

## Preliminary Assessment of CEESEN Stakeholders

### Dedicated Report

The stakeholder engagement process in the PANEL2050 started in the very beginning of the project. The main aim of developing the stakeholder engagement strategy was to ensure the feasible and efficient involvement of wide scope of stakeholders for developing the energy visions, roadmaps and actions plans and building the Central and Eastern European Sustainable Energy Network CEESEN.

The core pillar of the stakeholder engagement was to conduct the stakeholder mapping and go through the identification process.

At this stage, partner organizations Identified 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 was given to identifying stakeholders that are not engaged currently in energy transition but could have a great impact on the process. To guide the identification process, UTARTU came up with the Stakeholder Engagement Template and provided consultation meetings with PANEL2050 partners.

### Overall performance at CEESEN

The CEESEN network was established with 56 initial declared members by M6, which has since risen to 88 members. This is 88% of our target of 100 institutional members (signed Declarations of Accession to the CEESEN Platform) which is due by the end of the project.

Another component of CEESEN is registered users of the online platform. To date the CEESEN contains 82 registered users on CEESEN Platform. In particular:

<b>Project Partner</b>	<b>Country</b>	<b>Signed Declarations</b>	<b>Registered Members</b>
AgEnda	Czech Republic	7	8
EMU	Estonia	10	8
WWFH	Hungary	12	15
VPR	Latvia	11	7
IAERPA	Lithuania	3	3
BDS	Macedonia	8	10
AEEPM	Romania	11	9
LEA SP	Slovenia	14	10
WWFB	Bulgaria	0	5
MAE	Poland	11	19
CPU	Austria	1	1
<i>Total</i>		88	82

Table #1 CEESEN Composition at the early stages of formation.

**Preliminary Assessment of Stakeholders Per Partner Organization**

Below are descriptions on individual partner performance in terms of stakeholder engagement and maps of types of stakeholders identified in the beginning of the involvement process. In total there was identified #\*\* stakeholders in CEESEN region and mapped down on power/influence matrix developed by UTARTU.

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.

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

## **University of Life Sciences EMÜ (Estonia)**

EMU obtained 10 declared members and 19 registered member to the virtual platform. PANEL partner Southern Estonia region consists of six counties - Jõgeva, Põlva, Tartu, Valga, Viljandi, and Võru. They form 36% of Estonia's total area and are home to approximately 25% of Estonian population. Total number of inhabitants is 322 000 persons. PANEL2050 partner also identified the key players in the energy sector that are operating on the national level but have strong influence on the local level.

So far, all the identified stakeholders have been contacted. Some of them were willing to sign the papers while others choose not to. One of the main reasons for that was that the stakeholders weren't sure what was offered. From the perspective of these stakeholders, they don't have much to gain with the early signing. For this reason, EMÜ chooses to refrain from further active engagement. The way EMÜ sees it is that those who were interested have already been contacted and are onboard. Those who are not on board, wish to see what we have to offer and thus cannot be persuaded right now.

Currently, EMÜ is broadening their network by face-to-face interactions during various events. Every year EMÜ organizes a large annual conference on renewable energy. They plan to advertise the PANEL project there in 2017. They also hold events for young scientists and international events where many partner countries are represented. They plan to do further marketing for this event.

In January 2017 EMÜ plans to organize targeted meetings with mostly private organizations.

**The main concern of EMÜ at the moment is the technical functionality of CEESEN and the question of developing the content of online platform of the CEESEN.**

The progress will be recorded and further discussed.

*For detailed visualized map please see the Annex 1*

### **Local Energy Agency of Bucharest AEEPM (Romania)**

LEA obtained 11 declared members to the CEESSEN platform and 9 registered members. PANEL partner target region is Bucharest and Ilfov region.

Romanian partners are in the process of identifying the relevant stakeholders. The preliminary list of the potential stakeholders was available by the end of November. The process of collecting the information about the stakeholders is still in the progress. The main source they are using for identifying the potential stakeholders is the Stakeholder Database of Romanian Regulatory Authority for Energy. The database includes the list of the enterprises in the energy sector.

The main strategy they plan to use is to engage the companies at the first place. This is the reason they are mainly focusing on stakeholder database provided by Romanian Regulatory Authority for Energy. Significant aspect of their strategy is to reach out the non-profit organizations via public authorities. Due to the political circumstances LEA decided to engage two clusters of stakeholders-companies and non-profit organizations via public authorities whom they had previous cooperation and maintain the personal relationships. In Romanian context, this approach to the stakeholders might be fruitful.

In regards to the CEESSEN online platform, LEA attempted to reach out to the wider public beyond their close contacts. They did so by contacting around 1000 potential stakeholders via email. The list of the stakeholders was taken from the Stakeholder Database of Romanian Regulatory Authority for Energy. The content of the mass email was describing the PANEL2050 project, CEESSEN and inviting potential stakeholders to join the CEESSEN online platform. The feedback from contacted stakeholders was weak. They believe that the reason they have gotten weak feedback from the potential stakeholders was the technical limitations of the CEESSEN virtual platform. Meanwhile the reason of weak outcome was less well-defined process of stakeholder engagement. Instead of contacting the very close contacts and organizations they have done dissemination action. **Few stakeholders out of 1000 have been followed up with actual phone calls**

During the consultations, some limitations in regards to the road mapping process and WP3 related tasks have been identified as well. WPs will address this aspect from the WP2-WP3 perspective. The results and progress will be followed up on the next rounds of consultations. At the moment, the main concern of LEA is the technical functionality of CEESSEN.

*For detailed visualized map please see the Annex 1*

### **WWF (Bulgaria)**

Bulgarian partners are the only one who have not provided any declared members to the CEESSEN to date but contributed the CEESSEN virtual platform with 3 members. The reason of weak performance was the lack of capacity at WWF team. WWF BU could not identify the Stakeholder Engagement Person till M9, November. At the moment there is dedicated person for the stakeholder engagement related tasks.

Bulgarian partner target region of North Bulgaria is flat and hilly agriculture area, and it is characteristic with high potential of biomass usage from the residues of agriculture as renewable energy sources. Along the Danube River the area also has high potential for wetland restoration and reed and rush management as another potential for sustainable energy source. Despite the fact that nowadays most of the used energy is coal and woods for heating, both imported outside from the area, the biomass usage can reduce the cost of the energy and to lower the CO<sub>2</sub> emissions from this area, and to make better the whole situation for achieving the long-term European energy goals.

As stakeholder identification process showed inner circle of stakeholders of WWF BU consists of 22 organizations that were previously known to them through previous cooperation. These are the most active and prominent actors in the field, who are also motivated to participate in PANEL related activate, mostly: non-profit organizations that are willing to sign the declaration of CEESSEN.

Outer circle consists of an unknown number of organizations that have been contacted sporadically. From those that have been identified, around 15% have been contacted by e-mail. WWF BU plans to expand the sectors list, including energy, transportation, climate protection coalitions, new energy technology promoters. The main reason hindering more aggressive engagement is fear of stakeholders perceiving the selling point as unfinished.

