

# Energy Efficiency Forerunner Model

Replication Guidelines

English version

Partnership for New Energy Leadership PANEL 2050

Deliverable 5.5

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CENTRAL EASTERN EUROPEAN  
SUSTAINABLE ENERGY NETWORK

## Publishing notes

Energy Efficiency Forerunner Model Replication Guidelines is a deliverable 5.5 of Partnership for New Energy Leadership PANEL 2050 project. It consists the materials previously prepared and published by project consortium involving experts of political science, energy planning, visual end website design and communication. These materials have been developed in close cooperation with all the members of the project consortium and improvements have been made according their feedback.

This document is part of the replication package that also includes the following documents:

- 1. Advocating for Sustainable Energy in Central and Eastern Europe (CEESEN 2019)**
- 2. Training Curriculum of Advocating for Sustainable Energy in Central and Eastern Europe (CEESEN 2019)**
- 3. CEESEN Roadmap Guide (CEESEN 2018)**

Replication package is usually disseminated including all the documents mentioned. In case some of the documents are missing it's possible to find these on CEESEN platform ([ceesen.org](http://ceesen.org)) and on partners web pages. If these documents are not publicly accessible it is advised to contact PANEL 2050 coordinator Tartu Regional Energy Agency ([www.trea.ee](http://www.trea.ee)) to require additional copy of these documents. We are happy to share our work.

With regards!

Marek Muiste

PANEL 2050 coordinator



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# 1.Executive summary

This document consists a package of suggestions for using set of straightforward tools (the PANEL model) for a local energy transition. With the help of these tools, communities can set a new direction for their energy sector. PANEL model is promoting and supporting the transition towards a low-carbon community in Europe by 2050. This broad vision of a low-carbon economy needs to be broken down and connected with activities on local level.

PANEL model is a comprehensive approach for implementing local long-term energy management, supported by the local communities. The model is designed to be usable in different types of development scenarios, it is usable for organizations with different skills and capacity, it is scalable, meaning it can be used for improving the sustainability starting with a small group of organizations and repeat the activities later with the bigger community.

PANEL model consists of seven main elements: Stakeholder Engagement Program, Training Program, Guidebook, Long-term Energy Visions/Roadmaps/Action Plans and Central and Eastern European Sustainable Energy Network CEESEN. These elements are developed by PANEL 2050 project to support the CEE communities on achieving their sustainability goals. During the PANEL 2050 project the model was successfully implemented in small municipalities as well as the big regions with the population of several million inhabitants. The process was guided by organizations with a different size and capacity. Flexibility for different capacity has been one of the guiding principles of the PANEL model. After initial implementation, PANEL model can now be used by the forerunners in other regions inside and outside of EU. Replication Guidelines together with the supporting documents are available free for everybody in CEESEN platform [ceesen.org](http://ceesen.org).

For more information visit [ceesen.org](http://ceesen.org).

## 2. Introduction

This document consists a package of suggestions for using set of straightforward tools (we call the PANEL model) for a local energy transition. With the help of these tools, communities are able to set a new direction for their energy sector. This new direction will be developed by the members of community to achieve the low-carbon economy among the European communities. PANEL model can help to achieve the common goal using the strategy designed to utilize the resources available in the region. This highly flexible approach is helping to achieve energy sustainability in the diverse set of regions all over the Europe.

Replication Guidelines together with the supporting documents are available free for everybody in CEESSEN platform [ceesen.org](http://ceesen.org). After downloading the documents, you are ready to start to use PANEL model in your community. It is up to you if you want to implement the whole package or implement only your favored parts. You may, for example, be interested only for capacity building or networking. That's alright. However, aiming for the energy transition requires more strategic approach of implementing several critical elements, including the development of the common vision.

## 3. PANEL model

PANEL model is a comprehensive approach for implementing local long-term energy management, supported by the community. PANEL model consists of seven main elements: Stakeholder Engagement Program, Training Program, Guidebook, Long-term Energy Visions/Roadmaps/Action Plans and Central and Eastern European Sustainable Energy Network CEESSEN. These elements are developed by PANEL 2050 project to support the CEE communities on achieving their sustainability goals. After initial implementation, PANEL model can be used by the forerunners in other regions inside and outside of EU. For more information visit [ceesen.org](http://ceesen.org).

### PANEL2050 model for Central and Eastern Europe Sustainable Energy Network CEESSEN



PANEL 2050 project is taking multidisciplinary approach for combining the political theory with the technical discipline of energy planning. As an outcome, a set of tools

- PANEL model - are created for supporting energy transition in local communities. Ten CEE regions will implement PANEL model during the project and will develop Roadmaps supporting the local transition to low-carbon economy. PANEL 2050 project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 696173.

**Stakeholder Engagement Program** is taking a strategic approach for engaging the community to the local energy management. Stakeholders are invited to participate in the long term energy planning, bringing their knowledge and validation into the process. They are supported by engagement experts and capacity building activities.

**Energy Advocacy Training Program** will develop the skills of the stakeholders on active participation in sustainable policy development in their communities. Training Program will include the Curriculum in English and the training materials in 10 languages of CEE region. Local trainings are complemented by international Bootcamp for advocacy and networking. Guidebook on Advocating Sustainable Energy in Central and Eastern Europe is compiling the important topics of energy advocacy and is complementing the training program. Guidebook is available in English and 10 languages of CEE region.

**Energy Visions, Roadmaps and Action Plans** are the outputs of the long term energy planning process with the aim of plotting the regional transition towards a low-carbon community. These components of a regional energy strategy are developed with the organized support of stakeholders and forerunners that will take the initiative of implementing the plans in the future.

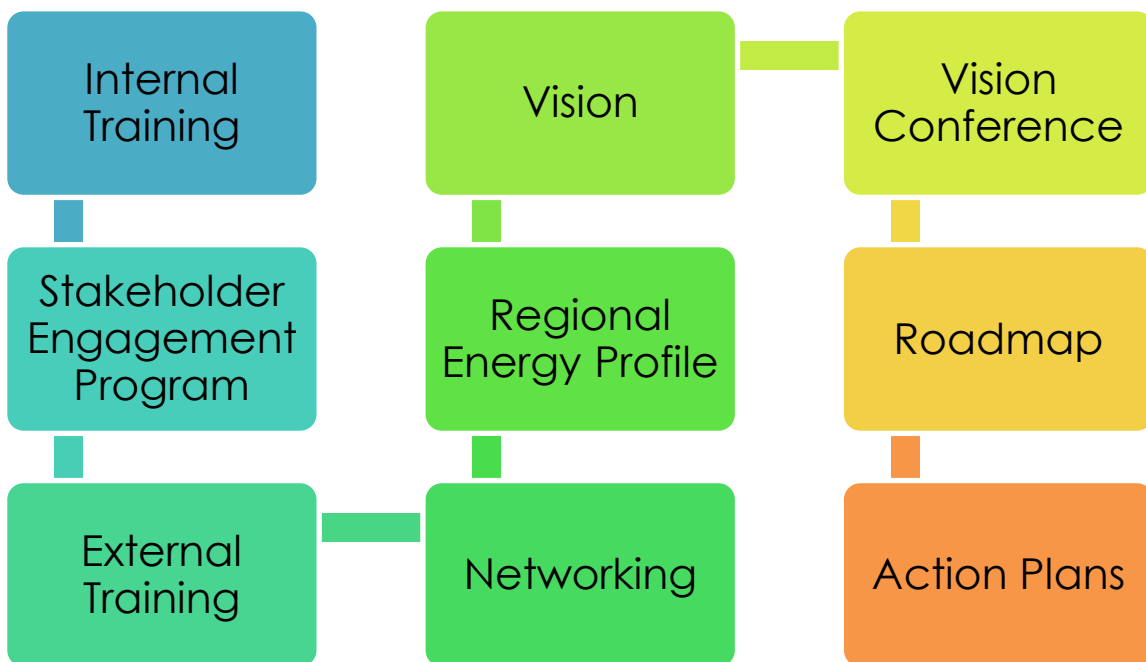
Forerunners will organize themselves as the members of **Central and Eastern European Sustainable Energy Network (CEESEN)** using the online platform [ceesen.org](http://ceesen.org), that will remain the basis for the future cooperation. The members of CEESEN can participate in international conferences and training, organized by the network.

