricted to those. One approach is to use the event to recognize the achievements of an important person from the community – the logic being that those associated with the recognized person might be willing to attend to show their appreciation. This of course requires that you invite people who might not otherwise be part of your list, enabling also to broaden the scope of people being supportive to your cause.

In addition to the obvious information (location, date, time) invitations should clearly indicate the requested contribution for participation. Depending on the situation, different approaches can be taken, such as:

- A single recommended amount: "suggested contribution of 50 EUR"

- Open ended ask "Contribution of _____"

- A set of choices: "____ 25 EUR _____ 50 EUR _____ 75 EUR _____ Other"

Each has their own strengths and weaknesses. The first might scare away people who would be willing to give less than the amount stated, but people who could might have given more would not because of the amount suggested. The second gives the choice completely to the potential donor, so those willing to give a higher amount can do so, but many may decide to donate less than what you would like them to give. The third is perhaps the best approach, in that it gives a donor the chance to contribute a lesser or higher amount while presenting a range of amounts that you would prefer. Research on the efficacy of fundraising efforts (primarily conducted in the US and UK) has supported the idea that the third form of contribution request is the most effective (Andreoni and Rao, 2011).

In addition to the basic event info and ask for contribution, any relevant laws regarding charitable contributions (i.e. the amount that is potentially deductible for taxes) should also be clearly indicated. Other relevant information, such as suggested dress code or date of preferred response regarding participation should also be indicated. If there is a website with information regarding the event then that should also be indicated.

Once ready, invitations should be sent out 1 to 3 months before the actual event. Who you invite to your event should be based upon what the goals are that were discussed above, such as to specific groups of people who you are trying to connect more strongly with. Of course, stakeholders and contacts who are capable of donating larger amounts (i.e. people of higher wealth) should be a priority. Connection to the cause is just one reason to include people on the invitation list. For example, organizations you do business with on a regular basis, such as vendors, suppliers or partners could be potential invitees. In many countries, it is also common for organizers to invite members of their personal networks to attend and support the cause. Increasingly, invitations to events are being sent via email, however sending paper invites might also be worth considering, especially to important potential guests. For important invitees (especially higher wealth ones), follow-up via a telephone call is often a good idea as well. The goal for all invitations is to convince them that your organization and event are worthy of their time and money.

Another important consideration is how to collect contributions for the event. An online method for accepting contributions should be established – such as through PayPal or some other way via your website. This is strongly recommended because it allows you to collect donations from people who do not attend the event and has been demonstrated as having positive effects on giving amounts. This method also enables the organization to obtain RSVPs from attendees beforehand, so that an estimate on the eventual number of guests can be made.

Hold the event: It is strongly recommended that your team have at least one meeting where you step through the event and go over who is responsible for what. Some of the key questions to ask are: how are people greeted? are they shown to table? will there be waiters serving guests? who will give introductory/welcoming remarks? what is the order of speakers? what is the sequence of events? is food served or is it buffet style? Who will take photos?

On the day of the event, it is good to set up as early as possible, such as decorations, furniture and sound and speakers (if you are using them) should be tested. One important question is whether media will be invited – if so, this should be done early and decided on how they will be incorporated into the event.

After the event: A good practice is to send thank you notes to contributors, volunteers, staff and vendors. For large donors, a phone call thanking them for their support might also be valuable. The important thing to remember is to clearly demonstrate your appreciation of their help and support. Remember, you might want to go back to them in the future to ask for additional support. If your tax laws enable deduction of charitable donations, then make sure your thank you notes indicate the amount of the contribution that was made.

Organizing a Crowdfunding Campaign

Crowdfunding is a method for raising money for initiatives via an online platform. Although it has been around since at least 2003, in recent years, crowdfunding has become an effective way to raise money both for charitable and entrepreneurial endeavours. This might make it particularly alluring to advocates working in the sustainable energy field – as their efforts often include both traditional advocacy actions as well as specific projects that may generate revenue.

When organizing a crowd funding campaign, several elements must be considered:

What do donors/investors 'get' for their contribution?

Options typically include a free or reduced price product/service or a financial return on the investment (either just the principal of the gift or with interest). For many social activities, nothing is given in response (except for a thank you). Entrepreneurial firms often might offer an equity stake in the company to donors. Studies of crowdfunding across both social and entrepreneurial ventures have found that rewarding contributors actually **reduces** donations in most circumstances.

What goal will you set and in what timeframe?

All crowdfunding campaigns must set a targeted amount of money to raise and set a timeframe in which to raise it. Both can have powerful psychological effects on potential donors. For example, studies have found that support for a crowdfunded project will increase as the project nears its target goal – which means that more effort should be put towards getting people to give at the start of the campaign – such as by appealing directly to core supporters as described in the previous sections. Another study found that while many campaigns met their goal – they often did so in a period longer than originally anticipated. This should be reflected in your messaging – for example by stating that even though you are past your time limit, you are still collecting donations and that they are even more needed than ever. Generally speaking, in the CEE countries, amounts raised are more modest than elsewhere in the world, but roughly half of all campaigns meet their targeted fundraising goals.

What will your story be?

Effective crowdfunding campaigns are established for a clear and specific goal and have a 'story' behind what you are asking for. Studies have found that even when supporting entrepreneurial efforts, givers respond more positively to messages that highlight the venture as an opportunity to help others instead of being a business opportunity. Furthermore, narratives that present concern lead to more rapid funding, while narratives higher in accomplishment, tenacity, and variety lead to slower funding. In other words, if you present too high a level of accomplishment, crowdfunders are less likely to give. One study (Lin and Viswanathan, 2015) of crowdfunding initiatives (in the US) found that crowdfunding transactions were likelier to occur when parties were in the same geographical area. This would suggest that appealing to others from the same region might also be a useful approach.

Will you shoot a video?

Some crowdfunding sites allow you to upload a video or other graphics to support your story. Research has indicated that crowdfunding appeals in general are more successful when these additional elements are included.

Where will you host your crowdfunding?

Crowdfunding can be performed online in two primary ways. First, via a project-related website that you run – such as a page on your organizational website. Alternatively, you can use a platforms operated by an intermediary such as Kickstarter or IndieGoGo that offers tools to collect money for your cause. The advantage of the first approach is that you are able to keep 100% of the donated money; the disadvantage is that you must develop the site, which can be quite technical in nature. This is of course worth doing if you were considering trying to fundraise from the web anyway. In the second option, most of the technical elements are taken care of by the intermediary – but most sites take a percentage of the donated money and might even take more if your goal is not met. Some crowdfunding intermediary sites in CEE are listed in the table below:

Country	Crowdfunding site	Web address
Estonia	Hooandja	Hooandja.ee
	HeaKodanik	Ngo.Hooandja.ee
Czech Republic	Hithit	https://www.hithit.com/
	Startovač	https://www.startovac.cz/
Slovakia	Dobra Kajina	www.dobrakrajina.sk
Poland	Polak Potrafi	https://polakpotrafi.pl/
Romania	Crestemidei.ro	http://crestemidei.ro/
Croatia	Croenergy (exclusively for sustainable energy and environmental protection projects)	http://croenergy.eu/

Project Writing and Management

A major source of funding for advocacy organizations in sustainable energy is via awarded project proposals. Project writing is a bit of an art and a science, but good project proposals are not great works of literature and to write a winning proposal is not rocket science. Figure 18 depicts what is commonly thought of as the project proposal and project life cycle. The project writing process begins with identification of funding opportunities, which are then assessed to see if they are appropriate, initial concepts are developed, which are used to build the partnership and then the proposal is written and submitted. If funded, the project starts, is implemented, completed and followed-up upon. The project process should be continuous, so that a rejected proposal or completed project should be used as an input into the next proposals developed.
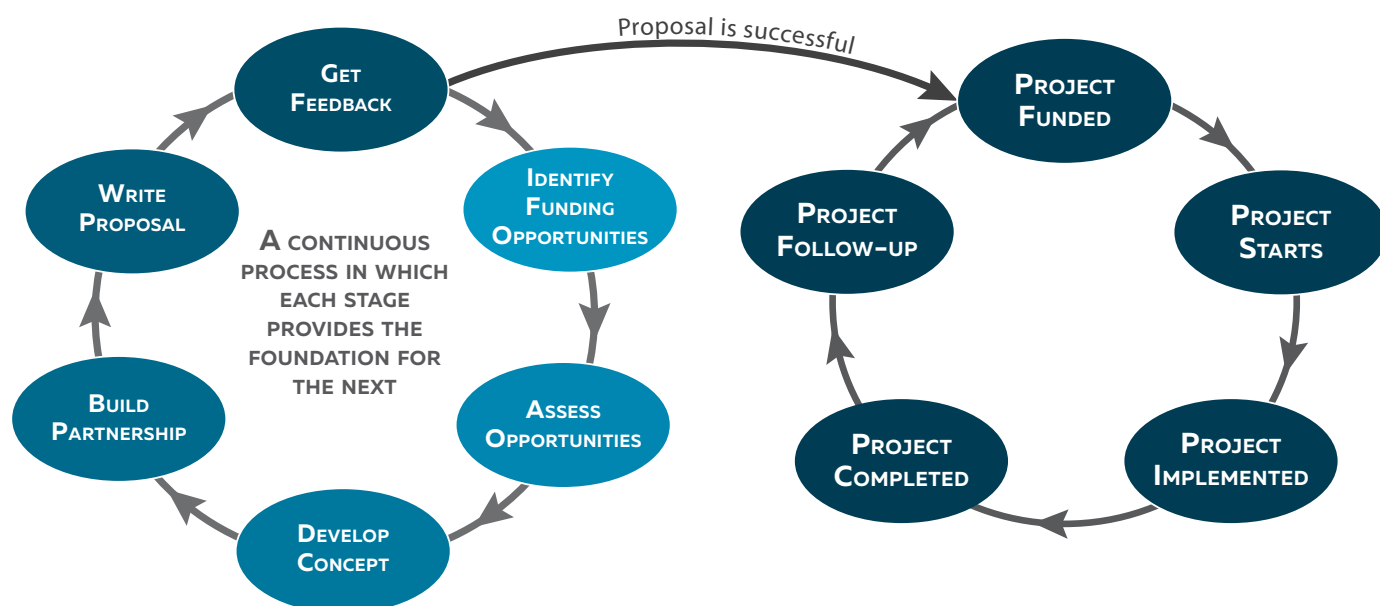
Figure 18. Project writing and management cycle.