To date WWF BU undertaken actions include disseminating the information about the PANEL2050 and CEESSEN among the Journalists active in related fields. Moreover, WWF BU plans to participate in conferences with aim of asking directed questions among the audience that inform others of this PANEL2050, distributing leaflets or other informative materials among participants or the most obvious method-giving presentations.

For motivating the stakeholders, one method would be to avoid asking for large contributions during the development stage, but engage them further down the road.

The main concern at the moment is setting the selling point of PANEL2050, sharing best practices, goals, international contacts and maintaining the trust among the potential stakeholders.

According to WWF BU 22 signed declarations will be provided by the end of the year

The monitoring of the progress is ongoing.

*For detailed visualized map please see the Annex 1*

### **AgEnda (Czech Republic)**

AgEnda obtained 7 declared members and 8 registered members to the CEESEN.

PANEL partner South Bohemian region is bordering mostly with Upper Austria and with 636 000 citizens and area of 10 056 km<sup>2</sup> belongs to the region with lowest density population in the Czech Republic.

One of the strategies that AgEnda applies is reaching put the potential stakeholders via existing energy-related networks and activate the close circle of stakeholders around AgEnda. In this regard, AgEnda participated in the conference in Prague. One of the main potential stakeholders – Regional Energy Agency and SEVEN was part of the conference as well. SEVEN is top consultancy organization in the field of business development and efficient energy use. SEVEN developed several energy strategies for the biggest cities in the Czech Republic.

The institutional cooperation with the potential stakeholders is one of the aspects of the AgEnda's stakeholder engagement strategy. By bringing these organizations on the board AgEnda plans to touch upon the issue of bringing back to life the Local Energy Agency step-by-step. SEVEN was participating in the establishment of the Local Energy Agency and later took control over the Agency. To date it is virtual and the power of the Local Energy Agency was not strong enough since it was not empowered by law. One of the main dimension of the communication with targeted stakeholders will be reestablishing the Local Energy Agency. Developing the institutional cooperation with potential stakeholders AgEnda plans is to address the strategic interests of the stakeholder and build up the cooperation on this interests. AgEnda plans to engage the SEVEN and Regional Energy Agency in the implementation of CEESEN as well.

The results and progress will be followed up on the next rounds of consultations.

*For detailed visualized map please see the Annex 1*

### **Local Energy Agency Spodnje Podravje (Slovenia)**

LEA SP obtained 14 declared members in CEESSEN and collected 10 registered members. In PANEL partner Spodnje Podravje region, intensive reconstruction of public facilities began recently and thus energy consumption began to decline. Most of the buildings after reconstruction reduced power consumption up to 30 %. Till now in Spodnje Podravje region 32 buildings were reconstructed (20 % of all public facilities in the region). In the field of private buildings, the reconstruction and construction of energy efficient buildings is slowing down. The reason largely lies in the economic status of the population, because in Slovenia and consequently in Spodnje Podravje region, a large proportion of the unemployed and the employed residents still live in fear of losing their jobs and consumption in general fell to the minimum.

LEA SP in the process of identification the relevant stakeholders. To date it was identified around 50 potential stakeholders. 20 potential stakeholders have been studied closely while fulfilling the WP2 stakeholder mapping task. Due to the small number of private energy companies operating in the region of Spodnje Podravje, LEAS SP plans to outreach the private companies that are established out of the region.

The main aspect of the strategy is to build the network based on the personal contacts with the potential stakeholder. So far they have established communication with 14 stakeholders and brought them on board. The next they plan to continue the process of communication with the new stakeholders. This includes contacting them via email and phone and setting up the personal meeting with them. Due to the specific Romanian context LEA SP assumes that this will be adequate way to launch the cooperation with potential stakeholders.

Slovenian partner is in progress to develop the plan for the road-mapping and further stakeholder engagement. They need to think about this inside the organizations and also follow up the result do the communication with the stakeholders.

The results and progress will be followed up on the next rounds of consultations.

*For detailed visualized map please see the Annex 1*

## **Vidzeme Planning Region (Latvia)**

VPR obtained 11 declared members to the CEESSEN and 7 registered members. PANEL partner Vidzeme Planning Region is 15 245.43 km<sup>2</sup>. There are 26 municipalities and 1 city Valmiera located in the region. Vidzeme Planning Region also has 6 development centres of regional level in the towns – Cēsis, Smiltene, Valka, Alūksne, Gulbene and Madona.

Their region is well defined, which gives a good overview of all the relevant actors in the field. Most of the crucial stakeholders are municipalities. All of them have been contacted and most have agreed to cooperate.

They have participated and organized various events, the most recent one was a steering committee meeting in November. All the municipalities were present at the meeting. VPR promised training and assistance with NGO management. The event was accompanied by good press coverage. VPR has been active in policy making processes, providing input to local governments. So far it has given good results. VPR is organizing quarterly regional workshops. They ask municipalities to appoint representatives for these events.

As part of the strategy, VPR also use snowballing methods to expand their list of contacts. A coherent strategy is currently being developed. Several contacted stakeholders have shown interest in the project, but haven't come on board due to few concrete selling points. One of the issues is connecting stakeholders, which is currently not possible due to the missing communications platform.

The main concern at the moment is the technical functionality of CEESSEN and the question of developing the selling points for the CEESSEN.

The results and progress will be followed up on the next rounds of consultations.

*For detailed visualized map please see the Annex 1*



## **WWF HU (Hungary)**

WWF HU provide late declarations after due M6. WWF HU obtained 12 declared members and 15 registered platform members. PANEL partner WWF Hungary plans to focus to Borsod-Abaúj-Zemplén county, a NUTS3 region in Northern Hungary, an industrial and energy hub of the country. In the soviet era the region was a prospering area due to the coal mining areas, energy, heavy, and petrochemical industry.

The reason weak performance at CEESSEN was having a lack of capacities inside the WWF HU team. Now they already have a SEP.

WWF HU does not have a problem with understanding of the potential stakeholder and they are having clear target in this regard. The problem was the lack of administrative capacity to deal with the tasks related to CEESSEN.

In regard to the strategy, WWF HU plans to use EarthCampaign for promoting the CEESSEN and collect the solid amount of registered member as well.

After dealing with administrative requirements for the declared members of CEESSEN, the next step will be going through the stakeholder mapping inside the team. In January WWF plans to focus on two main stakeholders - coal and lignite industries. They plan to conduct a vulnerability assessment addressing the issue such why they are vulnerable in terms of the environment, social and economic aspects and how to make the transition quicker. During the consultation process, it was agreed to present the brief guideline of the vulnerability assessment methodology at the third project meeting in Tartu.

The following step is to examine the municipalities. The focus of Earth campaign will be municipalities and housing blocks. The campaign will last for three months until the end of March. They plan to include municipalities in the energy transition process. Therefore , WWF HU will be also able to share the experience to the PANEL2050 consortium.

The results and progress will be followed up on the next rounds of consultations.

*For detailed visualized map please see the Annex 1*

### **IAERPA (Lithuania)**

IAEPRA obtained 3 declared members to the CEESEN and 3 registered members on the platforms. PANEL partner Visaginas is Lithuania's youngest municipality, located on the north-eastern edge of the country. It was built as a town for workers engaged in the construction of the Ignalina Nuclear Power Plant. The vast majority of the town's population speaks Russian as a mother tongue. The town grew up in a pine forest by Lake Visaginas. Tourism is currently an area of great potential. The administrative centre of the Visaginas municipality is situated near the country's biggest lake, Drūkšiai. Its administrative boundaries are in the process of being defined.