## 4. Using the model

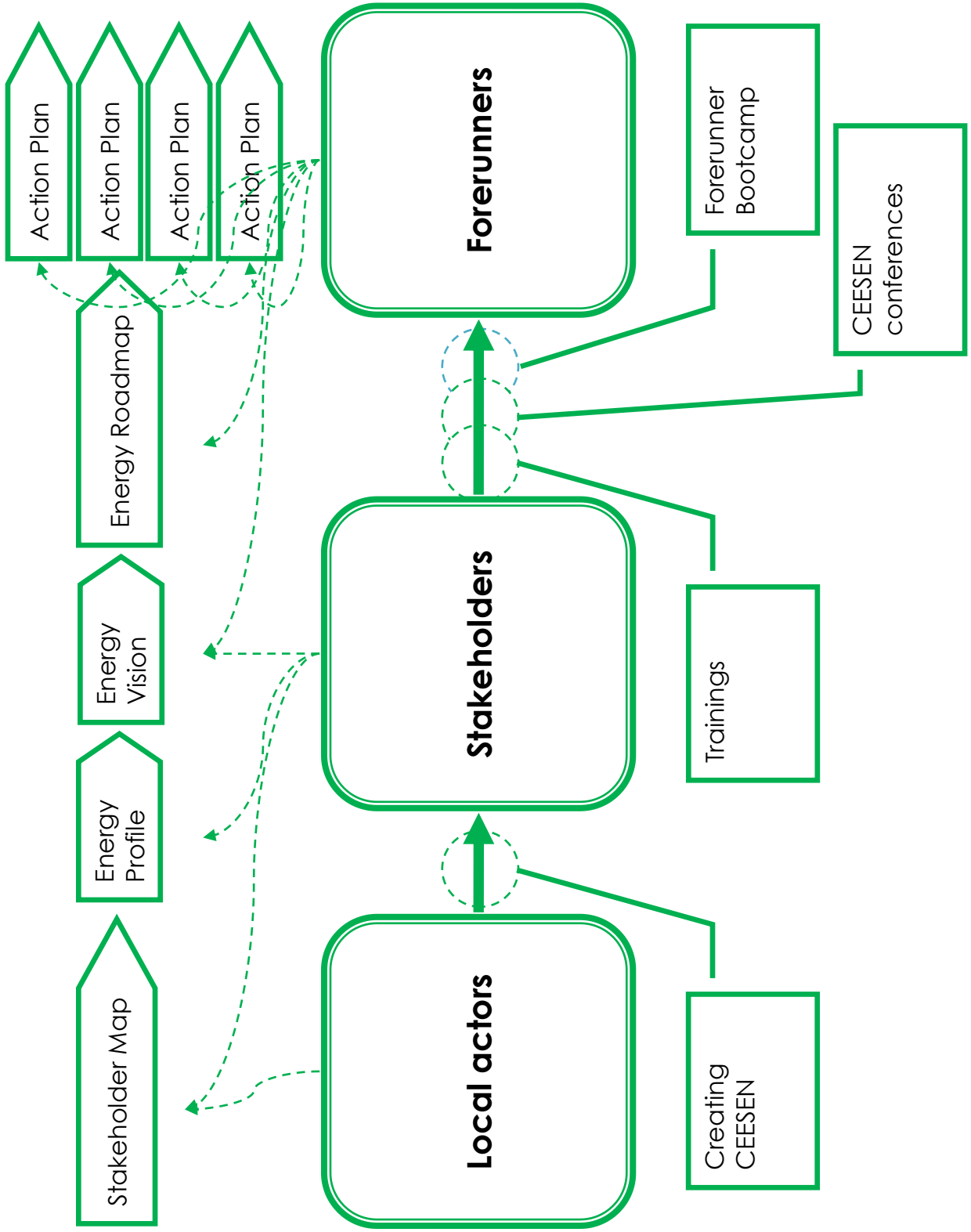
### 4.1 Implementation scenarios

PANEL model is designed to be usable in different types of development scenarios. It is designed to help to initiate the full-scale energy transition or it can be useful for enhancing the specific aspects of the transition process (public engagement, energy planning, capacity building). The approach is also usable for organizations with different skills and capacity. It also is scalable, meaning it can be used for improving the sustainability starting with a small group of organizations and repeat the activities later with the bigger community, using the first group as coordinators. During the PANEL 2050 project the model was successfully implemented in small municipalities as well as the big regions with the population of several million inhabitants. The process was guided by organizations with a different size and capacity. Flexibility for different capacity has been one of the guiding principles of the PANEL model.

Here are some examples of implementing the model by organizations with different capacity. The final figure is describing the activities of PANEL 2050 project.







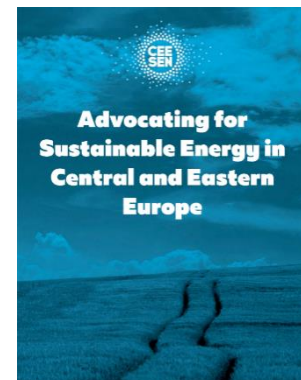
Stakeholder engagement is the crucial element of energy transition and the cornerstone of the PANEL model. For improved social acceptability it is strongly advised not to underestimate this step in the process. It is also important to arrive to the mutually binding vision that is accepted by the local community. These two elements - public engagement and widely accepted vision - are the necessities for coordinating the transition process and should be included into every transition scenario.

Ideally the vision will be followed by the roadmap and the action plans. Developing the roadmap can grow out from the visioning process using many stakeholders already involved into the development team. Supporting these actors with the new knowledge and improving their skills with trainings will add additional benefits for the whole process.

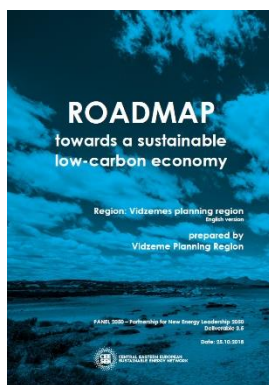
The process of public engagement can be supported by the communication experts who help to spread the information and helps to form the expectations of the citizens. Communication will also play important role in preparation of larger events like seminars and conferences that are great platforms for coordinating activities in larger regions or with other regions. It is also possible to organize the dissemination events during the international events like annual European Sustainable Energy Week and gather the attention of the international actors in Brussels.

## 4.2 Tools

This guide will introduce the main concepts of PANEL model and the tools that are available for the public. The focus of this guide is practical implementation, not to describe the theoretical background, and can give only the introduction to the limited amount of relevant information. The more in-depth information can be found on several guidelines and guidebooks that are prepared for PANEL model and CEESEN network. These tools will be mentioned in different chapters and all the tools will be introduced in a dedicated chapter 13 at the end of this guide. One of the main tools mentioned in this guide is the guidebook *Advocating for Sustainable Energy in Central and Eastern Europe* (CEESEN 2019). This is the main source of information about the PANEL model and will be referred as the Guidebook from now on.