Identification Stage

The project writing process starts with the identification of a funding source. Either the applicant has a clearly defined project idea and searches for a funding source that it would fit under or they identify a source and then develop a project to meet the funder's guidelines. In both scenarios, the same underlying concept is dominant – the proposer should address the problem(s) prioritized by the funder. It is for this reason that it is worthwhile to keep in mind at each stage of the writing process what the perspective of the funder is.

There are various funding sources available to organizations engaging in sustainable energy-related projects at each level of government. Although it falls outside the scope of the manual to provide an exhaustive list of funding sources, some of the most relevant at the European level can be found via the European Commission's Participant Portal: http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/index.html shown in figure 19.

For example, within Horizon 2020 there are three relevant topics under societal challenges: "Secure, clean and efficient energy", "Smart, green and integrated transport" and "Climate action, environment, resource efficiency and raw materials." Another potential source of Energy related project funding is though INTERREG funding, which supports regional cooperation throughout Europe. Two of the priorities

of INTERREG funded programmes includes "Low-carbon economy" and "Environment and resource efficiency." To learn more about which INTERREG programmes are available in your region, visit https://www.interregeurope.eu/in-my-country/.

Figure 19. The European Commission's Participant Portal

Assessing Funding Opportunities

When a potential opportunity is identified, the guidelines that the funder issues for the call should be reviewed closely to determine if it is worth pursuing. Depending on the funder, this information might be found in many different documents, which greatly complicates the assessment process. For example, in a typical EU call, guidance regarding an opportunity can be found in the following:

- **Work Programme:** Indicates what the plans are for the next year or two regarding the funding programme you are interested in
- **Call Document:** Gives key details regarding objectives and purpose of the call
- **Financial Guidelines:** Relevant financial and programmatic information
- **Application Form:** Offers guidance on word/page limits, specific questions to address, you must conform your logic to theirs
- **FAQ's:** Prepared for some funding calls based upon questions that other applicants have asked.
- **Information Sessions:** Either web-based (i.e. from Brussels) or in-person (organized by local contact point)
- **Previously Funded Projects:** Many funders have lists of projects they have supported before, sometimes with detailed descriptions of them. Looking at these can help in shaping your idea.

When consulting these sources of information, at least five questions should be answered:

Question 1: What are the application procedures?

The most essential piece of information is the proposal due date – do you have enough time to prepare and submit the proposal. If the idea is already well formulated and the project partnership identified, then a good proposal can be written in as little as a month. However, for inexperienced writers, or for large proposals, such as EU funding – up to six months to develop a project proposal from scratch might be needed. Also relevant is the estimated dates for award decision and thus start of the project. How long the project can last is also an important consideration when deciding on whether or not to apply and how to structure the project. Other key elements include what the total available budget for the programme or call is and if there are minimum or maximum grant amounts. This information can be very helpful when deciding whether or not to move forward with an application. Another factor in this decision might be what the review process is. For example, some funders require a two-stage process, meaning that an initial proposal must be submitted and if selected, a second more in-depth proposal is required. Two stage procedures typically take longer and are inherently more competitive than standard methods. For some calls, the first stage might simply be a concept note, which typically requires much less information and thus effort to prepare than a standard proposal. Depending on what is asked, concept notes might even allow you to delay making important decisions (such as identifying all specific partners). Another important piece of information is whether or not the call will be issued again. Those that are issued again are much more appealing, because even if rejected the first time, feedback from the reviewer might be useful for resubmitting in the future.

Question 2: Are you eligible to apply?

This includes any Exclusion Criteria that the funder might have, for example organizations that have not paid taxes, are bankrupt (or their finances are administered by courts, have an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters) or are currently subject to an administrative penalty. Alternatively, if key staff (i.e. leaders) have been convicted of an offence concerning their professional conduct or of fraud, corruption, involvement in a criminal organization, money laundering etc. considered detrimental to the EU. Organizations that have a conflict of interest or applicants who have lied to the EC as a condition of participation in the grant award procedure are also usually ineligible.

If any of these are applicable to your organization – stop seeking funding and get these resolved first!

Question 3: Are your desired activities eligible?

Funders may prohibit acquisition of immovable property (i.e. real estate) and/or vehicles, building construction or organization operating costs separate from the project. Most funders do not directly support lobbying, however, many public sector funding sources do call for dissemination of project results.

Smart organizations will find ways to integrate project dissemination with their other marketing and advocacy efforts.

Question 4: What are the minimum requirements?

Most funders require in some way that applicants have stable and sufficient sources of funding to maintain their activity throughout the project period. This includes whether organizations participating in several projects have sufficient financial capacity to implement multiple projects. Some funders will do a financial capacity check of the coordinator for the project, seeking documents such as the most recent financial statements with balance sheet and profit & loss accounts. Many EU funding programmes have requirements for numbers of partners and/or number of countries involved. Other minimum requirements might include the types of organizations that are allowed to apply (non-profit, for profit, etc.) or only specific countries or regions might be allowed to apply.

Question 5: What are the funder's priorities?

Assuming the responses for the previous four questions are positive, then a thorough review of the guidelines should be done to fully understand what the key priorities are of the funder. For EU funding sources, this works on at least four levels:

- EU level: Such as the Europe 2020 strategy - https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy_en

- Programmatic level: The purpose for the overall funding category, such as the Horizon 2020 societal challenge "Secure, clean and efficient energy" that was mentioned above.

- National level: Most EU funding streams seek to fund projects that are in alignment with national priorities. These can be found in national plans or strategies such as National Energy Strategies of which nearly every CEE country has developed. Other relevant priorities might be found in the smart specialization strategies of countries (http://s3platform.jrc.ec.europa.eu/s3-platform-registered-regions) which describes the industries or sectors that are being prioritized for development.

- Specific call level: Which is the particular funding opportunity that is available https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/lce-03-2016.html

Most funding guidelines indicate the "problem" that the funder is seeking to solve and will usually give some guidance on the types of solutions they see as relevant. The most important goal when writing a proposal should be to demonstrate that you are addressing the problem and priorities specified by the funder. Generally speaking, there are three ways this can be demonstrated:

- **"Excellence of the Idea"** An excellent idea is one that will contribute to solving the 'problem' identified by the funder. But beyond this, excellence could refer to how novel or innovative your solution is, how well it takes into account prior knowledge or how much it advances the 'state of the art' in the field. The expertise within the project team on the specific topic can also help to support claims of excellence. It is strongly suggested that you look at previously supported project by the funder and explain how your idea builds off of them. Most problems trying to be solved are difficult ones, so 'simple' solutions are typically not as appealing to funders. However, some funders might seek low-cost solutions to problems due to limited resources (for example, they might seek to fund the lowest bidder). Understanding the desired scope of the funder can help in determining how complex of a solution your project would propose.

- **"Impact of the idea"** A persuasive proposal will demonstrate to a funder that an idea is not just excellent but that it will have a significant impact on the problem being addressed. Impact can be valued in many ways by the funder, for example they might be concerned about reaching as many people as possible (such as a societal level) or by having the biggest effect possible on the specific people, groups or regions targeted by the funder. The EU values project that contribute to the elaboration and dissemination of best practices or its potential to create practical tools and

solutions that address cross-border or Union-wide challenges. Another important consideration is the sustainability of results – so that the benefits continue to be felt beyond the lifetime of the project. Funders also usually want the public to know about the benefits being produced from their support, so how well the project disseminates its results to key target audiences or the broader community is also important.

- **"Quality of Implementation"** This refers to how well it appears that the applicant has planned out how they will run the project. This demonstrates to the funder that the excellent idea will be implemented in such a way that ensure the desired impacts are achieved. This includes a schedule that is appropriate for the tasks to be undertaken (within the project timeframe) and a plan for appropriate management of resources. Also important is thinking out how communication within the project team will be ensured and the establishment of a monitoring system to check progress and identify potential problems as early as possible. A well planned out and implemented project will reduce potential risks and give greater confidence to a funder that the project will be carried out successfully. The project management experience of applicants or the institutional resources that they have available (i.e. equipment, facilities, good reputation or strong networks of connections) can also valuable in demonstrating that you can implement the project effectively.

Develop Project Concept

At this stage, you can begin to put together the initial concept for your project. A useful tool in this regard is the Logical Framework, depicted in figure 20, which is a concise way to lay out the overall logic and underlying assumptions that supports your project idea.

Ultimate Goal
The reason for the project (might not be achievable in reality) (usually set by the funder)

Immediate Purpose
What you hope to achieve by the end of the project? (and will help reach long term goal)

Objectives / Outputs / Outcomes
Results of project activity that clearly demonstrates you have achieved your short term purpose

Activities / Actions
Will be taken to yield the desired outputs

Inputs / Resources
Available or must be obtained to carry out activities

Figure 20. Framework for building up the project concept.