Partners were focusing on stakeholder identification and mapping action to date. To date IAEPRA was doing the spatial mapping of the stakeholder in the region, without actual communication with them. The reason of partial communication with the stakeholders is that they need a professional approach with clearly defined partnership package and clear selling messages of PANEL2050 and CEESEN. With partnership package, IAEPRA meant a well-established virtual platform of CEESEN; materials such as PANEL2050, CEESEN description, and developed messages. Their strategy is to contact with close contacts, handing the project portfolio and invite them for collaboration.

The main concern at the moment is the technical functionality and the content of CEESEN.

The results and progress will be followed up on the next rounds of consultations.

*For detailed visualized map please see the Annex 1*

### **Balkan Development Solutions BDS (Macedonia)**

BDS provided 8 declared members to the CEESEN and 8 registered members to the virtual platform. PANEL partner region Northeast planning region is bordering with Kosovo and Serbia to the north, and Bulgaria to the east, the communication with these countries is achieved through three road border crossings (Tabanovce-Kumanovo and Prohor Pciniski-Staro Nagoricane to Serbia and Deve Bair-Kriva Palanka Bulgaria). It includes 192 inhabited areas, of which 189 are rural settlements and population of 173.982 citizens.

The majority of the stakeholders operating in the geographical scope have been identified. The main problem with the identification is that BDS has defined the region in a very narrow sense where the PP operates. BDS staff

plans to redefine the geographical scope - extend the number of the region and develop a strategy that will cover one more region.

BDS is applying the snow ball principle in finding the stakeholder and recruiting them in the project. Current challenge BDS faces in Macedonia is Parliamentary elections in December and local elections in March. According to PP, it will slow down the process of stakeholder engagement. In December the PP plans to meet with the director of Center for the Regional Development in his region and present the PANEL2050. BDS had a previous cooperation with Center for the Regional Development and maintains good interpersonal communication with them. BDS will try to reach out additional potential stakeholders through the Center for the Regional Development.

The main reason of coming short with the tasks related to the different WPs, was having limited human capacities inside BDS team. BDS still in the process of finding the SEP.

The progress will be monitored in the following month.

*For detailed visualized map please see the Annex 1*

### **Mazovia Energy Agency MAE (Poland)**

MAE obtained 11 declared members to the CESE and collected 19 registered members. PANEL partner The Mazovia Region is one of the most dynamic in Poland and in Central-Eastern Europe.

In regard to the strategy, MAE is clear about the region where regional road mapping will take place. They have selected eastern sub-region of Mazovia region and targeted the stakeholders from the two main cities of the sub-region. To date they have contacted the stakeholders from this area with whom MAE had previous cooperation experience. The declared members of the CESEN includes these stakeholders.

Currently, they are assessing whether the selected sub-region will be efficient enough for fulfilling upcoming tasks related to the energy road-mapping. This issue is the focus of dedicated consultations between MAE –WP3/CPU. So far MAE, in the context of sub-region, has identified 7 clusters of the stakeholders.

1. Local society – local action groups, grassroots;
2. Public energy services and agencies;
3. Self-government unites (7 municipalities in the sub-region);
4. Small and Medium Enterprises as consumers of the energy;
5. Big private companies;
6. Energy providers;

## 7. Energy experts society on the Mazovia level.

Further process of stakeholder engagement will be based on this predefined clusters. The Logic comes from the Ignalina training, where there were specific approaches identified for the energy consumers, providers and regulatory bodies.

The consultation process further developed MAE involvement in the consultation process as a WP leader. MAE is developing a strategy of new stakeholder engagement in CEESSEN. This will be a dedicated strategy that will be solidly integrated into the further consultation and communication process.

*For detailed visualized map please see the Annex 1*

## Consultation Process with Project Partners

During the second PANEL2050 project meeting in Ignalina it was revealed that project partners (PPs) need guidance in their stakeholder engagement and energy road-mapping efforts. WP2-WP3 further discussed this issue and agreed to come up with a common approach and framework for consultations. In later stages WP5 leaders were engaged in the consultation process and tasks specifically related to CEESEN formation were included.

In preparation of these efforts, several factors were considered:

- WP leaders emphasized the importance of having bilateral communication with PPs from work packages perspective, getting support with specific issues and ensure the synergy of progress.
- The consultation plan is related to the specific tasks under WP2, WP3 and WP5. Specifically in regards to the development of the guidebook (WP2.2), train the trainers for regional workshops (WP2.3) and creating an integrated approach for energy roadmapping methodology (WP3.1/3.4/3.9). Under WP4 the strategy is related to WP 4.1 Creating communication/dissemination plan; WP4.3 Local dissemination efforts; WP4.4 International dissemination efforts. Under WP5 the strategy is related to WP 5.1 Creation of the Central and Eastern European Sustainable Energy Network (CEESEN); WP 5.2 Creation of CEESEN virtual platform; WP 5.4 Outreach for additional CEESEN members
- Engagement for promoting the CEESEN network requires a different approach than the road-mapping process. Therefore, one of the important aspects of the consultations is dealing with WP5-specific tasks.

The goal of consultations are to:

- Help PPs identify and implement successful strategies for stakeholder engagement in energy roadmapping.
- Identify best practices that are being used by PPs that can be used in the manual, training and with other PPs to improve their efforts. "Best Practice Briefs" will be created and distributed among the PANEL2050 consortium.
- Fulfilling the PANEL2050 related tasks and deliverables (WP2, WP3 and WP5).

## **Methodology of Selection and Content of the Consultations.**

**The primary message** that PPs should be expressing in their stakeholder engagement is that participation in road-mapping is an opportunity to influence energy policy in their community or region. The fact that we have been funded by the EU to do this might be a useful point to share, to demonstrate there is support for such an effort.

Specific elements covered in the calls include the following:

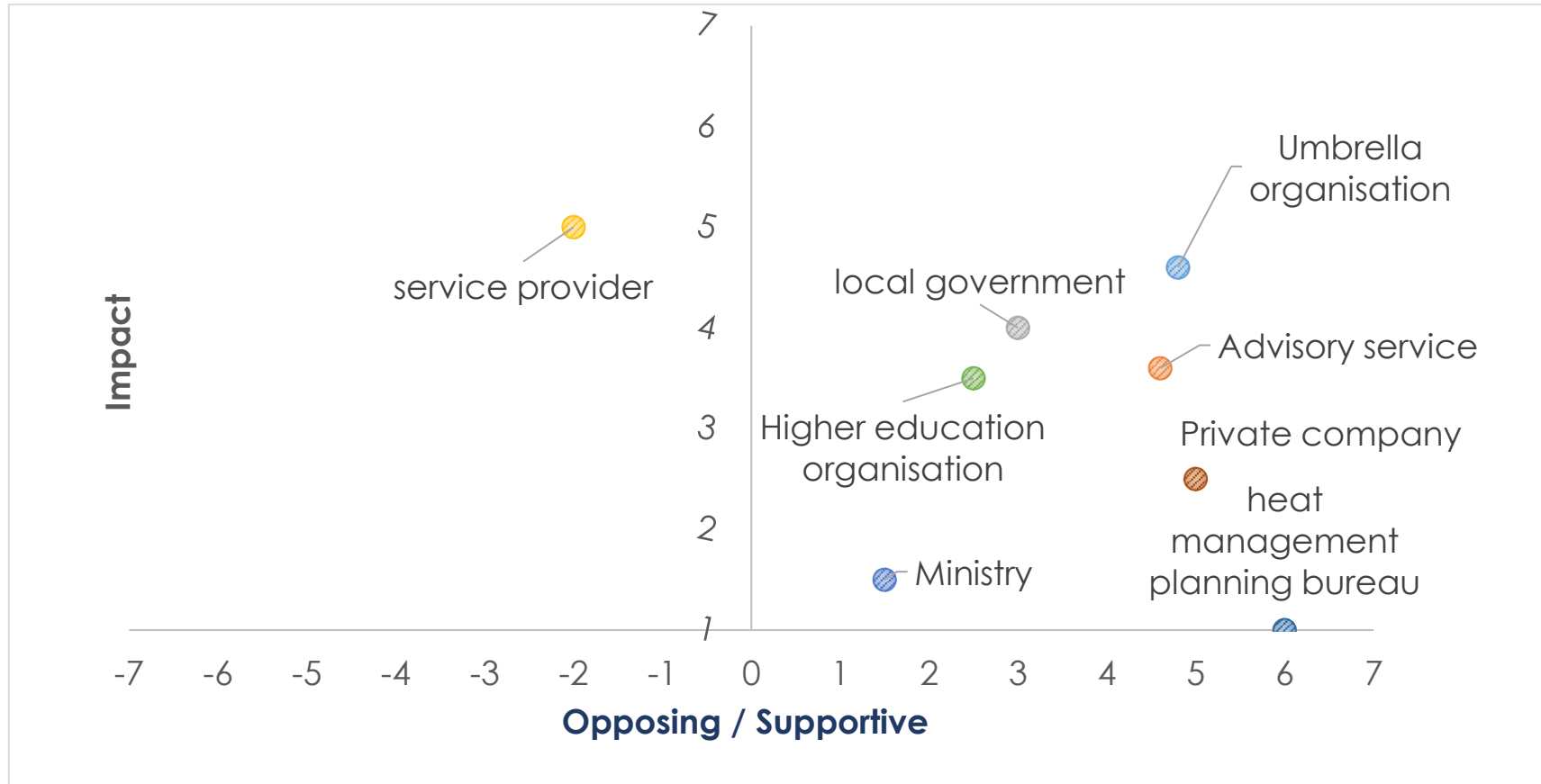
- Identifying and reaching out to potential stakeholders
- Prioritizing and selecting which stakeholder to engage
- Means of communications with most important and reluctant stakeholders
- Collecting the feedback from stakeholders for road-mapping and identifying their approach to the broader aims of the PANEL2050
- Results of engagement efforts, including successes and failures and potential reasons for both

## **Conclusions and Suggestions**

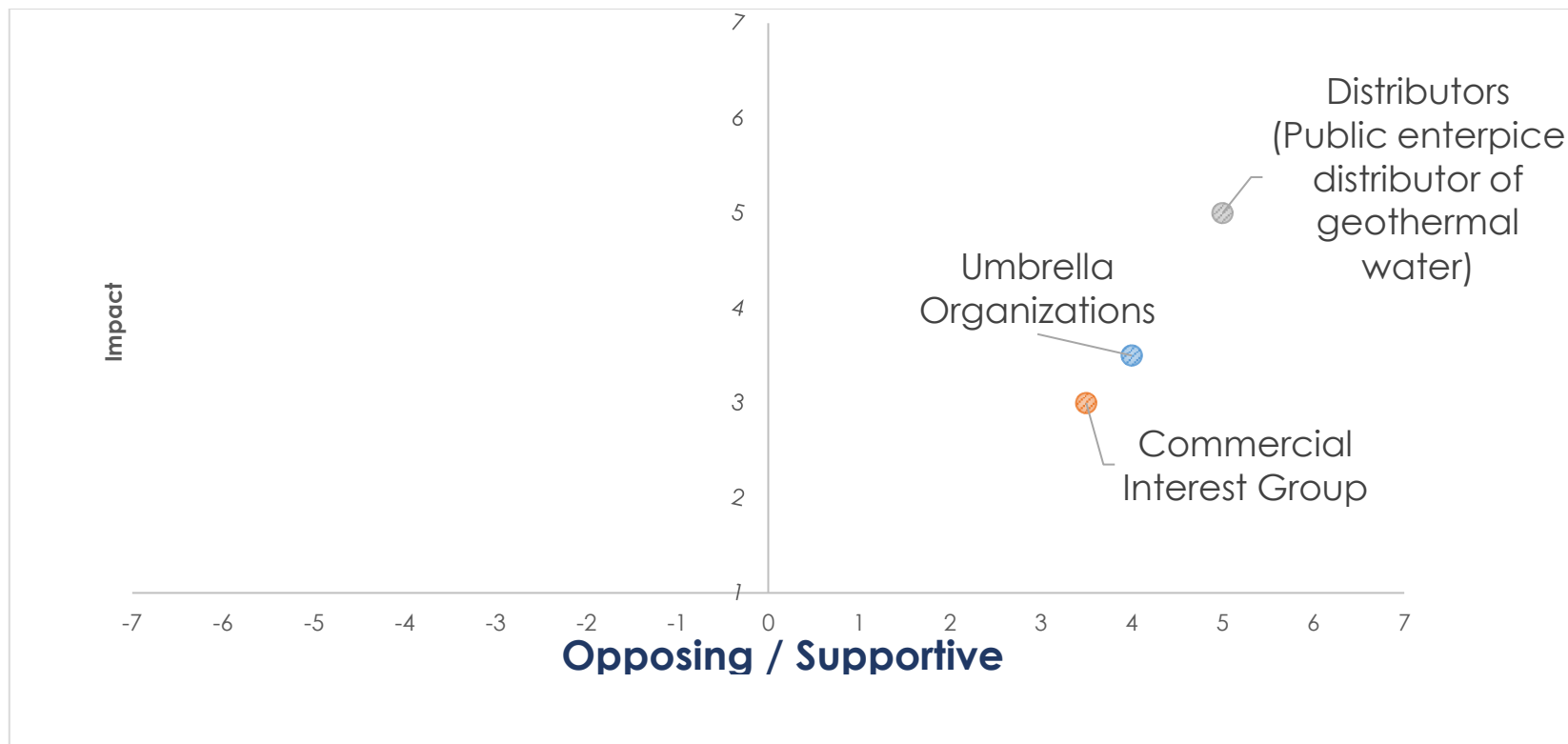
- Technical limitations of CEESEN remains the main challenge at this moment for the most of the Project Partners in terms of meeting the targeted registered members of CEESEN. Hence worth to consider that, as at the second project meeting in Ignalina showed, the number of registered members will be gradually increased by the following months.
- This barrier does not slow down the process of stakeholder engagement beyond the CEESEN virtual platform. PP are still in the interaction with potential stakeholders and taking considerable efforts to build the local networks for the energy transition.
- The upcoming challenge in regard to the CEESEN, will be process of content creation of CEESEN virtual platform.
- Partners are having difficulties in defining the region for the energy road mapping. Due to this, there are some uncertainties regarding the who should be considered as potential stakeholders.
- Some of the partners are lagging behind with technical and administrative reasons to date.