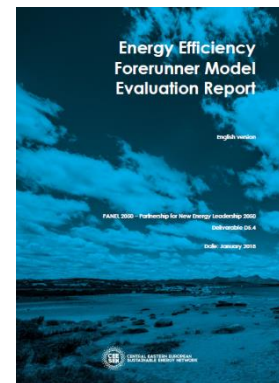
## 4.3 Examples



PANEL model has been implemented during the PANEL 2050 project in ten partner regions. As an outcome of that there is an existing library of local Training Curriculums, Regional Energy Profiles, Vision, Roadmaps and Action Plans. All these documents are available in different local languages (Estonian, Latvian, Lithuanian, Polish, Check, Slovenian, Bulgarian, Romanian and Macedonian) as well as in English. It helps to read these documents together with the guidelines, as practical examples of the implementation of PANEL model. You can find more information about these documents in chapter 13.

## 4.4 Evaluation

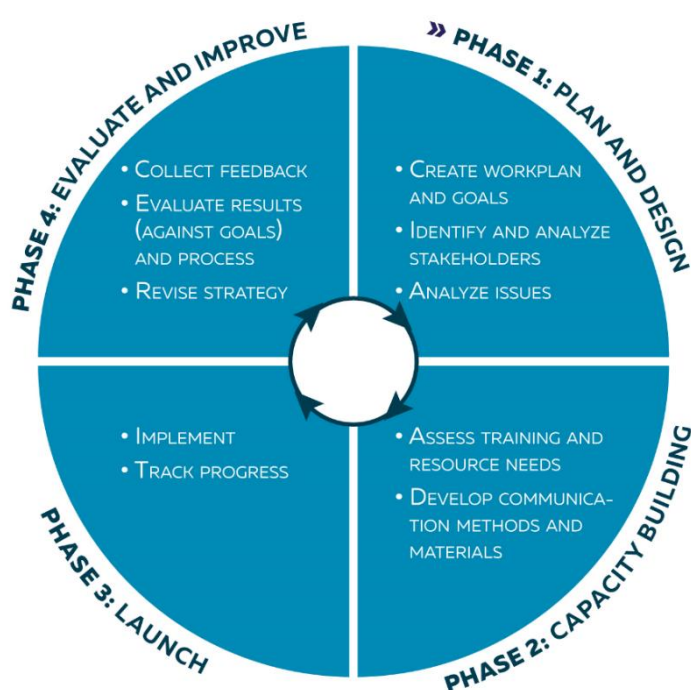
Energy Efficiency Forerunner Model Evaluation Report (CEESEN 2019) has been prepared for detailed overview about the implementation of PANEL model in PANEL 2050 project. The content of the document is described in chapter 13 and the document is available on CEESEN platform [ceesen.org](http://ceesen.org).



# 5. How-To do long term energy planning

## 5.1 Stakeholder Engagement

A stakeholder is any person or group that is affected by or can influence an initiative. Stakeholder Engagement is a strategic approach for engaging the community in the local energy management. Stakeholders are invited to participate in the long term energy planning, bringing their knowledge and validation into the process. Regional and local actors should be involved in the planning and implementation process from the beginning to guarantee success of the effort. They are supported by engagement experts and capacity building activities. It is important that the planning process builds on existing local expertise and knowledge as much as possible.



Forerunners have at least three distinct roles in roadmapping process. First, they can be instrumental in helping to get important stakeholders to participate in the process. Second, forerunners should take a leading role in the roadmapping process itself, participating in visioning workshops and in roadmap development. Finally, forerunners can monitor the implementation of roadmaps, pushing various actors in the government, business and other sectors to fulfil promises made.

The PANEL 2050 model uses the participatory approach for the stakeholder management with a systematic approach to identify and engage stakeholders. This includes the following steps:

- Defining different aspects of the social and natural system affected by the planned decision or action
- Identifying individuals and groups who are affected by or can affect those parts of the system
- Prioritizing these individuals and groups for involvement in the decision-making process
- Convincing stakeholders to participate in planned efforts

- Regularly interacting with stakeholders at key points in the process to ensure that they continue to be engaged

The PANEL 2050 engagement model consists of three main parts. First, the capacity building actions bring the important stakeholder on board and empower them for the roadmapping process. Second, the active participation in roadmapping process takes place. Third, CEESEN networking platform was used for engaging and developing networks on wider scale.

For more information about the Stakeholder Engagement visit Chapter 4 of the Guidebook.

## 5.2 Preparing Roadmaps

PANEL model is promoting and supporting the transition towards a low-carbon community in Europe by 2050. This broad vision of a low-carbon economy needs to be broken down and connected with activities on local level. This transition needs to be individualised on regional or local level in the countries of Central and Eastern Europe. In order to shape the process PANEL 2050 project supported 10 regions in CEE in developing roadmaps for a sustainable energy future.

The overarching vision was to get to a regional low-carbon economy by 2050, as pointed out by EU policy documents and climate agreements.

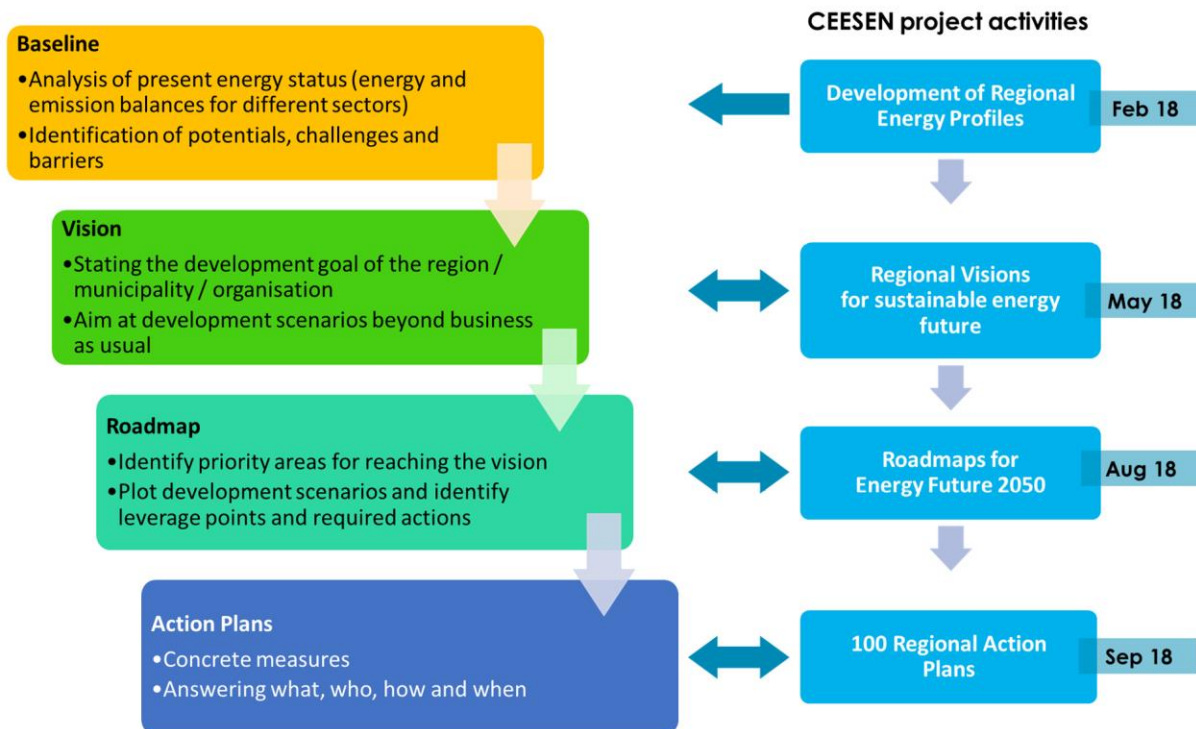
For reaching this vision it is not productive to forecast current trends and behaviour into estimates of the future. Forecasting is a predictive tool but mostly it doesn't provide you with a connection to your vision and delivers no new perspective for points of leverage.