Ultimate Goal: This refers to the long-term priority or problem that your project is seeking to help solve. As such, it is a goal that lies beyond the timeframe of the individual project. One way to think of this is the goal that would be achieved as a result of all of the projects that a funder supports. In many cases these are somewhat abstract or even impossible to achieve, but is a direction to move towards. For example, the EU's H2020 Secure, Clean and Efficient Energy priority calls for "energy security, solidarity and trust, a fully integrated European energy market, improved energy efficiency contributing to the moderation of demand, a decarbonisation of the economy as well as increased efforts as regards research, innovation and competitiveness." No single project can achieve these things – but it can contribute to them, which is something that should be kept in mind when writing the proposal.

SMART approach

Specific. Clear and well defined so anyone with a basic knowledge of the project area can understand them. They must precisely define what the project will and will not do.

Measurable. Must be defined in measurable (typically quantitative) terms. To be successful, you must be able to measure and report on the progress.

Agreed upon. The project manager and all stakeholders must agree on the project objectives.

Realistic. Must be possible to achieve, given the available resources, knowledge, skills, and time. It might take some time and energy to negotiate project objectives that are realistic.

Time (cost) limited. The objectives need to be framed within clear time (cost) goals. Define how much time (budget) is available and if there is any flexibility.

Immediate Purpose: This refers to the goal that is to be achieved by the end of the project. This is identified by the applicant, based upon the priorities set by the funder. This must be achieved if the project is to be successful. It should be also be clear how achieving this goal contributes to the long-term goal described above.

Objectives: In completing the project, various sub-goals should be set, the completion of which can serve as a good indicator on project progress. Objectives should be SMART – Specific, Measurable, Achievable, Realistic and Time (cost) limited.

The results of objectives can either be considered as 'outputs' which refers to a result such as number of workshops held or number of people educated; 'outcomes' which indicate a change in state of something (such as increased energy efficiency of a building); or 'deliverables' which are tangible products produced by the project. How these objectives fit with the purpose described above and the priorities set by the funder should be extremely clear. Often, objectives are set based upon specific items indicated in the funding guidelines. Typically, these are finalized later in the writing process, once the project team has been formed and more details of the project have been developed.

Activities: Describe the actions that your project team will take to achieve the objectives. When first developing the project idea, it is most important to determine which partners would be responsible for the different actions taken. As the proposal is developed, the sequence of these tasks and other details would need to be elaborated upon. It should be clear how the selected activities will achieve each of the objectives that are set for the project. At this stage, it is usually beneficial to begin dividing work into separate work packages.

A work package describes the effort required to produce 1 or more deliverables within a project. This effort may be a single task or it could be several related tasks. One way to think of it is like a "mini project" within a larger project - when all of the individual work packages are completed, the overall project is done. Work packages should also divide the different elements of project activity so that the goals, outputs, activities and inputs for specific elements of the project are separated out. Each task in a WP should include the steps needed for completion along with a deadline for each step and has someone (a partner) assigned to oversee it. Most projects will have a work package for management (led by the lead partner) and might have ones dedicated to sustainability and/or dissemination actions. Typically, responsibility for the different work packages should be divided among partners evenly, although differences in the capacities of partners should be kept in mind as well. Ideally, there is a clear logic behind how the work packages fit together.

Figure 21 depicts a very simple work package structure for an EU level project. The project is overseen via WP1 Management and has 3 'content' WPs in which project activities are being carried out. The activity of WP2 – 4 are evaluated in WP5 and the results are then disseminated via WP6 and various actions to ensure the results last beyond the project take place in WP7. Having a clear and understandable logic for work packages helps partners to understand their role and makes the job of reviewers of applications easier.

WP1 Management		
WP2 Content	WP3 Content	WP4 Content

WP5 Evaluation	

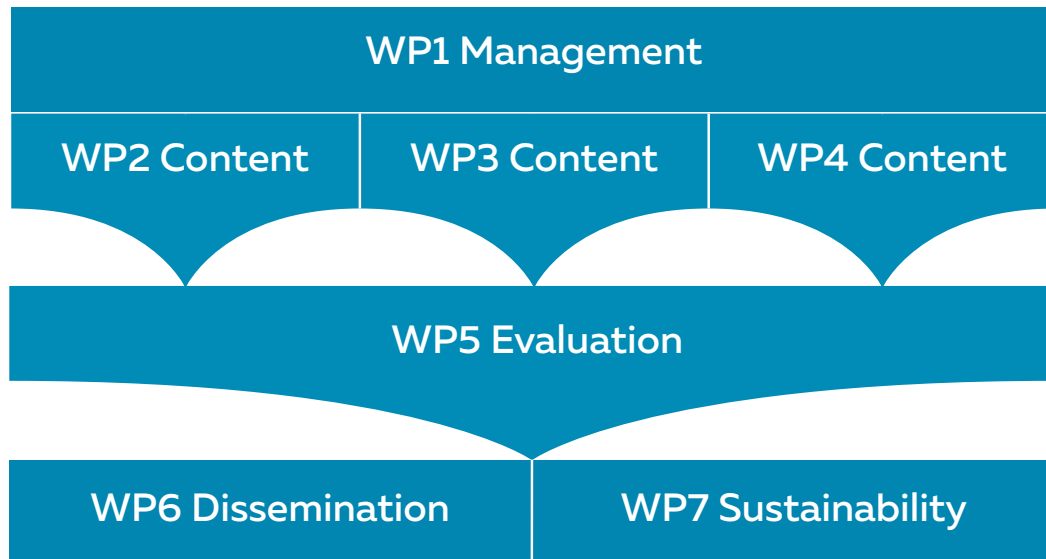| WP6 Dissemination	WP7 Sustainability

Figure 21. Simple structure of work packages in an EU level project.

Inputs/Resources: These are the material resources needed to carry out the activities described above. This includes staff, supplies, equipment, time and money. Some of these your organization will already have, others you will need to obtain such as by including partners in your project team. This is important when building the project team, described in the next section. Money would come mostly from the project funder which would be used to obtain other resources needed (such as supplies). As part of this, the total amount to be requested from the funder should be specified and if possible, at least a preliminary allocation of money amongst partners based upon the division of labour described above.

Building the Partnership

An important step on the project proposal development process is forming the partnership of organizations and selecting the lead or applicant organization. Partners are identified by various methods – organizations that you have a previous relationship with, referrals by third parties (such as national contact points), via connections made at information sessions or conferences, or as via online partner search sites such as the C-Energy2020 Partner Search website (http://www.partnersearch.c-energy2020.eu/) or CEESEN's own site (https://ceesen.org/). Another useful way to identify potential partners is by looking at the previously supported projects of the funder. These partners have the added benefit of already having experience with the funder, which could be useful in managing the project; it is also a way for you to connect your project to what the funder has supported in the past. Whatever way they are selected, partner organizations must meet all the eligibility requirements described above and **there should also be a clear rationale for their inclusion.**

The rationale for your partnership should be logical and fit both the framework developed and the priorities of the funder. If your project is focused on the needs of smaller EU countries, then partners from the UK, Germany or France would need to be especially explained. If the project is heavily focused on research, then the inclusion of non-research partners should also be explained. What makes a good consortium will of course vary between funders, but some characteristics to be considered include the following:

- **Complementarity** – Do the skills, expertise or resources of partners fit together? In other words, does the strengths of some partners fill the weaknesses of others? If the competencies of partners overlap, why are they being included? Perhaps you want to test the same procedure in several

different countries simultaneously, in which case overlapping skills are appropriate – but this should be explained clearly in the proposal.

- **Balanced geographical spread** – For example, the EU tends to prefer projects with partners from across the continent. One potential reason for this is that projects with a geographical spread might be better at producing results that are applicable throughout the Europe.

- **Relevant expertise** – Do partners have the types of experience that would be valuable in your project? Do they have a track record in implementing similar projects? Do they have capacity to carry out the project activities?

- **Multi-disciplinary** – Some funders like to see proposals from partnerships with diverse institutional types, as they might benefit from different perspectives on problems to address. For example, a research project might benefit from having at least one commercial firm that would be able to help in exploitation efforts. A largescale building project might benefit from having a local NGO as a partner as a way to ensure that local stakeholders continue to support the project.

One useful approach to building the project team is to create a concept note to send to potential partners. Generally, the concept note includes the amount available for the call/potential project budget, the duration of the proposed project and the details of your proposed logical framework. In addition to being useful as a way of marketing the idea to potential partners, it can also be useful in ensuring that partners all have a common understanding of the project at its start.

The lead partner tends to be the institution that had the project idea in the first place. However, in some cases, it might be decided to have a different organization lead the group. This is especially relevant when the partner is more experienced in running these types of projects, or has additional resources/capacity that could be of benefit.

Writing the Proposal

As the project partnership is being developed, the proposal writing should begin with enough time to meet the deadlines specified by the funder. Putting together the proposal involves three primary activities: elaboration of the logical framework (project idea) that was described above, filling in the application form and getting together the other documents required by the funder. In most cases, all three are done at the same time and requiring going back and forth between each as they may affect each other. For example, if the guidelines allow the inclusion of supporting documentation such as letters of support – reference can be made to them within the application form without having to describe their content in detail – very helpful if page limits are a concern. Each of the three is described below.

Elaboration of project idea

Objective Description	Objectively Verifiable Indicators (Milestones – When?)	Means of Verifications (Evidence)
Increase knowledge among homeowners regarding energy efficient building options	At least 100 people attend 4 workshops (output) At least 60% of participants demonstrate an increase in knowledge (outcome) 4 training materials on energy efficient buildings	Sign-in sheets at workshops Pre-and-post tests conducted with participants of workshops Materials posted on project website

When elaborating upon the initial concept of the project, more detail is typically needed in several places. First and perhaps most importantly are the objectives that are set in the proposal. As show in the previous table, for each objective in the project, there should be one or more indicators (outputs, outcomes or deliverables) and a clear way of verifying these indicators.