## Annex 1 Visualized Preliminary Maps of Stakeholder Per CEESEN Country

### Eesti Maaülikool (Estonian University of Life Sciences) (EMU)

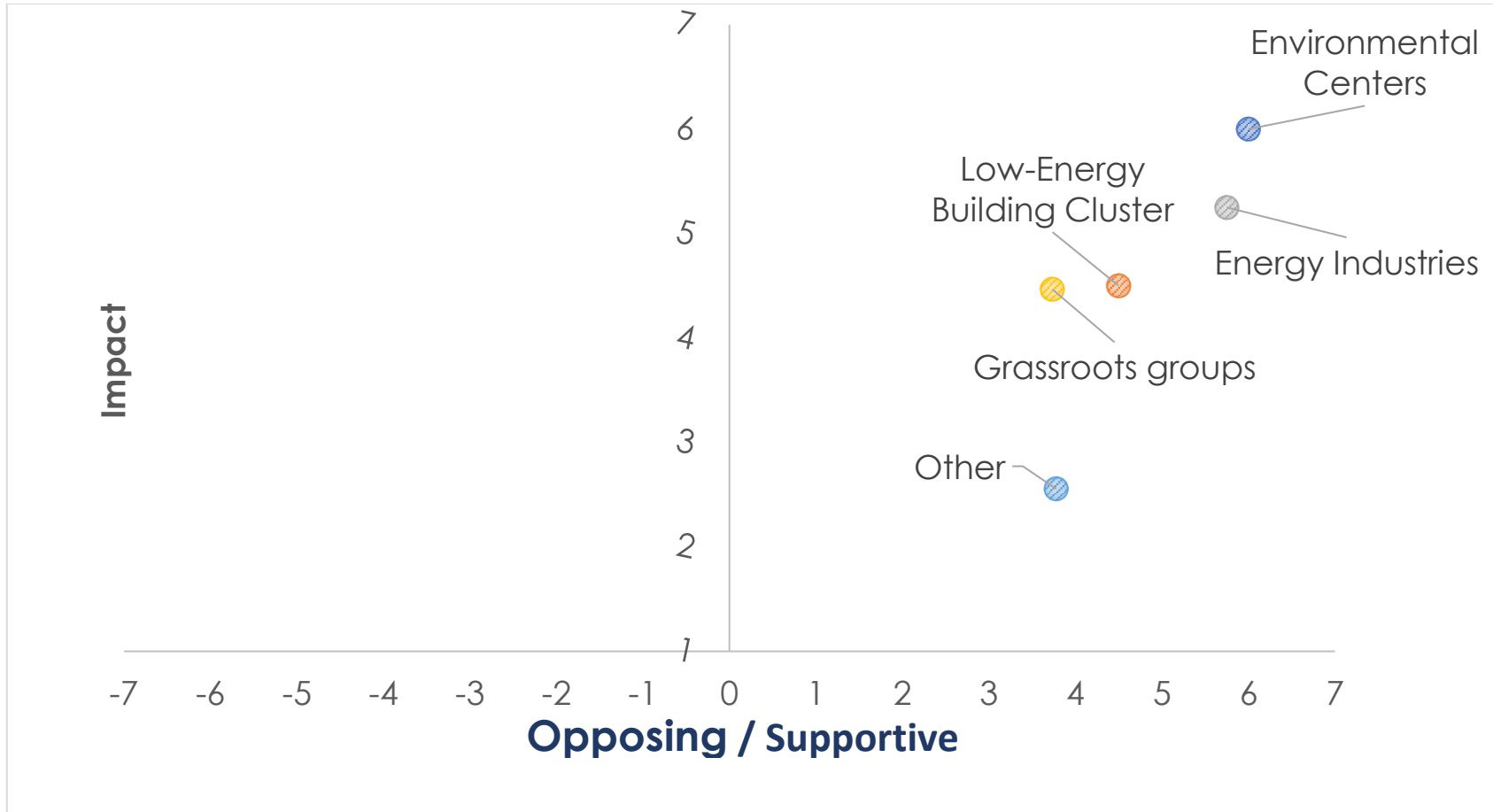


## Balkan Development Solutions BDS Macedonia

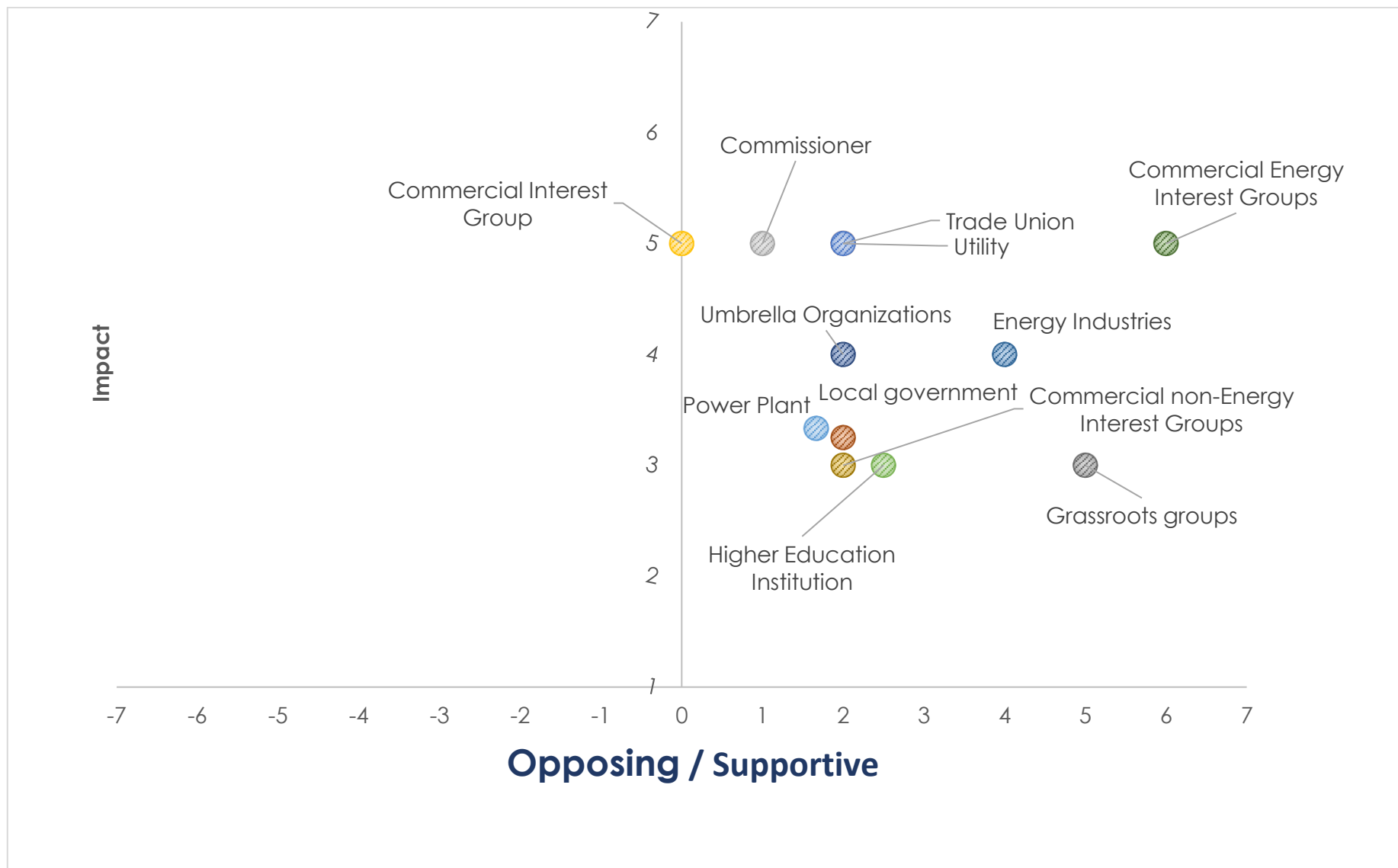




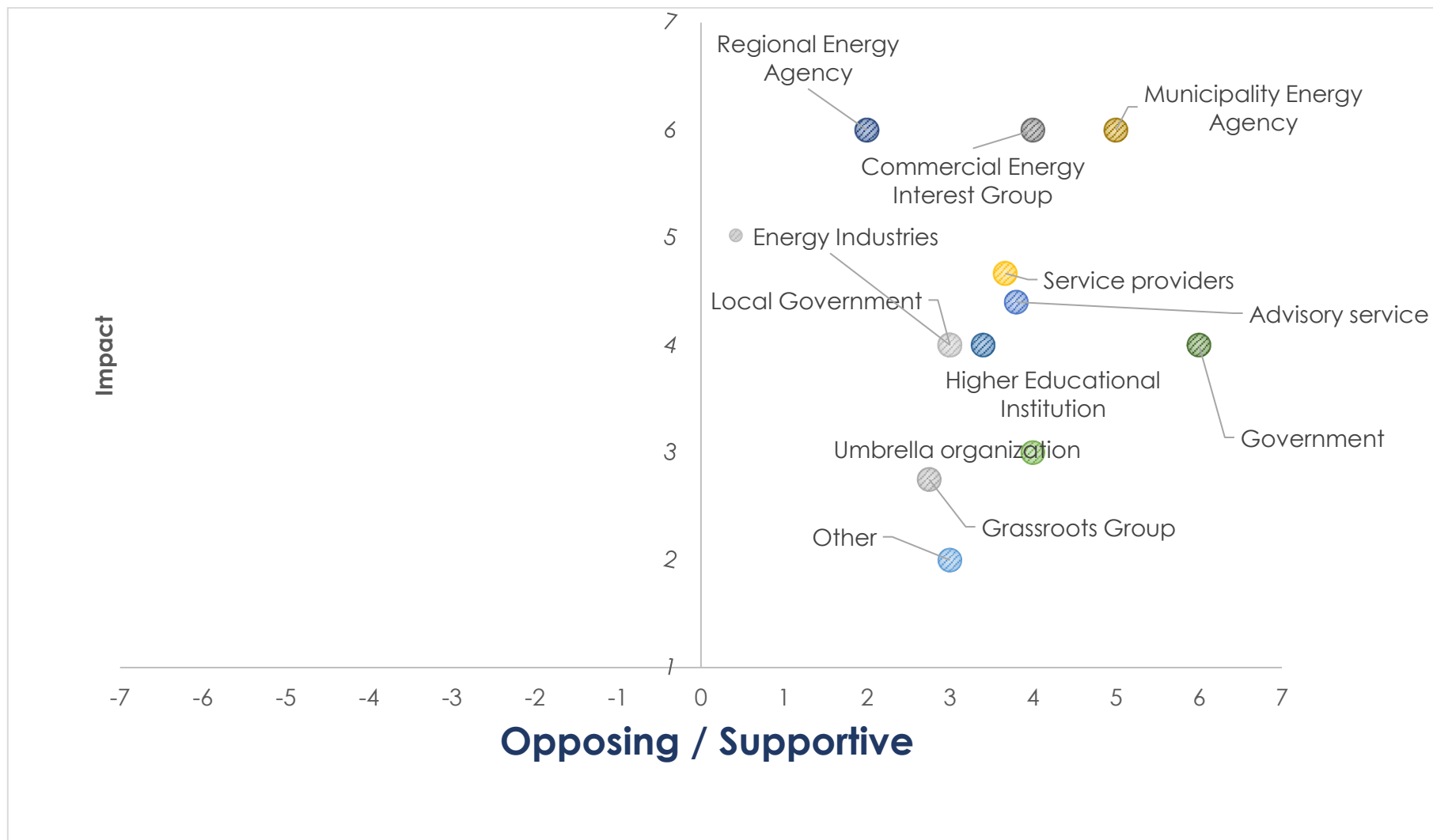
IAERPA Lithuania