Back casting on the contrary starts from a vision statement and then looks back to assess what would be required to get there. This method leaves space for innovative ideas and radical actions opening up the dialogue what different actors (policy-makers, industry, NGOs, consumers) can or have to contribute. The Roadmap is the guideline describing the pathway towards the vision with stating and planning concrete future actions.

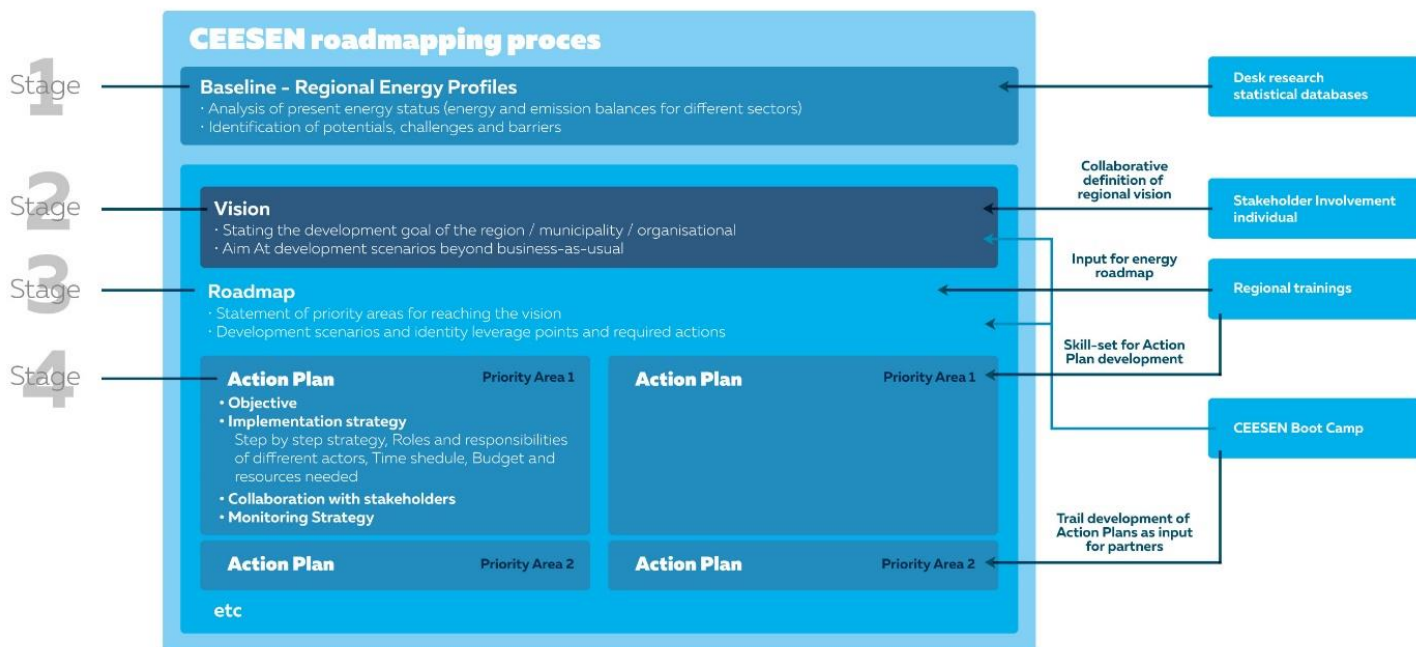
The PANEL roadmaps on energy future 2050 are designed in comprehensive process encompassing the process of generating a baseline, setting a regional vision, drawing up the roadmap itself including several action plans.

The roadmapping model, which all partners were asked to follow is divided into different steps building on each other from the first initial data collection to a complete implementation plan.

This 4 stages-model helped to structure the process for the roadmapping teams and ensure that the sequence of tasks was followed before proceeded to the next stage.

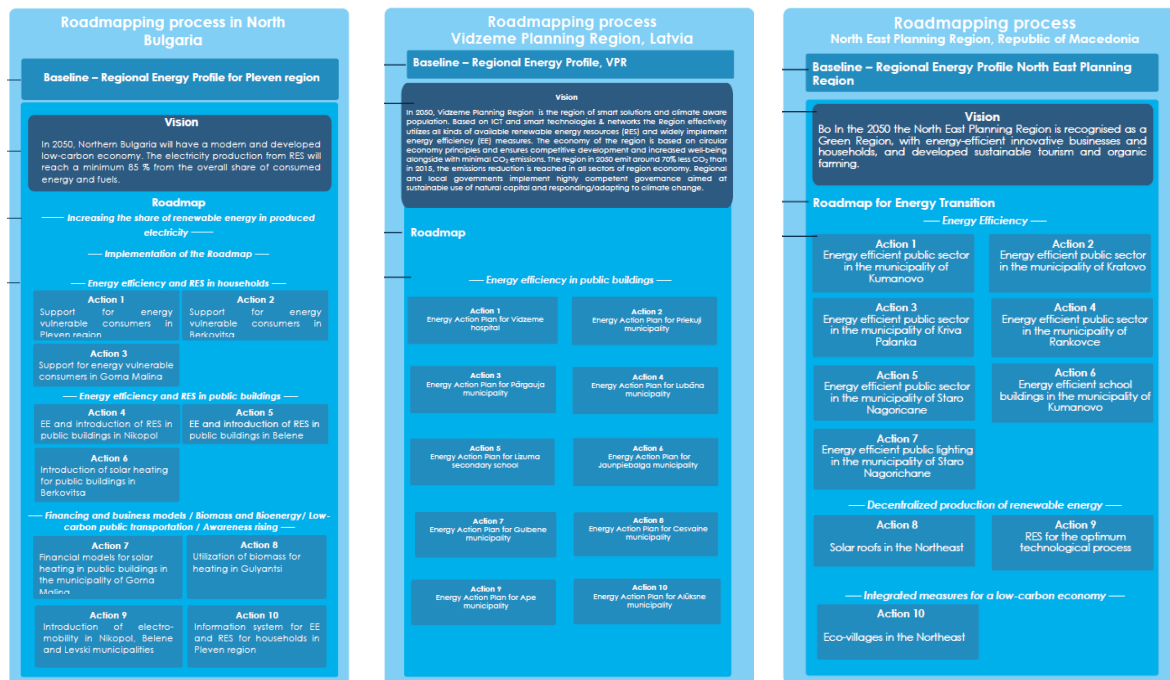


For these 4 connected stages of the roadmapping process external input is needed either to generate data, encompass differ viewpoints or engage possible implementers and multipliers as well as supporting activities, which were implemented by the project partners.



The model was used by all partners to document the highlights of their roadmap on one page as well as show how stakeholder input was processed, and other project activities contributed to the roadmap documents. For this purpose, PANEL team provided an “empty” template of the above infographic to the partners and supported them in visualizing their individual roadmapping process.

The roadmaps of PANEL 2050 project and related documents were made available both in the local language and English. This provided on the one hand a basis for local actors involved in the implementation and on the other hand act as case study of forerunner activities in CEE for international dissemination.