In this example, our assumption is that knowledge will be increased if homeowners attend the workshops (100 people), we will verify this assumption by testing them before and after the workshop (60% will show an increase) and by producing 4 sets of training materials. A reviewer of this project would be able to clearly understand what the indicators are for this objective and how to assess how well they have been fulfilled. The objective also indicates what kinds of tasks should be included in the project: development of workshop materials and putting them online, doing outreach for and holding workshops, administering pre-and-post tests and evaluating results.

The tasks for the project must also be elaborated upon, in particular the length of time for each task, their sequence or order of completion and who are responsible for them. In addition to specifying them in the work package, many funders prefer (and some require) a graphical representation of the tasks. The two predominant ways of doing so is via a **Gantt chart** or a **PERT diagram**. By far, the simpler of the two is the Gantt chart, an example of which is shown in figure 22.

The top row of the chart indicates the unit of time that activities will be measured (typically months) – in this example the project will last three years. The leftmost column lists the specific tasks to be undertaken, separated by which work package they fall under. Boxes are shaded based upon when a task is to be performed, so for example task 2.1 would take place between months one and six of the project. Gantt charts are useful for showing the sequence of work but also gives insight into the workload of the project team by showing which tasks will be performed at the same time. The Gantt chart also shows when specific tasks should be completed, which is helpful when monitoring the project.

Duration of the project (in months)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
WP1: Management	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WP2: Task 1	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
WP2.1 sub-task 1	■	■	■	■	■	■																		
WP2.2 sub-task 2	■	■	■	■	■	■	■	■	■	■	■	■												
WP2.3 sub-task 3	■	■	■	■	■	■	■	■	■	■	■	■												
WP3 Task 2	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■				
WP3.1 subtask 1	■	■	■	■	■	■																		
WP3.2 subtask 2							■	■	■	■	■	■	■	■	■	■	■	■	■	■				
WP3.3 subtask 3							■	■	■	■	■	■	■	■	■	■	■	■	■	■				
WP3.4 subtask 4							■	■	■	■	■	■	■	■	■	■	■	■	■	■				
WP4 Task 3																					■	■	■	■
WP4.1 subtask 1													■	■	■	■	■	■	■	■	■			
WP4.2 subtask 2																			■	■	■	■		
WP5 Task 4										■	■	■	■	■	■	■	■	■	■	■	■			
WP5.1 subtask 1										■	■	■	■	■	■	■	■	■	■	■	■			
WP5.2 subtask 2										■	■	■	■	■	■	■	■	■						
WP6 Dissemination	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WP6.1 Communicate Project Activities	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
WP6.2 Engage with Key Audiences	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Figure 22. An example of a simple GANTT chart.

Although useful, Gantt charts lack some important information that might be useful to a project reviewer or manager, for example the exact dependencies of various tasks, who is responsible for them and how much flexibility there is in completing them (also known as 'float' in project management circles.) All this information is depicted in the Programme Evaluation Review Technique (PERT), an example of which can be found in figure 23.

PERT time charting

Duration	
WBS# TASK NAME	
ES	LS	EF	LF

1. Title of the task (as descriptive as possible)
2. WBS (Work Breakdown Structure) Number
3. Earliest Start time (ES)
4. Latest Start time (LS)
5. Earliest Finish time (EF)
6. Latest Finish time (LF)
7. Duration

Contact Partners
Outreach coordinator
| 6/2/16 | 5/3/16 |
| 9/2/16 | 9/3/16 |

Agree with Partners
Outreach coordinator
| 6/3/16 | 16/3/16 |
| 12/3/16 | 27/2/16 |

Review Draft
Project partners
| 11/4/16 | 18/4/16 |
| 13/4/16 | 20/4/16 |

Initial Research
Researcher
| 1/1/16 | 31/1/16 |
| 3/1/16 | 2/2/16 |

Develop Concept Note
Project Writer
| 1/2/16 | 15/3/16 |
| 4/2/16 | 17/2/16 |

Compile Partner Info
Project Assistant
| 7/3/16 | 21/3/16 |
| 13/3/16 | 30/2/16 |

Write 1st Draft of Proposal
Project Writer
| 16/2/16 | 10/4/16 |
| 16/2/16 | 12/4/16 |

Submit Proposal
Project Writer
| 19/4/16 | 30/4/16 |
| 21/4/16 | 30/4/16 |

Review Feedback
Project Writer
| 1/10/16 | 3/10/16 |
| 1/10/16 | 3/10/16 |

Research Previously Funded Projects
Researcher
| 2/2/16 | 9/2/16 |
| 5/2/16 | 8/2/16 |

Put together letters and supporting documents
Project Assistant
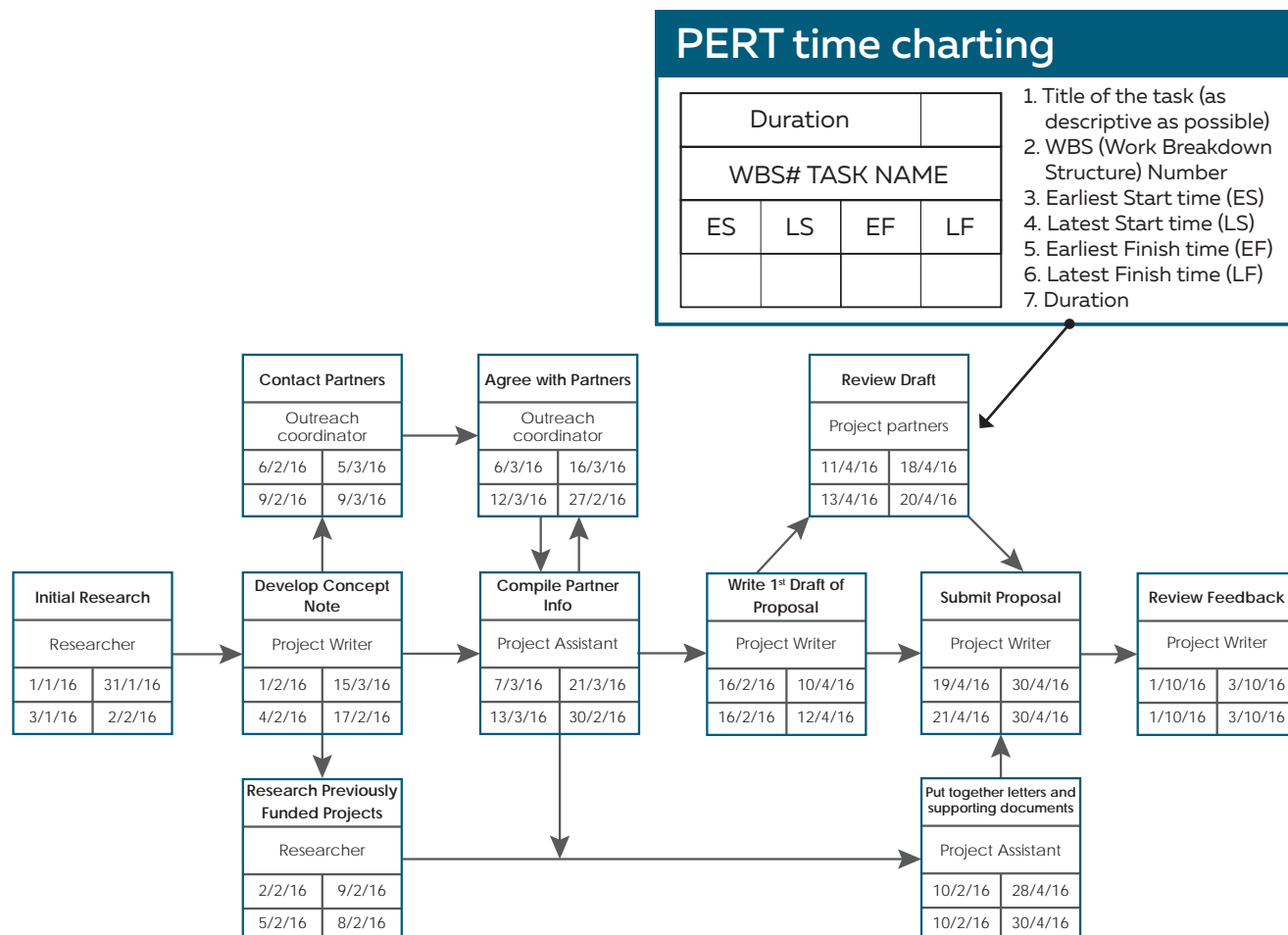| 10/2/16 | 28/4/16 |
| 10/2/16 | 30/4/16 |

Figure 23. An example of a PERT chart for a project proposal development process.

A third element that is useful to include in project proposals is a **risk analysis**. As discussed earlier, a risk assessment is a way to demonstrate to a funder that potential problems have been considered when preparing the proposal and potential corrective actions are available should they arise. How in-depth a risk analysis you conduct when preparing the proposal depends on two factors – how complex the project is and whether or not the funder requests it. The first step in a risk analysis is to identify all the internal and external risks that could affect the project.

Internal Risks typically can be prevented or reduced with proper planning and contingencies:

- **Technical Risks** – Are associated directly with the specialized knowledge being used and it's technical aspects including understanding or reproducibility. The nature of these risks varies wildly depending on the type of project being carried out. For example, a project that is focused on replicating solar power solutions in a new region requires different technical knowledge from one that deals with the use of biofuels to improve transportation systems. These risks rise in relevance the more the actions are new or experimental (either for your organization or in general).

- **Project Management Risks** – These refer to risks that are common to nearly all projects. This includes problems that arise due to mistakes made in the planning of the project, breakdowns in communication within the team, inadequate oversite of team members or problems with reporting or other administrative tasks.