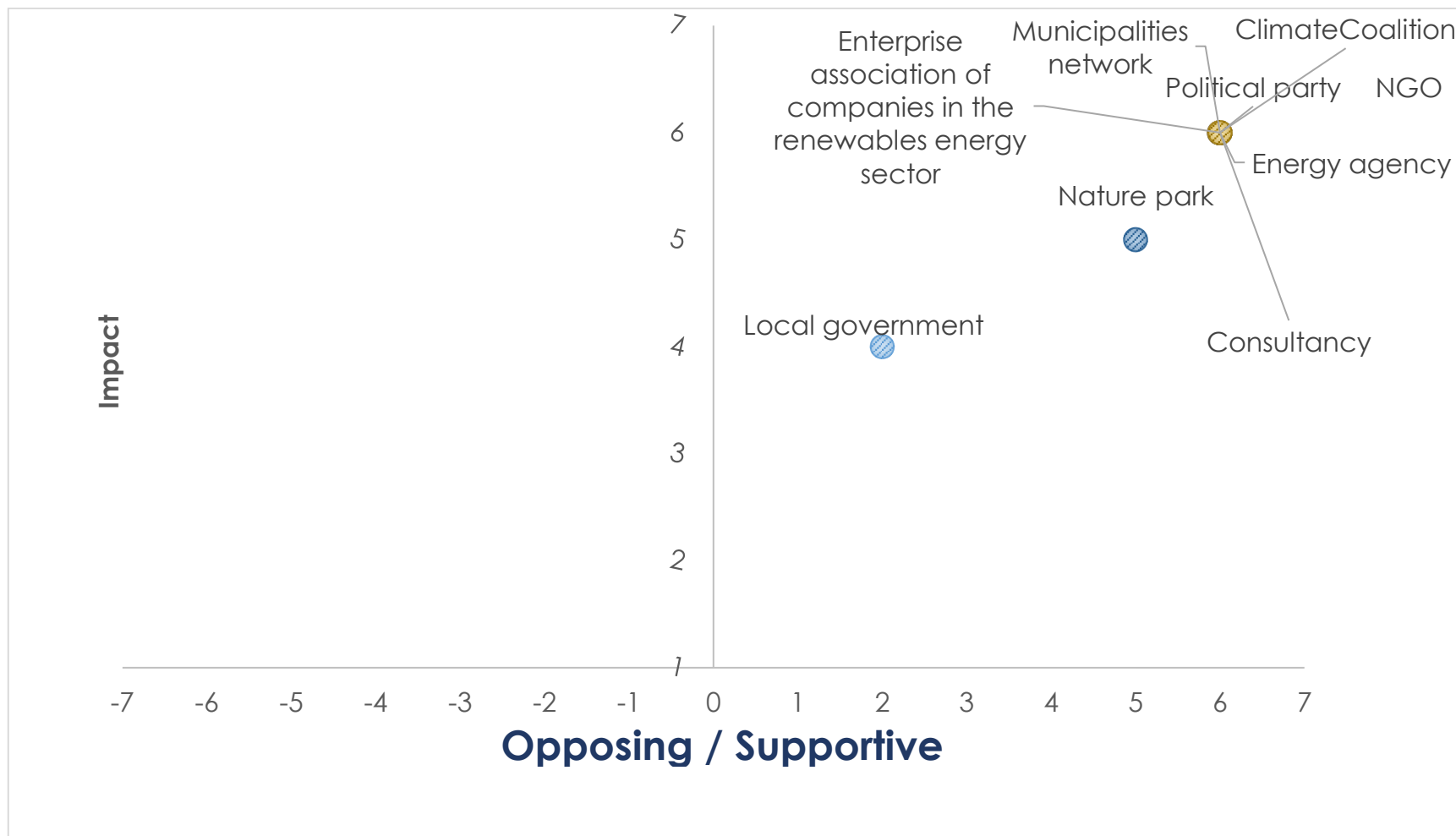
# World Wide Foundation WWF Hungary



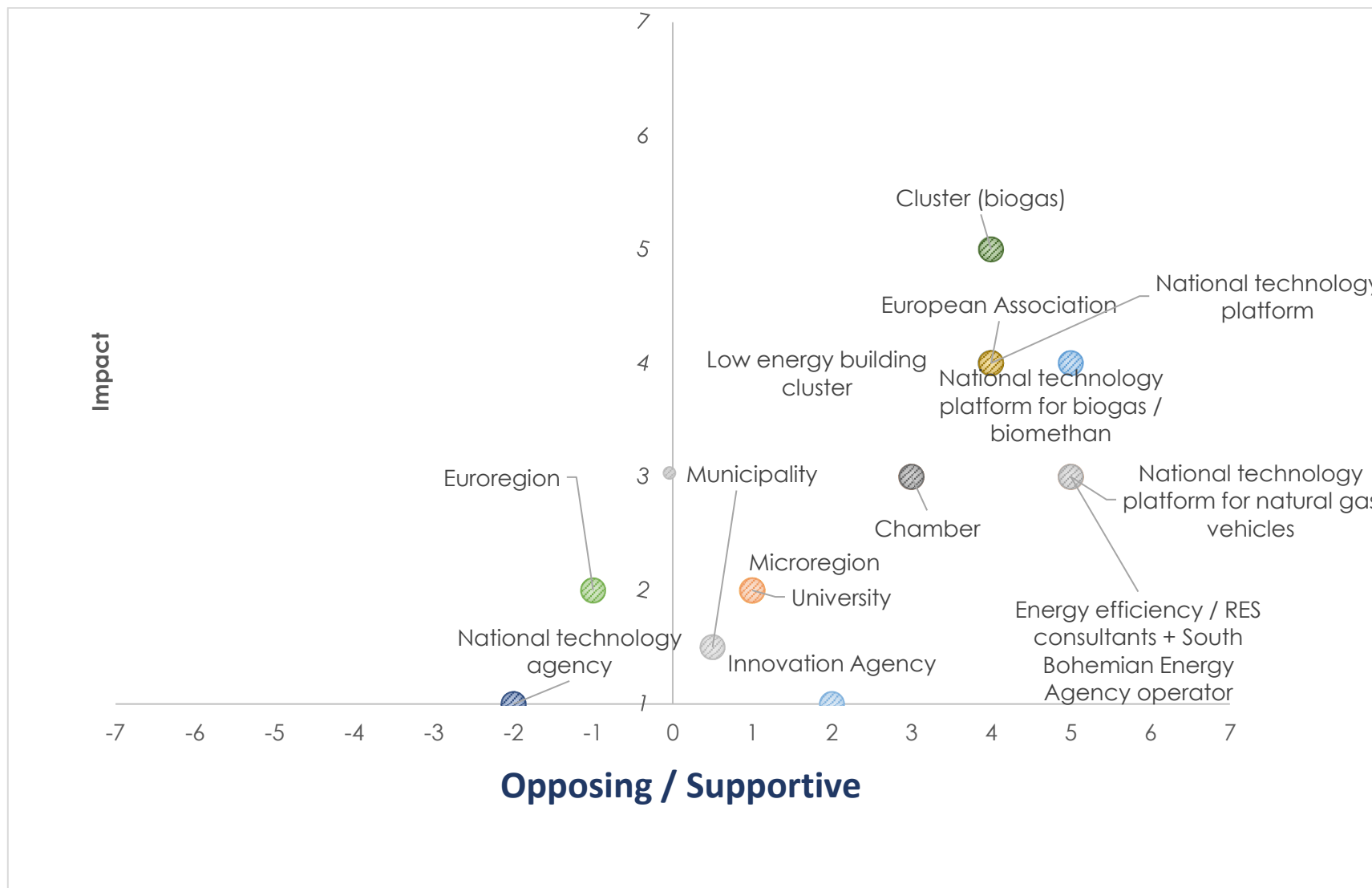
### Vidzeme Planning Region VPR Latvia



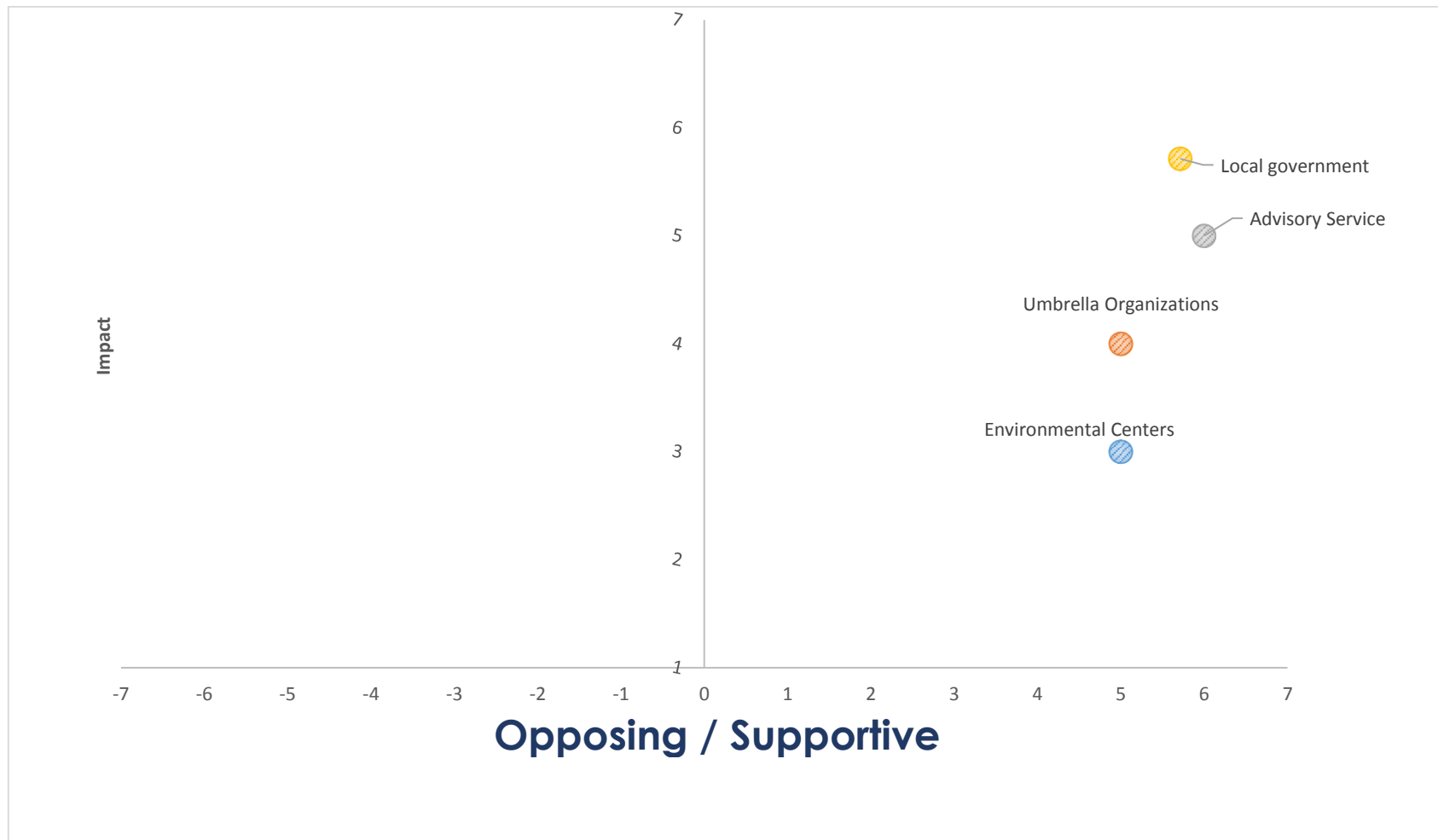
### World Wide Foundation WWF Bulgaria



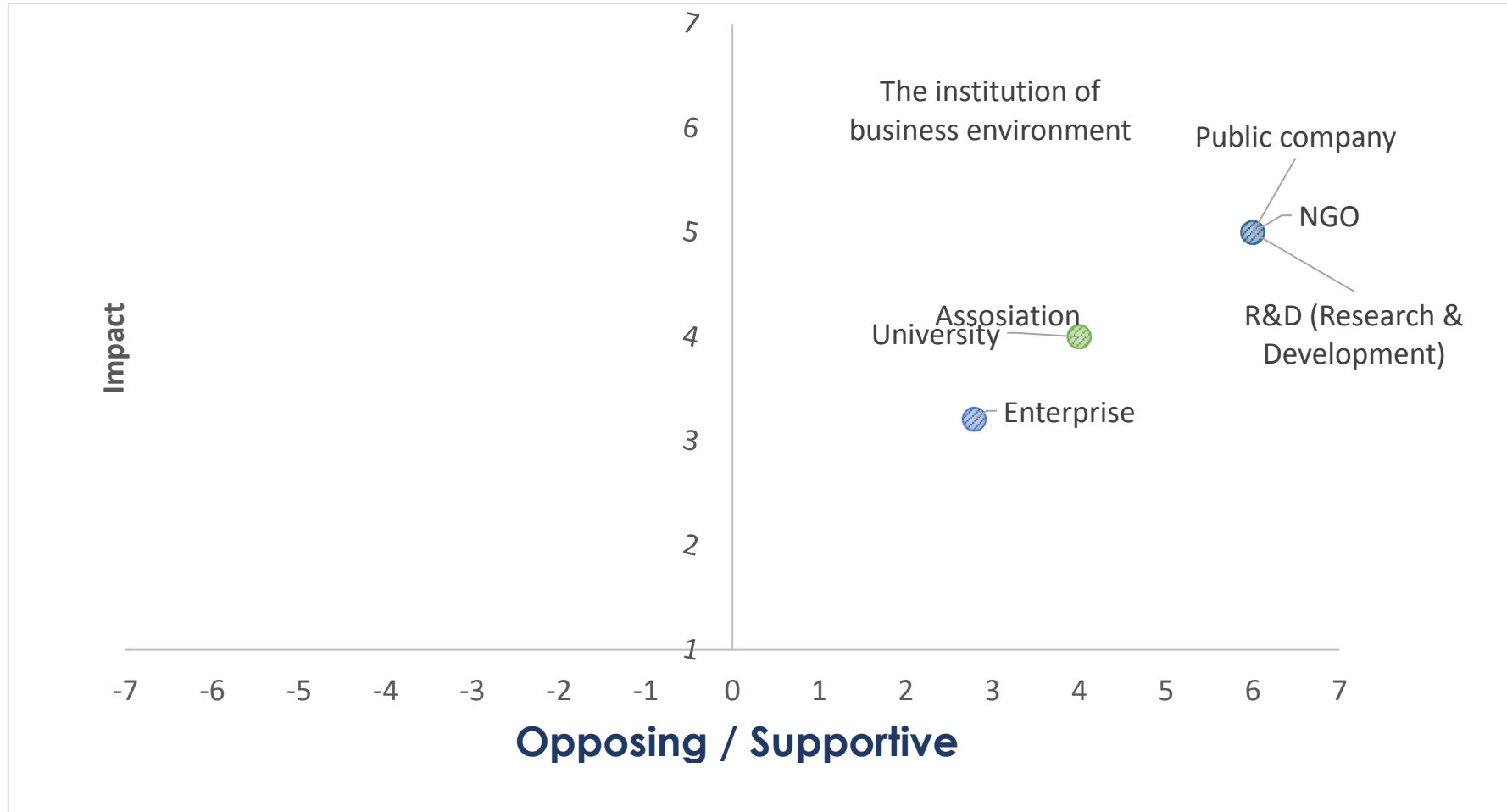
# AgEnDa Czechia



## LEA Spodnje Podravje (LEASP) Slovenia



**Mazowiecka Agencja Energetyczna Sp. z o.o. (MEA) Poland**



Compiled by: Giorgi Davidovi



Publisher: CEESEN

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This publication is compiled within the PANEL2050 project “Partnership for New Energy Leadership”. This project has received funding from the European Union’s Horizon 2020 research and innovation programme under the grant agreement No 696173. Disclaimer: The sole responsibility for the content of this material lies with the authors. It does not necessarily represent the views of the European Union and neither EASME nor the European Commission are responsible for any use of this material.