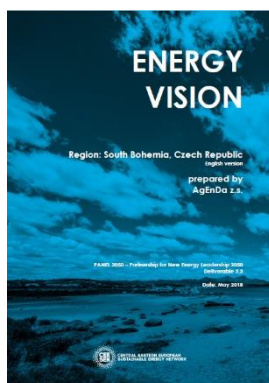
For more information about the Roadmapping process visit Chapter 5 of the Guidebook and also see the practical CEESSEN Roadmapping Guide (CEESSEN 2018).

### 5.3 Regional Energy Profiles

For the roadmapping process it is essential to establish a solid baseline before the actual roadmapping, designing of scenarios and planning of actions can start. While identifying the 10 focus regions of PANEL 2050 project, partners reported back that energy data on regional level is mostly not systematically collected by regional authorities and therefore not easily available. The data collection has therefore been done by the PANEL 2050 partnership.

In order to get a better understanding of the energy-related status quo of the focus regions the partners will prepare Regional Energy Profiles (REP). The REPs gave a comprehensive analysis of local energy production, imports, exports and energy consuming sectors as well as analyze strengths and challenges with regard to the transition towards a low carbon community.

## 5.4 Regional Vision



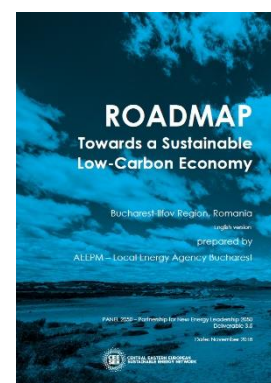
In principal Regional Vision should be related to future Action Plans (AP) as AP are concrete measures fulfilling the Regional Vision. In the final Roadmap document the vision will act as introduction to the Roadmap: a brief description of selected energy vision, its potential and expected impact for the region ideally based on data from the previous Regional Energy Profile analysis or explained if this linkage to concrete energy-related challenges in the region.

The vision should moreover draw the connection to existing energy and development targets of the region and position itself to ideally fill the gap between existing policies and the overall goal of a regional low-carbon economy.

## 5.5 Roadmap

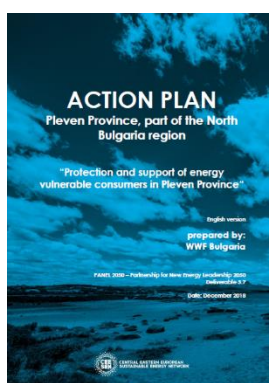
Document should be divided into particular strategical challenges which have potential to drive the region towards the set vision. Each challenge should be defined, described including important milestones within current and future development (describing a business-as-usual scenario in comparison with a scenario in order to reach the vision).

Each challenge should include a SWOT analysis of the region from its point of view. Furthermore, each challenge should be broken down into priority topics where the topic is defined and basic milestones (past and future) are described / suggested -> connection to APs.



## 5.6 Regional Action Plans

Based on priority topics 10 concrete and detailed Action Plans will be developed with following structure:



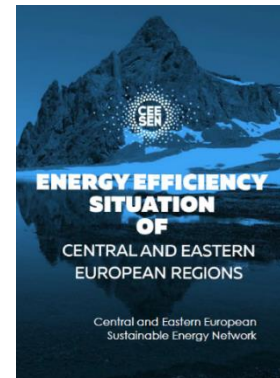
- 1) Definition of the measure / action – in relation to given priority topic, financing, justification of inclusion to Action Plans and methods of solution.
- 2) Currently running projects, measures including their actors and results. Potential for utilization of these results.
- 3) Suggested solutions – innovations, education, coordination, measures, research topics. Summary of outputs and their impacts on the region.
- 4) Main potential participants and partners – public institutions, R&D, business sector. Identification of guarantor who should come from the public authority, furthermore other key actors should be listed including international partners.
- 5) Estimated costs, financing sources and required measures to support for given Action Plan's implementation.



- 6) Target and monitoring indicators including a monitoring methodology
- 7) Time plan including milestones and deliverables in time.

### 5.7 Synthesis Reports

If roadmapping is prepared in more than one municipality, synthesis reports can be provided for identifying common problems and solutions. These are compilations of comments and conclusions provided by experts focusing on the main dimensions of sustainable energy production and consumption in partner regions.



## 6. How to train and empower energy efficiency forerunners

PANEL 2050 conducted multifaceted actions to build the capacities of the local stakeholders. The empowering actions consists of 5 components, three of which are particularly relevant for organizations seeking to build capacity in these areas:

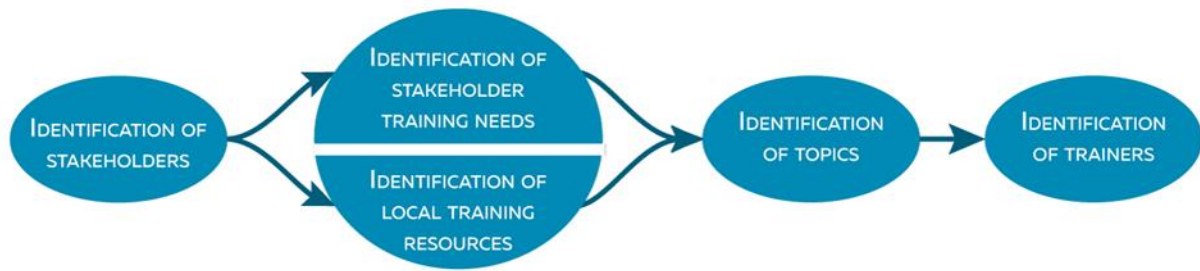
- Train-the-Trainer Workshops - Focused on providing the practical skills and technical knowledge needed to train local stakeholders to lead roadmapping processes
- Local Training – conducted based on PANEL 2050 curriculum
- In-Depth Training/Forerunner Bootcamp - In-depth skills training for key stakeholders who can take/strengthen leadership roles in their communities (forerunners).
- International Workshop - Specialized training conducted for forerunners within PANEL 2050 on how to engage in advocacy at the international (EU) level.
- Energy Advocacy Guidebook - Brings together the content of the previous activities in one manual that can be used by organisations seeking to promote sustainable energy. It also acts as a study book of all the relevant topics of sustainable energy advocacy.

Capacity building actions of stakeholders served four fundamental purposes:

1. It created a reason to engage directly with different stakeholders in the field and offers them an additional incentive for participating in the initiative
2. It enabled partners to introduce stakeholders to the Sustainable Energy Roadmapping concept
3. It was used to strengthen the skills of stakeholders to effectively promote sustainable energy
4. It was used to identify potential forerunners

For these reasons, PANEL 2050 staff who participated in the Train the Trainer activities provided trainings to their local stakeholders. Partners notified organisations in their region about the local energy advocacy trainings. Different strategies were used for who to target for training and how to best engage them due to the different profiles that exist between regions (i.e. energy supply mix, market composition, skills and expertise of the partners, and size of the areas).

It was originally intended to conduct local training based entirely upon our curriculum. However, after engaging with their stakeholders, many partners expressed the idea that our approach was too 'top down' and that local training needed to be more tailored to their stakeholders' needs. As a result, a five-step process was initiated, as depicted in the figure below. Once stakeholders were identified, their training needs were assessed while partners determined the training capacity that they had access to (either inside or outside of their organisations), based upon this, specific training topics were selected and appropriate trainers identified.



### PANEL local training process

Project staff met with Stakeholder Engagement Persons from each of the partners to better understand their intended approach to local training. Partners conducted surveys with their stakeholders to identify the actual level of demand for various training topics proposed in the Curriculum. 1042 total stakeholders responded and there was broad interest for nearly all the training topics.