- **Site-Related Risks** – Involve problems that arise due to the location and facilities of the project. Facilities might be (or become) inadequate for the proposed work to be carried out, locations might not be convenient or breakdowns in equipment which delays project activity.

- **Stakeholder Risk** – Are related to problems that arise from all those who are involved in the project (outside of the project team) such as clients, vendors, the media, etc.

External Risks exist outside of the direct control of the project team – they cannot be prevented, but their impact can be reduced or you can create contingencies. One example of this would be changes in political support amongst the state that negatively affects the project. If a new administration comes in that does not support your initiative, they might put in place restrictive regulations. Changes in public opinion, such as caused by a negative news story could also be a potential risk. Environmental such as related to weather might also be relevant (i.e. could an abnormally cold winter slow down project activity?) However, external risks can do more than just delay a project timeline. For example, dramatic changes in interest rates or the price of goods, supplies or equipment could cause severe effects on the budget of a project.

A very real example of external risk is the question of how to deal with the UK's impending exit from the EU. Any proposal submitted with a partner from the UK should consider how they would deal with the uncertainties raised by Brexit.

The second element of risk analysis is ranking the identified risks according to their likelihood to occur and their potential impact on the project, as shown in the table below.

	Likely to Occur	Unlikely to Occur
High Negative Impact	1 - Highest priority risks	2 – Medium priority
Low Negative Impact	3 – Medium priority	4 - Lowest Priority Risks

The third step in risk analysis is to develop appropriate responses to at least the highest priority risks. Generally speaking, there are three types of responses:

- The most common and appealing approach for funders is steps that you take to avoid or prevent a risk from occurring. This is done by including specific items within your project plan (i.e. the proposal). For example, by establishing multiple communication systems within the project to ensure breakdowns do not occur. When writing the proposal, the risk prevention benefits of these planning decisions should be stated as clearly as possible – either in sections where risks are specifically asked about or in other relevant sections.

- Some risks cannot be completely prevented, no matter how good your planning is, in which case it is useful to develop contingency plans to deal with the risks should they occur. Contingencies are alternative steps that you can take to reduce the impact of the risk. Demonstrating that you have considered these alternatives and that they would reduce the damage caused by a risk event is appealing to many funders. An alternative approach that could be taken is to build in extra time and budget reserve funds to deal with the risk. However, it is important to note that many funders do not like this response strategy (and may even not allow it) but it can be still be built into the project without being written into the proposal (for example, by estimating extra time for a task in the proposal then you think you will really need).

- A third option that sometimes is possible is to transfer risk. One way to do this is by transferring it to a third party, such as via purchased insurance. Another method is through subcontracts, which can be written so that the subcontractor is responsible for cost overruns or delays in their work.

Compiling supporting documentation

A very important part of the proposal writing process is the gathering of all supporting documentation that is necessary. In addition, to standardized forms for basic organizational information like contact persons, these can include CV's, organizational profiles, letters of support and budget documents.

CVs / Organizational (partner) profiles: Funding guidelines that allow the inclusion of these can be very helpful when preparing a proposal. Of course, the most important advice is to make sure that they are updated with the most accurate information. Also, keep in mind that reviewers have limited time for examining your proposal so most will not examine all your supporting documentation. So it is worthwhile to think about what competencies in particular the funder are interested in and tailor these descriptions so that they are adequately represented but are as succinct as possible while still complying with all requirements. If the project idea (or funder) requires a very well developed organizational infrastructure – be sure to describe this infrastructure within these supporting documents. It is also important to reference these in the text of your proposal – whenever relevant direct the reviewer to the specific documents that supports or elaborates upon your claims.

Letters of support, if allowed can be a useful way to demonstrate support for your project within the community. Generally speaking, there are two ways to approach this – get letters from many different organizations and institutions, both public and private and refer to this large number of letters in the proposal. The simpler approach is to get letters from key stakeholders whose support is important to the success of your project. Doing so helps to address any questions of stakeholder risk that may exist for the project and gives further support to the idea that you will be able to effectively implement the project.

Of course, the most important part of your supporting documentation is **the budget** for your project. First and foremost, make sure that you are compliance with all of the funders' budgetary rules, including the use of the correct forms and that the calculations are correct. In some cases, it is a good idea to keep two budgets, the one that you submit to the funder and the one that you keep for your internal use. In terms of the proposal budget, it is generally a good idea to keep money balanced between work packages, partners and cost categories (such as staffing, equipment, travel). Any large imbalances should be accounted for clearly in the proposal narrative. For example, if 90% of the project funds are allocated to one WP, or to staff costs or to one partner – be sure to explain why this is.

Most funders make a distinction between direct and indirect costs, which is important to always be aware of. **Direct Costs** are expenses attached directly to your project such as staff (including taxes); equipment used directly on the project (including repairs and/or maintenance); travel for staff doing project activities (including flight, accommodations, per diems); project meeting costs (hosting, food, etc.); and supplies such as printing, marketing materials, office supplies etc.

Project related subcontracting is also allowed for services performed by another firm/organization outside of your partnership. Subcontractors are usually not selected until the project already has started and may be subject to specific procurement rules (such as selecting three bids). As a result of this, many funders do not prefer subcontracting, because they are unable to screen who is receiving the money. For this reason, if at all possible, subcontractors should be included as partners in your proposal if they are doing substantial work in the project.

The other relevant cost category are **indirect costs** – which covers organization operating costs outside of the project. Funders usually do not seek an accounting for indirect costs, instead they give a percentage of the total project budget or of staff costs or give some other flat rate.

Many funders also require **co-financing** of a certain percentage of a total project. This is usually done via cash the organization has from other sources, an allocation of staff paid from other funds or in rare cases may be made via in-kind contributions (such as portions of rent costs). Co-financing is required by

funders as a way to ensure commitment to the project by applicants. It also enables funders to support more projects (but not having to support them completely) and is an additional test of the capacity of applicants.

Writing the Proposal Narrative

If all of the above is done well, then the actual writing of the proposal narrative will be much easier, however there are several important points to keep in mind:

- **Reviewers will not spend days analysing your proposal!** Typically, reviewers of funding applications have dozens of proposals to look through in a very limited time, so that many will spend no more than four hours on your application. Thus, it is important for you to try and make the reviewer's job as easy as possible.

- **Answer the questions they ask, not the ones you want to answer!** Sometimes the questions posed in the application might seem strange or might be in an illogical order to you. As much as possible, fit your logic into the one set by the funder, so that the reviewer will know where to look for information.

- **Answer all their questions!** If the proposal has a question and then has five sub-questions underneath it, make sure you address each of the five points in your response.

- **Be redundant on key points!** Reviewers can easily miss important points if the proposal is long, for this reason, try to repeat the most important ideas several times.

- **Use their language!** Whenever possible, use the keywords that you have identified as being important to the funder. However, make sure you use them correctly – otherwise it will raise 'red flags' with reviewers.

- **Strictly obey page limits, font sizes etc!** Most funders receive many more applications than they could ever support – do not give them any reasons to take points away.

- **If a funder wants something done, make sure you write that you will do it**, for example, the use of EU logos and flags for dissemination activities or during project meetings.

- **Have a clear 'story' for your proposal!** If your proposal cannot be explained in a paragraph or two, then it will be harder for the reviewer to understand.

- **Look at previous projects supported by the funder!** They can be useful in shaping your ideas and in identifying partners.

- **Whenever possible, build upon previous work!** This includes work done by you and/or team (preferably documented in articles) or on projects previously supported by the funder.

- **Honour your reviewer!** If you know who the expert reviewers might be – refer to their work (i.e. articles published or projects performed) if possible.

- **Avoid contradictions!** Make sure the parts of your proposal match up – an easy way to lose points is to have contradictory information in different parts of your proposal. Make sure that objectives, methods and stated results/impact are logical and match up.

- **Make your proposal readable and engaging!** Try to avoid using the smallest font, and where possible, use charts or tables to efficiently present important information. Highlight, bold, or underline key ideas that you want to make sure the reviewer sees.

- **Do not neglect the abstract!** Some funders use the project summaries/abstracts of proposals to select evaluators – make sure your summary specifies the most relevant topics. Reviewers always look at abstracts, so they should be well organized, very easy to understand and emphasize your most positive points.

- **Make clear the rationale for your project partnership!** Explain why this configuration of partners is ideal for implementing your project.
- **Review the evaluation criteria of the funder and make sure you address all their points**.

After submission

A project writer's job is not done after the proposal is submitted. Be sure to look closely at any evaluation results you receive. If the proposal was rejected, look for the gaps or weaknesses that were identified by the evaluator. You can use this information for future proposals, especially if the same call will be repeated. When resubmitting a proposal that received a high evaluation, use the original proposal as your base and change as little as possible – focusing on the negatives that you want to improve (and updating it to take into account the present circumstances if they have changed). However, if the feedback is very low, then it might be easier to start from scratch. Even if there is not a second call, you might be able to resubmit the proposal elsewhere.

Another consideration in between proposals is to apply to be an evaluator for the funder. This is an excellent way to gain insight into their evaluation process, including the guidelines given to reviewers.

If funded, contact the partners to let them know the good news, review the application and your project budget. Funders have different post-award procedures, but generally, it requires negotiation of a grant agreement. The agreement is based upon the submitted proposal with whatever changes are requested by the funder. Many funders also suggest the creation of consortium agreements between the partners to govern project activity.

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10 Key Principles of Sustainable Energy Advocacy

1. Analyze the issue closely and identify clear advocacy goals

2. Identify the key political actors and understand the political system in your area (i.e. local, regional or national government)

3. Identify all other stakeholders and prioritize their importance based upon their level of influence and interests in regard to your issue.