Developing local trainings should match the capabilities and goals of the capacity building organization, the needs of the community and the interests of stakeholders. As a result, tailored approaches should be undertaken when conducting training and capacity building of stakeholders. Despite this, there are certain general elements that should be considered by all organizations when designing trainings. The organizations, who aim to build the capacities of the local communities for energy transition should target the specific needs and gaps in their communities. It should be remembered that it should not be taken for granted that you know what the needs of the stakeholders are. Either by surveys, direct meetings with stakeholders or other approaches – effort should be made to understand the perceived needs of stakeholders. The risk with taking such an approach is of course that stakeholders will not be able to identify some of their actual needs because they are unfamiliar with what is required for effective energy advocacy. Nearly all the topics set as part of our curriculum received relatively low levels of interest amongst stakeholders, especially policy analysis and lobbying. However the later feedback after the trainings was highly positive. In this regard, it is important to understand that capacity building is an ongoing process that does not need to be done all at once and flexible approaches are recommended based on local needs.

For more information about the trainings in PANEL model visit the training curriculum *Advocating for Sustainable Energy in Central and Eastern Europe (CEESEN 2018)*.

## 7. CEESEN

Central and Eastern Europe Sustainable Energy Network (CEESEN) is a new energy player on the EU energy market that unites the forerunners of different energy actors in the region for the purpose of engaging and empowering them to transform their local energy markets by developing and eventually implementing locally adopted energy policies and plans that focus on renewable energy and energy efficiency, and are in line with EU 2050 emission targets.

CEESEN was thus planned as a solution to the missing CEE perspective in a holistic and focused fashion. Unlike the networks already existing, CEESEN will unite all actors in the energy field: individuals, cities, municipalities, regions, scientists, NGOs, energy agencies and public institutions. This will be a platform that unites actors for the purpose of networking, and that collects all relevant documents related to this field.

A dedicated online platform is created for supporting the work of CEESEN and it is accessible over the Internet in [www.ceesen.org](http://www.ceesen.org). The members can become the users of the platform and participate in its activities: trainings and new cooperation projects. Online platform serves mostly as an education, database/information platform for partners, forerunners, and interested parties. It provides information in an accessible way. It is simple, informative, understandable, layered (detailed information available after clicking). The website's main language is English and it has also 11 regional language versions.



### 7.1 CEESEN conferences

For sharing ideas it is useful to organize the events that go beyond local workshops and planning meetings. Organizing international conferences requires a lot of time and energy but can be useful platform for discussing the energy topics with high level international audience. During the PANEL 2050 three such events was prepared: CEE Energy Transition Conference Prague 2017, Energy Planning and Roadmaps session in EUSEW 2018 in Brussels and Partnership for New Energy Leadership Conference Tartu 2019.

### 7.2 CEE Energy Transition Conference Prague 2017

The CEE Energy Transition Conference took place in Prague, Czech on the 19-20 of October 2017. The Conference was divided into two days. The aim of the event was fostering collaboration between energy stakeholders from government, research, NGOs and business towards achieving the European targets in terms of greenhouse gas emissions, energy efficiency and renewable energy by 2050. On the first day of the Conference focus was on civil society role and opportunities in sustainable energy transition, EU support for sustainable energy action at local level, sustainable energy planning, stakeholder engagement and energy advocacy. On the second day of the Conference was targeted to community funding in plenary sessions and discussion on energy transition challenges in CEESEN Assembly session - discussion between session

moderator, expert on the topic, and audience. All the slides, presentations and videos are available: <https://ceesen.org/conference/>

### 7.3 Energy Plans and Roadmaps for Sustainable Future



**Energy Plans and Roadmaps for Sustainable Future**  
 seminar in EUSEW2018 Policy Conference  
<https://www.eusew.eu/energy-plans-and-roadmaps-sustainable-future>  
 #EUSEW18\_#CEESEB\_#EnergyPlanningFuture

Wednesday, 06<sup>th</sup> of June 2018, 14:00–15:30  
 European Commission, RESIDENCE PALACE (in room Polak), Brussels, Belgium

**Agenda**

- 14:00-14:05 **Opening and introduction**  
 Vincent Bernutto, Head of the Energy Unit (European Commission's Executive Agency for Small and Medium-sized Enterprises)
- 14:05-14:20 **Forerunners in Energy Roadmapping** – PANEL 2050 project  
 Andreas Karmar (CorPlusUltra)
- 14:20-14:30 **Co-designing the roadmap for a Smart City** – R4E project  
 Bernadette Bergema (City of Eindhoven - EU Brussels Office)
- 14:30-14:45 **Integrated Regional Energy Planning through Public, Private, People Partnerships** – INTENSES-PA project  
 Joana Gianoulis (Business and Project Management S.A), Ángel María Marín (Regional Government of Castilla-La Mancha), Vasilios Bala (Development Agency of Karditsa)
- 14:45-14:55 **CYOA BOOK: a tool for adventurous co-creation** – ENLARGE project  
 Cristina Vasilescu (Istituto per la Ricerca Sociale)
- 14:55-15:05 **Best practices to overcome needs in Energy Planning and Implementation** – PUBLINEF project  
 Vasilis Oikonomou (JIN Climate and Sustainability)
- 15:05-15:15 **How to learn about Financing Roadmaps for Smarter Cities and EU Regions** – PROSPECT project  
 Mia Orjovic (IESR)
- 15:15 **Q&A Assembly** – collected questions from the audience addressed to the speakers
- 15:30 **Closing**



Seminar was promoting contemporary practices on planning the sustainable energy transition during European Sustainable Energy Week 2018 in Brussels, Belgium on June 5<sup>th</sup> 2018. The purpose of the seminar was to improve the capacity of forerunners of sustainable energy/transport sector to roadmap the energy transition in European communities for 2050. The seminar introduced the updated methodology for the energy planning and roadmapping in different political and administrative contexts. Strong focus was on the role of the stakeholders and different multi-level governance approaches in the process (co-creation, collaboration and citizen leadership). All the slides, presentations and videos are available: <https://eusew.eu/policy-conference-2018>

### 7.4 Partnership for New Energy Leadership Tartu 2019



The Conference of energy transition in CEE took place in Tartu, Estonia on the 23-24 of January 2019. The final conference of PANEL 2050 project was focused on the main aspects of sustainable energy development in the CEE region, the solutions developed in project and steps be taken in the future to address these issues going forward. The third day of the conference did focus on successfully applying for Horizon2020 funding, organized by European Commission, EASME. All the slides, presentations and videos are available: <http://ceesen.emu.ee/>

## 8. Communication

Well-coordinated communication activities are essential for collaborative process. The project team has elaborated a number of documents and materials to support the overall implementation of planned activities under the project PANEL 2050 and the CEESEN network. Here the list of the documents is provided with short description on how and where to use them. All documents are foremost for internal use and are found online in the dedicated project Google Drive folder.

The visual products which will be used in the everyday PANEL2050 project work among others here are: e-mail signature, letterhead, PowerPoint template, press release template and font.

### 8.1 Communications Package

Full communication package is not always required but thinking strategically about the communication helps to be prepared and be more efficient thought the process. Here are the contents of Communication Package that was used by PANEL 2050 project and the short description/guidelines for using it.

Communications Plan - helps to choose the right target groups for the right occasion and to set the right tone of communication with appropriate messages.

Guidelines for implementation - It is intended to support the Communications Plan and guide comms staff on project activities, deliverables, partners' roles and responsibilities.

Communications Calendar - shows planned comms activities of your organization and planned comms activities under PANEL2050 project and It helps to keep track of planned deliverables.

Action Plan - to support the Comms Plan and guide comms staff on schedule of planned comms activities and responsible staff members

Building a media contact list: a manual - helps /comms staff/dedicated person from each partner to build their own media contact list on national and regional level.

Writing and issuing a press release - is meant to help /comms staff/dedicated person from each partner to plan and develop a press release on national and regional level.



### 8.2 Visual Identity Pack

Developing a full visual identity is not always necessary but creating a visual presence can help to identify the transition process in media. Here are the contents of Visual Identity Pack that was used by PANEL 2050 project with the short description/guidelines for using it.

Logo - is created to be used on every public document produced within the PANEL 2050 project.



E-mail signature - is created to be used by all CEESEN members on emails sent for project purposes.

Letterhead - template shall be used for letters, statements, etc.

Business card - To be used by all CEESEN members if relevant.

Powerpoint template - To be used by all CEESEN members when participating in public events/conferences.

Website - will be used by WP5 and WP4 only and shall be consulted by all partners.

Trainings, Visions, Roadmaps, Action Plans, Replication and Evaluation reports - File drafts are created to be used by all partners when working on the respective document.



Conferences - The package is to be used by conference team when organizing the project conferences.

PR - A template is available to be used by all partners when issuing a press release.

Brand Book - contains important brand elements and explanations on how to use them.

EU Flag - shall be used by all partners, sometimes with the mandatory disclaimer.

Font - shall be used by all partners in all official communication and project materials (ex. Action plans; Guidebooks; Evaluation reports).

## 9. PANEL 1+1

Dedicated replication program called PANEL 1+1 will start in 2020 and will run for three years until 2023. During the program the partners will be supported with the guidance from the organisations already implemented the PANEL model. For more information visit [ceesen.org](http://ceesen.org) and sign up for the program.

## 10. PANEL agreement

Organisations joining the official replication program are signing the mutual agreement with Tartu Regional Energy Agency, the coordinator of CEESEN network. With the agreement the parties declare their mutual interest to support the energy transition process with implementing the PANEL tools.

## 11. Agreement Template

Voluntary Agreements will be signed using the universal template, designed by PANEL team. Template will be in English and can be also translated to local language and both languages can be presented. The template has to have the information about the both signed parties and include the statement: "[Organisation Name] will commit to energy transition for 2050. For this will use the PANEL Model and the tools developed by PANEL 2050 project". Template will be part of the Replication Package as docx, rtf and odt format file.



## 12. Lessons of PANEL 2050 project

### 12.1 Restricted access to energy data on regional/municipal level.

It can take a considerable time and effort to collect the data to properly analyze the energy sector of a municipality or a region. In some cases, the data about the production and consumption of energy resources is not available. In some cases, the data is collected by a national authority but is aggregated to be available only on national level. At the same time the ICT revolution has not had a major effect for transparency of fuel consumption. The usage of personal mobile technologies for measuring the energy data is hindered by the concerns of privacy and a lack of common platform for collecting/sharing this information.

Availability of data should be assessed, and it is advised to select the geographical scope of the roadmap according to the energy production and consumption data available. Further development of the national data collection systems to support the integrated energy planning on regional and municipal level is suggested. Regional entities should have the full access for the information that is collected in their territory. One of the modern challenges is the development of personal ICT technologies and platforms for a secure and publicly accessible collection of energy production/consumption data.

### 12.2 Focus on institutional sustainability over the social sustainability.

Because of the gaps in the capacity of institutions, CEE organizations tend to value the institutional sustainability (development of institutions) over the social sustainability. However, the social dimension of the energy transition is as crucial as the institutional and financial capacity supporting it. Engagement of the stakeholders and promotion of the forerunners has to be in the focus of every transition process. Target groups should be supported with training, networking, mentoring etc. These ideas are built in to the PANEL model and it is important not to forget that in the process.

### 12.3 Maintaining the attention of the forerunners throughout the process

Especially in our modern age of constant travelling and high-mobility, it is a challenge to maintain the constant contact with the stakeholders throughout the process. It is suggested to give more emphasis on preserving the attention of the target group by prioritizing the key events. Usage of communication technologies can also be used for maintaining the ongoing relationship with the members of community while abroad.

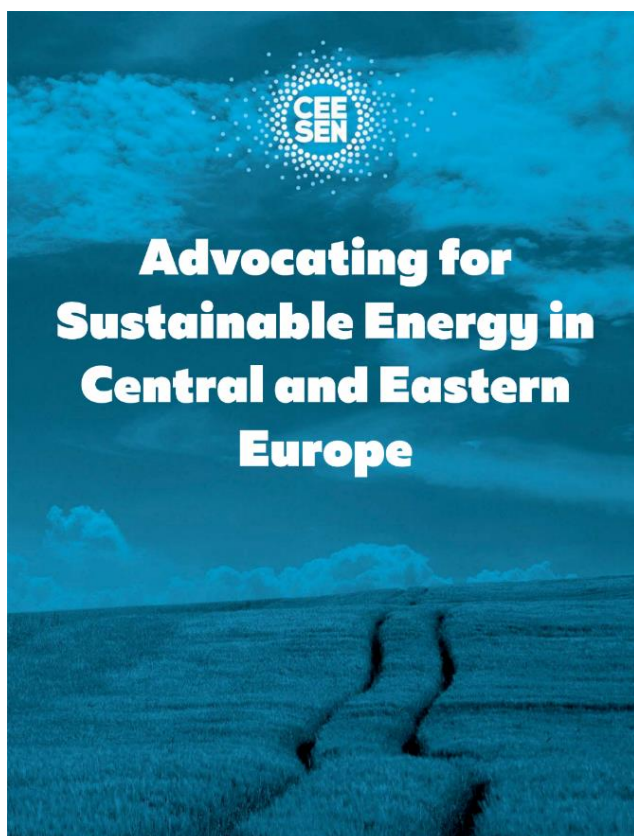
## 13. PANEL tools

### 13.1 Advocating for Sustainable Energy in Central and Eastern Europe

Guidebook, CEESEN 2019

The training materials and curriculum were brought together in a guidebook that is accessible to actors from outside of the PANEL 2050 consortium who are interested in building the capacity of stakeholders in their communities to engage in roadmapping processes and sustainable energy advocacy.

The Guidebook provides guidance to stakeholders on how to move their communities towards more sustainable energy systems. It does so by addressing each step in the process – how to set up a road mapping initiative, how to market it to key target audiences, how to advocate for political support and how to obtain financial and other resources to support the whole effort. It was written in such a way that readers could study the whole process from start to finish or to focus only on those specific areas in which they need the most guidance.



The book contains practical exercises, in addition to theoretical background, which can be carried out by readers to analyze their environment and develop advocacy strategies. It also includes examples of various tools to be used by readers, such as sample letters of support/press releases, SWOT and Stakeholder analysis worksheets, and logical frameworks to connect different elements of an advocacy strategy.