4. Connect stakeholders' interests to your goals.

5. Engage your stakeholders (political and otherwise) and develop relationships with them

6. Be clear about what you want from each stakeholder and approach them accordingly

7. Make sure your marketing and communications strategy is aligned with your advocacy goals and strategy

8. Stakeholders do not have to agree on everything—just enough to secure your goal

9. Social consensus isn't permanent and must continually be asserted and defended. Make sure to preserve your relationships with stakeholders for future efforts

10. Diversify resources. Do not be afraid to be creative

Annex 1. Policymakers in PANEL Partner Regions

Country	Decision makers on national level and below	Decision makers on local level	Relevant, already existing alliances	Consultation possibilities on relevant strategies and action plans on national level and below
Czech Republic	The lawmaking body is the parliament (more info here). Lower-level bodies include: The Ministry of Industry and Trade (MIT) The Ministry of the Environment (MOE) The State Office for Nuclear Safety The Administration of State Material Reserves (ASMR) The State Energy Inspection (SEI) The State Environmental Fund of the Czech Republic The Agency for Nature Conservation and Landscape Protection of the Czech Republic The Energy Regulatory Office The Electricity Market Operator (OTE) The Governmental Council for energy and raw materials strategy of the Czech Republic	Committee for rurals, agriculture and environment with the South Bohemian Council was established in order to advice on subsidy and grant policies, development strategies within given topics. Smart Region South Bohemia Council aims to develop Smart city concept in the region. It has four working groups – Clean mobility, Data, Transport, Energy Savings.	Non-Profit Sector Česká bioplynová asociace z.s. (Czech Biogas Association) - National technology platform for biogas / biomethan Asociace NGV z.s. (Czech NGV Association) - National technology platform for natural gas vehicles Středisko pro efektivní využívání energie, o.p.s. (SEVEn) - Energy efficiency / RES consultants + South Bohemian Energy Agency operator Komora obnovitelných zdrojů energie (RES Chamber) Česká technologická platforma pro biopaliva (Czech Biofuel Technology Platform) - National technology platform KLASTR Bioplyn, z.s.p.o. (Biogas cluster) - Cluster (biogas) Česká společnost pro větrnou energie (Czech Wind Energy Association) Česká geotermální asociace (Czech Geothermal Association) CZ Biom – České sdružení pro biomasu, z.s. Aliance pro energetickou soběstačnost (Alliance for Energy Self-sufficiency) Solární asociace (Solar Association) Česká fotovoltaická asociace (Czech Photovoltaic Association)	National level Ministry of Industry and Trade in charge of: State Energy Policy (SEC) - Státní energetická koncepce 2015 National Action Plan form Smart Grids - Národní akční plán pro chytré sítě National Action Plan for Energy from Renewable sources - Národní akční plán České republiky pro energii z obnovitelných zdrojů Czech Republic Action Plan on Energy Efficiency - Akční plán energetické účinnosti ČR South Bohemian Region in charge: Regional Energy Conception of South Bohemian Region - Územní energetická koncepce Jihočeského kraje

	National level	Local level / Regional and Local level		
Slovenia	The National Assembly is the general representative body of Slovenia, it is the major part of the distinctively incompletely bicameral Slovenian Parliament, the legislative branch of the Republic of Slovenia. The ministry responsible for energy matters is the Ministry of Infrastructure.	Local level Municipality	LEA Spodnje Podravje other Slovenian Local Agencies (NATIONAL CONSORTIUM OF ENERGY AGENCIES) the Department of Environment and Local Planning the Department of Economic Development	Energy Concept of Slovenia will be the key document focusing on environmentally sustainable energy sources, reliable supply and competitiveness. Its goal is gradually replacing fossil fuels with low-carbon energy. The document will be prepared by the end of 2017.
Lithuania	National level the Parliament, the Government the Ministry of Energy. The Energy commission and other commissions and committees of the Parliament The Ministry of Environment of the Republic of Lithuania National Commission for Energy Control and Prices State Energy Inspectorate under the Ministry of Energy of the Republic of Lithuania State Nuclear Power Safety Inspectorate	Regional and Local level Small scale initiatives of local importance can be taken by municipalities. Such initiatives are mainly restricted to measures of increasing energy efficiency (such as renovation of buildings, modernisation of heat and public lighting systems) as well as production and use of renewable energy.	There are several associations that participate in the deliberation of energy related law and represent interested parties, including: Lithuanian Electricity Association Renewable Energy Producers Association The Lithuanian District Heating Association The Lithuanian Hydroelectricity Producer Association	The National Energy Independence Strategy (The fundamental document for energy sector development, which sets out the strategic goals of energy sector. A new version of The National Energy Independence Strategy is currently being developed and public consultations are planned to collect the suggestions of key stakeholders.) The Strategy for National Climate Change Management Policy The National Strategy for Sustainable Development The National Strategy for the Development of Renewable Energy Sources Ignalina Nuclear Power Plant (INPP) Region Energy Strategy for 2012-2035 Each strategy is followed by a corresponding action plan.

Poland	National level	Local level	numerous municipalities in Mazovian voivodeship	http://www.me.gov.pl/Energetyka
	the Parliament (lawmaking body) 18 ministries of Poland, including the Ministry of Energy	On voivodeship level (NUTS 2), the voivodship self-government is set up to perform the tasks of public administration in the voivodship, with the possibility of shaping its internal organization - the selection of the voivodship self-government bodies (voivodeship council, the voivodship board) as well as the lawmaking through these local law bodies. On a county level - The poviat self-government is the second level of local self-government in Poland. The poviat self-government has the possibility of forming its own internal organization, among others. Selection of local government authorities (district council, county board), as well as the drafting of local acts by local authorities. The districts are created by several communes (rural, rural-urban, urban). The executive body of the county is the county board headed by the county governor. On a municipality level - The municipality self-government carries out its tasks through its bodies: the municipal council (the controlling and controlling body) and the mayor or president (executive body).		

	National level	On local level	
Latvia	The Ministry of Economics (ME) Ministry of Environmental Protection and Regional Development (MEPRD) Environmental Investment Fund Ministry of Agriculture Ministry of Transport	On local level municipalities make decisions on heating solutions, waste management, management of public buildings and public transport, district lighting. Municipalities have direct interaction to multifamily building owners, and may provide financial support or real estate tax reduction for energy efficient multifamily buildings.	Latvian Energy Efficiency Association, LATEA Latvian Renewable Energy Federation LREF There are energy agencies in Riga municipality and Zemgale region responsible for the public campaigns, development of projects, communication and education of local people in the field of energy efficiency ALTUM as a state-owned development finance institution provides free of charge consultations about the conditions of the programme, preparation of the technical documentation related to energy efficiency improvement measures.

Hungary	National level	Local level		
	the parliament (The law-making body) parliament's 14 standing committee, including the Committee on Sustainable Development (More info here) Lower-level bodies include: The Ministry of National Development (lead energy policy institution) The Ministry of National Economy (input to energy efficiency plans and handling the greenhouse gas (GHG) emissions rights) The Prime Minister's Office (project owner of capacity expansion at the Paks 2 nuclear project; supervises the First National Public Utility Holding Company) The Ministry of Foreign Affairs and Trade (energy security and diplomacy) The Ministry of Agriculture (collection, storage and processing of GHG emission data) The Hungarian Energy and Public Utility Regulatory Authority The Hungarian Atomic Energy Agency The Hungarian Central Statistical Office The National Research, Development and Innovation Office The Hungarian Office for Mining and Geology	On county-level (NUTS3) the climate change platform of the county is responsible for collecting the needs from local actors. The platform includes usually municipalities, the general council of the county, the directorate of national parks, private and public companies, and research institutes. On local level (LAU2) the most important decision makers are the municipalities whose decision controls are limited. A very important link between the local and national decision making levels is the elected member of the parliament (MP) from the local electoral district.	The Hungarian Climate Alliance (Magyarországi Éghajlatvédelmi Szövetség) includes several municipalities and NGOs .	The national driver of the energy policy is the National Energy Strategy 2030, published in 2012. Also, strategies and action plans existing on climate change, energy efficiency, building stock.

Annex 2: Advocacy on Global Level. WWF Example.

Advocacy work by WWF to support the Paris agreement

WWF, the global conservation NGO has been playing an important role in global advocacy to tackle climate change.

The COP 21 was a real milestone on this, and WWF concentrated its efforts actively to put pressure on governments to ensure that they join the Paris Agreement and increase the ambition of their national action plans.

Plenty of policy papers were prepared to support this, with highlighting facts and figures, important elements, to serve the solutions with knowledge and expertise.

Some of these:

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/wwf_policy_asks_cop21.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/cop21_briefing_paper___land_sector.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/cop21_briefing_paper___forest_basics.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/impact_on_climate_and_species.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/finance_briefing_for_cop21.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/loss_and_damage__briefing_for_cop_21.pdf

— http://d2ouvy59p0dg6k.cloudfront.net/downloads/ws1_mitigation_policy_brief_for_cop21.pdf

Several infographics were produced for public to better understand the outcomes needed:

http://d2ouvy59p0dg6k.cloudfront.net/downloads/wwf_infographic___what_we_want_from_cop21_in_paris.pdf

http://d2ouvy59p0dg6k.cloudfront.net/downloads/cop21_infographic_fair_and_transformational.pdf

These content based tools were promoted on social media as well.

Reports were also launched with the proper timing:

(for example a report about renewable power sources in China)

— http://wwf.panda.org/wwf_news/?257493/China-can-meet-key-climate-commitments-WWF-Report

— http://wwf.panda.org/what_we_do/footprint/climate_carbon_energy/?257841/Energy-megatrends

Writing and sending our press releases during the COP was inevitable:

http://wwf.panda.org/what_we_do/footprint/climate_carbon_energy/?258336/
Governments-set-course-for-ambitious-action-on-climate-change-but-more-immediate-steps-needed

WWF was aiming to ensure that governments double down on their climate efforts in the years preceding 2020. This process is ongoing since, but the event itself was crucial for public outreach. Street actions were arranged on the scene, and visually rich displays and other installations always support these high-level meetings. Media interviews were organised and special delegation with WWF experts were attending the COP21 itself to support the process and provide relevant media updates. Engaging specific media contacts for quality features, articles, and interviews is a time-consuming investment but necessary and an effective tactic.

The importance of advocacy work did not stop there of course. WWF continued its efforts behind the scenes throughout the year, and for COP 22, another 'story' added on the pressure:

November 16 (2016), just before COP22 end, the breaking news of 200 companies Committing to Science Based Targets highlighted a precedent of private sector engagement in tackling climate change.

The initiative launched 18 month before by a partnership between CDP, WRI, WWF and the UN Global Compact, was just reaching a significant milestone and the issue was used with the perfect timing to emphasize on the need for collaborative, strong, ambitious and practical steps.

http://d2ouvy59p0dg6k.cloudfront.net/downloads/pr___sbt_reaches_200_companies_1.pdf
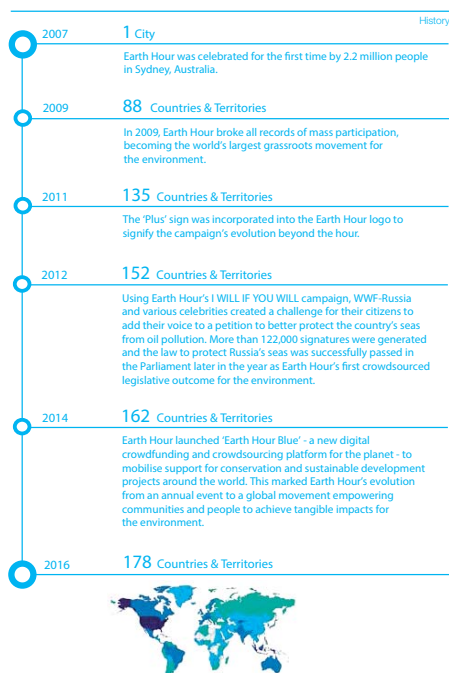
Learn more about the documents published and used:

http://wwf.panda.org/what_we_do/footprint/climate_carbon_energy/cop_21/index.cfm

As the partnership was already mentioned related to Science Based Targets initiative, it is important to stretch the value of partnerships in advocacy work. The examples mentioned are impressive but WWF also seeks for the opportunity to acknowledge the fact that the work and the impact can only be transformational with partnerships. Selecting the proper partners to accelerate the impact is crucial in advocacy.

Another good example for successful advocacy work on the global scale is Earth Hour. An initiative with a simple, clear message – Turn off the lights – towards public, yet evolved to be the biggest voluntary action for environment with 2,5 billion people participating and huge results in terms of policies and corporate engagement on all levels – national and global as well.

Our Movement

© Keith Diamond / WWF-Australia - Sydney Opera House, Australia 2016

WWF's Earth Hour started as an idea intending to unite Sydney-siders to take a stand for climate action in 2007.

In the nine years since, the event has grown to become the world's largest grassroots movement for the environment, empowering millions to take action to change climate change.

From one city, Earth Hour has spread to 178 countries and territories, standing testament to the role people play in climate action. The movement has helped power millions of individual actions to help change climate change, inspire policy-level change in companies and countries, and successfully harnessed the power of the crowd to make a lasting difference. Earth Hour ensures each and every one of us plays our part in creating a better future for our planet and generations to come.

History

2007 — **1** City
Earth Hour was celebrated for the first time by 2.2 million people in Sydney, Australia.

2009 — **88** Countries & Territories
In 2009, Earth Hour broke all records of mass participation, becoming the world's largest grassroots movement for the environment.

2011 — **135** Countries & Territories
The 'Plus' sign was incorporated into the Earth Hour logo to signify the campaign's evolution beyond the hour.

2012 — **152** Countries & Territories
Using Earth Hour's I WILL IF YOU WILL campaign, WWF-Russia and various celebrities created a challenge for their citizens to add their voice to a petition to better protect the country's seas from oil pollution. More than 122,000 signatures were generated and the law to protect Russia's seas was successfully passed in the Parliament later in the year as Earth Hour's first crowdsourced legislative outcome for the environment.

2014 — **162** Countries & Territories
Earth Hour launched 'Earth Hour Blue' - a new digital crowdfunding and crowdsourcing platform for the planet - to mobilise support for conservation and sustainable development projects around the world. This marked Earth Hour's evolution from an annual event to a global movement empowering communities and people to achieve tangible impacts for the environment.

2016 — **178** Countries & Territories

The Earth Hour movement has shifted from a fun public event towards real commitments in the past decade.

https://www.earthhour.org/sites/default/files/Earth%20Hour%202016%20Report.pdf

To find out more, visit earthhour.org

Annex 3: Stakeholder Engagement

Annex 3.1: Listing the Stakeholders template

table cont'd...

Mapping the Stakeholders

List of Stakeholders

The name	Sector of Organization	Type of Organization	Description of stakeholder	Location	Contact Information
Full name of stakeholder including the acronyms and ID-Number.	Please, specify the sectors such as Public Sector, Private Sector, Non-profit Sector	Please, specify the type of the organization when appropriate: Local/ government, Service Providers; Commercial Interest Groups: Low-Energy Building Cluster, Umbrella Organizations Universities, Advisory Service, Industries, distributors Energy Agency, Environmental Centre, Lobby Group,Grassroots Organization	What are the general activities of the stakeholder? Please state it as briefly as possible.	Please, specify the region or sub-divisions of the region or municipality following link to find location: http://www.mapcoordinates.ne... GPS location. Use the	Provide the detail contact information.
Ekoport o.s., Reg. no: 26653 621 Non-Profit Sector	Not Listed - Type in	Ekoport is currently focused on international cooperation, renewable energy sources, eco-innovations, waste management and ecological certification (LCA/EPD). Among current activities belong the issue of building energy efficiency and performance in terms of evaluation, environmental certification and education.	Central Bohemian Region (Středočeský kraj)	50.136226, 14.1110459	Herbenova 1897 272 01 Kladno, Telefon: +420 602 563 348 E-mail: info@ekoport.cz

Mapping the Stakeholders

List of Stakeholders

The name	Sector of Organization	Type of Organization	Description of stakeholder	Location	Contact Information	Contact persons	The previous interaction with stakeholder	Methods of communication
Full name of stakeholder including the acronyms and ID-Number.	Please, specify the sectors such as Public Sector, Private Sector, Non-profit Sector	Please, specify the type of the organization when appropriate	What are the general activities of the stakeholder? Please state it as briefly as possible.	Please, specify the region or sub-divisions of the region or municipality	Provide the detail contact information.	Please, provide the contact person.	There should be a personal point of contact for organization.	What is the method or methods of communication that you will be using?
Ekoport o.s., Reg. no: 26653 621 Non-Profit Sector	Not Listed - Type in			Central Bohemian Region (Středočeský kraj)	50.136226, 14.1110459	Stadiovice 1697 272 01 Kladno, Telefon: +420 602 563 348 E-mail: info@ekoport.cz	Yes	Personal communication.

Annex 3.2: Mapping the Stakeholders template

Mapping the Stakeholders

Preliminary assessment of stakeholders

Stakeholder list

nr	Stakeholder (Including the acronyms)	How supportive the stakeholder is to the energy transition? (-6.0 Opponent to 6 - Supportive)	Explain why you give this number.	How deeply they will be affected by the transition? (1- low impact; 6 - high impact)	Explain why you gave this number.	Remarks (how to engage them - inform, consult or collaborate)*
1	Ekoport o.s	6	Their mission matches very closely with the objectives of energy transition, so they are very supportive.	4	They are postively affected because it is close to their mission. But we might not address all of their priorities.	Ekoport o.s is focused on environmental education and raising public awareness within sustainable life style and related legal issues, so we would colloborate with them to reach citizens to get their input into energy planning issues. We might also consult them in regards to what citizens think and on specific legal aspects
2						
3						
4						
5						
6						

Annex 3.3: Objectives of Engagement template

Mapping the Stakeholders			
Objective of Engagement			
Critical Questions:			
What is the specific role of selected stakeholders in the transition process and why there is need to engage them?			
Nr	**Stakeholders (Full name of stakeholder including the acronyms and ID-Number)**	**Justification of Engagement** (Please provide the objectives of engagement of stakeholders listed prevousely)	
	Ekoport o.s , Reg. no: 266 53 621	*1.Determine the appropriate approach to reach out the local community* *2.Bring their input in raising public awareness related to energy transition*	
1			
2			
3			
4			
5			
6			

Annex 3.4: Log of Engagement Activity template

Mapping the Stakeholders

Log of engagement activity

Please, provide the information about the activity

Nr	Date	Description of activity	Stakeholder engaged with
1	*6th of June*	*Attended the community meeting of the organization*	*Ekoport*
2			
3			
4			
5			
6			
7			

Annex 4: Regional Energy Profile

Methodology for creating an energy baseline

In the course of the project PANEL 2050 an Excel tool was developed with the aim to help in devising a Regional Energy Profile – a energy baseline on regional/local level.

The tool can be downloaded here: https://ceesen.org/?dlm_download=tool-for-developing-a-region-al-energy-profile or downloaded from the CEESEN document area. You must be logged in to access these materials.
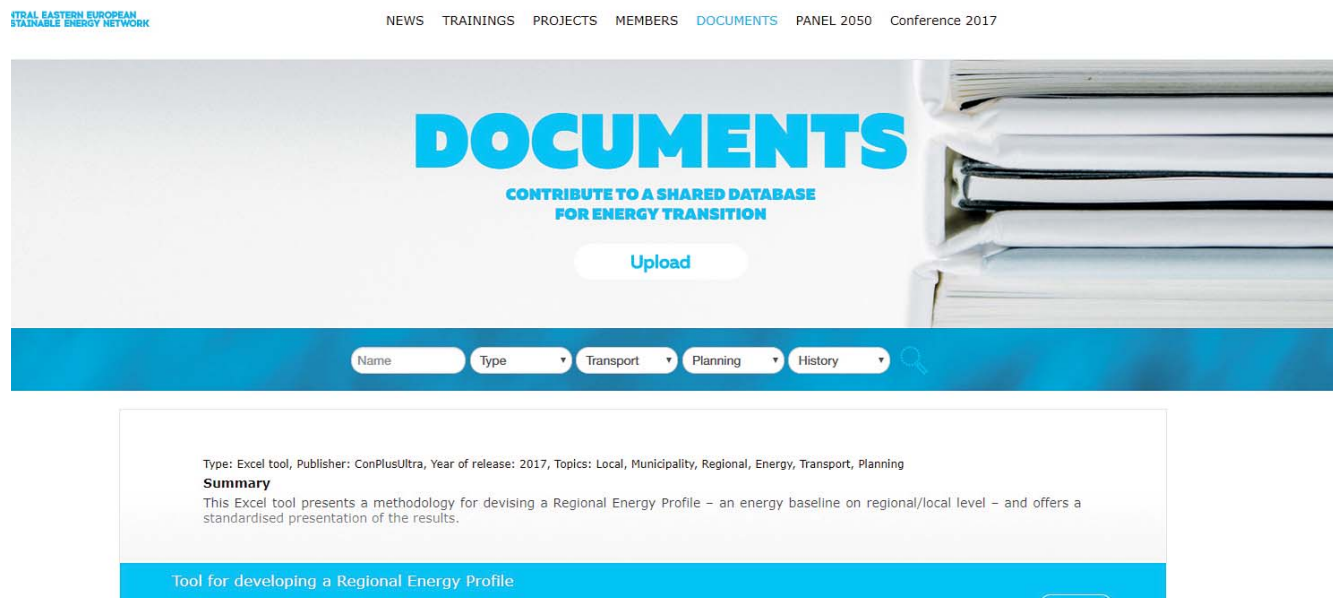
The tool provides a basic methodology mostly based on a top-down approach on the basis of national energy statistics are used. To use a more detailed approach in combination with primary data collection is recommend but for many regional and local authorities not feasible depending on the coverage and requirements of the roadmap:

- Households: Methodology for collecting and/or estimating the regional final energy demand of the household sector
- Service & Industry: Methodology for collecting and/or estimating the regional final energy demand of the service and industry sector
- Transport: Methodology for collecting and/or estimating the regional final energy demand of the residential and fright traffic sector
- Final Energy total: Summary and calculation of energy indicators for the regional total final energy demand
- Renewable Energy Sources: Methodology for collecting and/or estimating the share of renewable energy sources in the regional final energy demand

This Excel tool offers a methodology for devising a Regional Energy Profile - an energy baseline on regional/local level - and offers a standardised presentation of the results.

	A	B	C	D	E
1					
2	**Regional Energy Profile - Methodology for creating an energy baseline**				
3					
4	This Excel tool was developed in the course of the project PANEL 2050. The proposed methodology shall help in devising a Regional Energy Profile - an energy baseline on regional/local level. The tool provides a basic methodology mostly based on a top-down approach on the basis of national energy statistics are used. To use a more detailed approach in combination with primary data collection is recommend but for many regional and local authorities not feasible depending on the coverage and requirements of the roadmap.				
5					
6	**Content**				
7	1 Households	Methodology for collecting and/or estimating the regional final energy demand of the household sector			
8	2 Service & Industry	Methodology for collecting and/or estimating the regional final energy demand of the service and industry sector			
9	3 Transport	Methodology for collecting and/or estimating the regional final energy demand of the residential and fright traffic sector			
10	4 Final Energy total	Summary and calculation of energy indicators for the regional total final energy demand			
11	5 Renewable Energy Sources	Methodology for collecting and/or estimating the share of renewable energy sources in the regional final energy demand			
12					
13					
14	CENTRAL EASTERN EUROPEAN SUSTAINABLE ENERGY NETWORK				
15					
16					

READ ME | 1 Households | 2 Services & Industry | 3 Transport | 4 Final Energy total | 5 Renewable Energy Sources

Ready   Calculate

Annex 5: Fundraising in PANEL Partner Countries

Country	Available funds on regional level and below, and if available consultation sites of them
Czech Republic	**Regional level** INTERREG Europe (https://www.interregeurope.eu/in-my-country/czech-republic/) Danube Transnational Programme (http://www.interreg-danube.eu/) Visegrad Fund (http://visegradfund.org/grants/standard-grants/) EEA and Norway Grants (http://www.eeagrants.cz/en/) **National and local level** - Energy efficiency funding support Longterm scheme Zelená úsporám ("Green light to savings") Programme PANEL / NOVÝ PANEL (Ministry for Spatial Development) 1.4 Nová Zelená úsporám 2014 – 2020 (Ministry of Environment) 1.5 Programme JESSICA (Ministry for Spatial Development) 1.6 Integrational Regional Operational Programme (Ministry for Spatial Development) 1.7 Joint programme for boilers replacement (Ministry of Environment) 1.9 Operational programme Environment 2014 – 2020 (Ministry of Environment) - Subsidy possibilities for the service sector 1.9 Operational programme Environment 2014 – 2020 (Ministry of Environment) 1.10 National programme EFEKT for RES and energy savings – investments (Ministry of Trade) 1.11 OP Prague Growth Pole – buildings (city of Prague) 1.13 OP Entreprise and Innovations for Competitiveness (Ministry of Trade) - National funding scheme for R&D (environmental and energy sector) Technology Agency of the Czech Republic (TA CR) has following programmes: • The ALFA programme • The BETA programme • The GAMMA programme • The DELTA programme • The EPSILON programme • The OMEGA programme

Slovenia	European Regional Development Fund
	(Programmes: Interreg Alpin Space, Interreg Central Europe, Interreg Europe, Danube Transnational Programme, Interreg Mediterranean, etc.)
	EU Cohesion funds (supports projects related to energy or transport)
	ECO Fund (development in the field of environmental protection)
Lithuania	**Funds on regional level:** • The Interreg Baltic Sea Region Programme 2014-2020 (https://www.interreg-baltic.eu) • Interreg V-A Latvia – Lithuania Programme 2014-2020 (http://latlit.eu) **Funds on national level:** Public Institution Lithuanian Business Support Agency (LBSA) (www.lvpa.lt) The Lithuanian Environmental Investment Fund (www.laaif.lt) The National Paying Agency under the Ministry of Agriculture of the Republic of Lithuania (www.nma.lt)
Poland	Regional Operational Program of the Mazovian Voivodeship with 10 priority axes: Use of research and development in the economy, Increase of e-potential, Development of innovation potential and entrepreneurship, Transition to a low carbon economy, Environmentally friendly economy, Quality of life, Development of the regional transport system, Development of the labor market, Promote social inclusion and fight against poverty, Education for region development. With axes 4: Transition to a low carbon economy for 2017 there is located around 50 000 000 Euros. European funds in Mazovian Region https://www.funduszeeuropejskie.gov.pl/en/ European projects: Interreg Europe, Interreg Central, Horyzont 2020, Life etc.
Latvia	A communication campaign "Lets Live Warmer!"12, organized by Ministry of Economic affairs and stakeholders in 2010. Co-financing by EU ERDF in 2007-2013 programming period is continued in the current EU Funds implementation period (2016-2022). The special co-financing programme of the country specific national Climate Change Financial Instrument (CCFI) was announced in 2011 to promote the imple-mentation of renewables (RES) based micro-generation technologies for households own consumption. The financial measure – investment co-financing by national CCFI – was eligible also in Tertiary sector in the period 2010-2015. In 2016-2022 the EE investments in public buildings is co-financed by the EU ERDF. The EU Cohesion Fund co-financed programme in current 2014-2020 programming period is continuing the EE 8 measures in manufacturing industry sector, while the national Rural Development Programme provides the support for EE measures in food processing industry.

Hungary	**Regional level**
	Interreg IVC (http://www.interreg4c.eu/programme/country-specific-information/hungary/index.html).
	Danube Transnational Programme (http://www.interreg-danube.eu/)
	Visegrad Fund (http://visegradfund.org/grants/standard-grants/)
	EEA and Norway Grants (More info here). In Hungary, the International development and Fund Coordination Agency provides information about the available Norway Grants and EEA Grants. Please find more info here http://www.norvegalap.hu/?page_id=3242&lang=en
	National and local level
	The Environment and Energy Efficiency Operational Programme
	the Economic Development and Innovation Operational Programme
	The Territorial and Settlement Development Operational Programme
	Planned tenders can be commented in the following site: https://www.palyazat.gov.hu/partnersgi-egyeztetsi-folyamatok-2014-2020
	The Green Economy Financing Scheme and a sub-programme, the Warmth of Home Programme
	Additionally different financial support schemes, such as credit products are available for municipalities (https://www.erstebank.hu/hu/uzleti-ugyfelek/onkormanyzat/energiakorszerusitesi-hitel), companies (https://www.mfbpont.hu/kkv-energia-hitel) or individuals (https://www.mfb.hu/aktualis/sajtokozlemenyek/megjelent-nulla-szazalekos-lakossagi-energiahatekonysagi-hitel) in commercial and development banks.

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