The structure of the Guidebook is as follows:

Chapter 1. Transition to Low Carbon Economy

Chapter 2. Advocacy for Sustainable Energy

Chapter 3. Marketing and Advocacy

Chapter 4. Participatory Processes

Chapter 5. Roadmapping

Chapter 6. Resource Development for Advocacy

Chapter 7. Project Writing and Management

## 13.2 Training Curriculum

The curriculum covers topics most relevant for energy transition such as:

Stakeholder engagement and motivation - how to effectively analyze and work with stakeholders,

Energy Roadmapping - technical aspects of long-term energy planning,

Networking skills - why it is important and methods that can be used to build personal networks,

Policy Analysis - covers issues related to decision-making and policy process,

Fundraising - addresses how to raise money to support efforts using different methods,

Project writing - practical aspects, such as forming consortiums and meeting funder expectations,

Lobbying for Sustainable Energy - focuses on different strategies for engaging politicians,

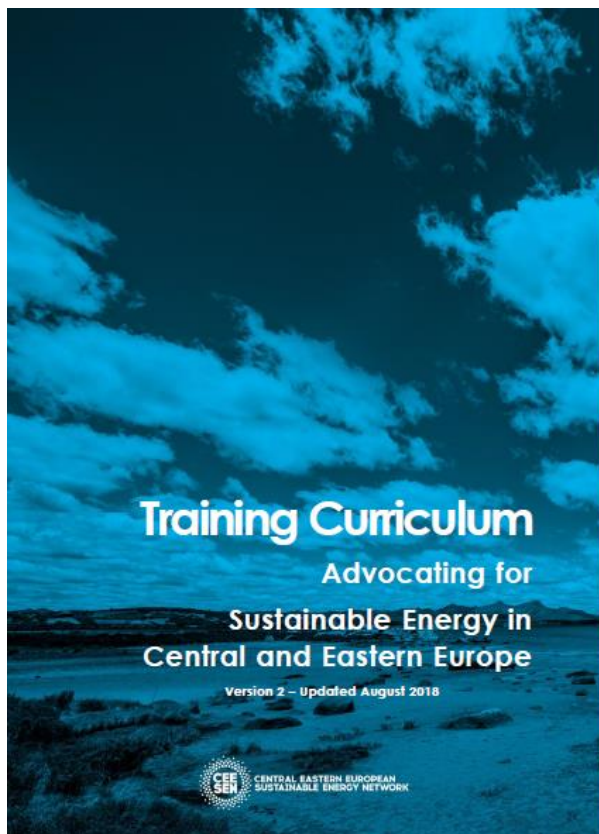
Marketing to Energy Producers and Users - marketing principles such as market segmentation/analysis,

Public speaking - how to prepare public speeches, present oneself and keep the audience engaged,

Communication with media and politicians – how to formulate and develop powerful messages,

EU Energy Policy - describes existing EU policy and identifies ways to give input or influence the process.

The curriculum has been developed by bringing together the practical working experiences of its creators with an extensive review of theoretical literature. It is intended that the curriculum will address the needs of project partners, sustainable energy stakeholders and identified forerunners.



### 13.3 CEESEN virtual platform



CEESEN platform offers following elements:

- Newsfeed and calendar,
- Partner profiles,
- Training materials,
- Development ideas for future projects and collaborations,
- Conference materials of 2017 and 2019,
- PANEL 2050 homepage.

News Area is a place when users can share any news articles regarding Energy Transition and Sustainable Development.

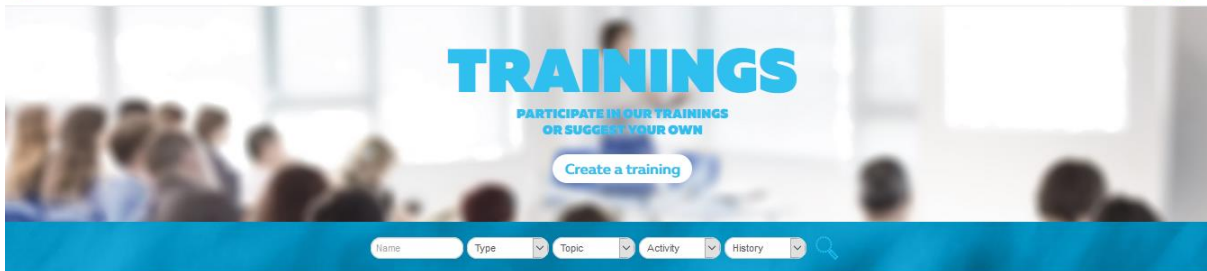
Member Area is providing the tools for identity management and partnership. All the members of the CEESEN network can create a partner profile for themselves. These profiles are visible for all the members and partly visible for visitors (as a short business card).

Document Area is providing tools for document management. All the documents provided will be tagged by type, publisher, year of release and year of update, number of pages, number of figures and number of tables, topic. Documents have to be already uploaded to different server and can be presented on platform using the absolute link provided

by hosting service. Documents can have different versions and the information of these versions will be unified. Documents can have visual links defined by the uploader. Contact details of the author are added to the shell of the document.

Project Area is a cooperation tool focusing on the shared activities of the new developments between the CEESEN members. Entries of Project Area are presented with the information about the author, organization, views, supporters, events, topics and contacts. This information will be used to calculate the rating. Every Idea can be printed, published in social media, promoted for invitation and joined. Access to Project Area is provided only for the members of CEESEN.

Training Area is a simple and straightforward tool for managing training sessions. It includes the information about its content, size, schedule, teacher, participants, related documents and the forum posts. It offers possibility to print the training form that will include participation list and necessary disclaimers about the funding. It is also possible to publish the training information into social networks like Facebook to invite people to join and participate in trainings. It is possible to send emails to all the participants once. Private communication will be held over the email. The general information about the training can be viewed by visitors but registration as a member is required to participate in trainings.



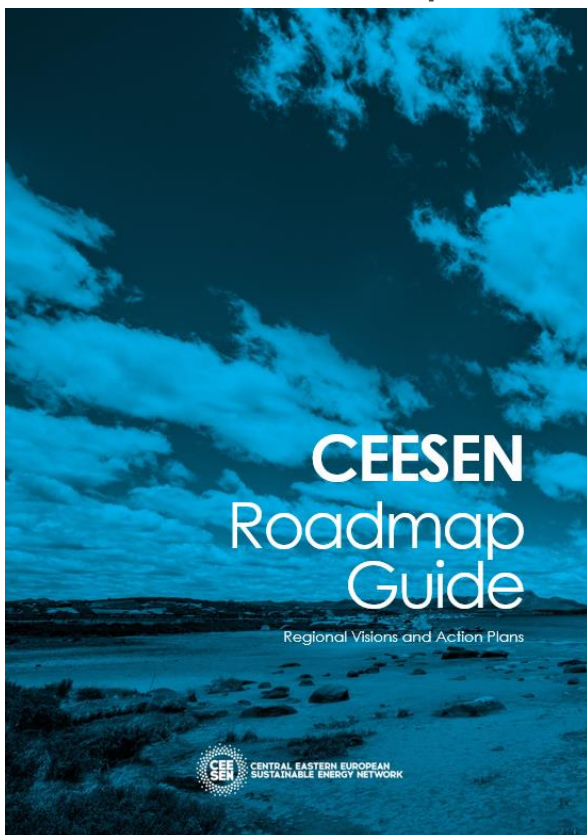
In this section you can look for trainings provided by the partners in the CEESEN network or offer one of your own. Some topics that may interest you include: advocacy, policy-making, renewable energy, energy management, social innovations and fundraising.

Documents

- List of ESCOs acting in CEE region
- Click here to download the List of ESCOs acting in [...]
- Public financial institutions (PFIs) in CEE region
- Please see the list of Public financial institutions (PFIs) in [...]
- PANEL 2050 Reports of the Regional Trainings
- PANEL2050 partners conducted 43 trainings with 1302 local stakeholders coming [...]

Registered members have the full access to the information on CEESEN platform. Non-registered users can search and browse the newfeed, documents and trainings. They also can see the 'business card' view of the CEESEN members. However, they won't be able to visit the Project Area nor create any new content on the platform. Additional information is available on CEESEN platform CEESEN Network Regulations (CEESEN 2016), CEESEN platform User Guide v.2.0 (CEESEN 2017), CEESEN Platform How To Use (CEESEN 2018).

## 13.4 CEESEN Roadmap Guide



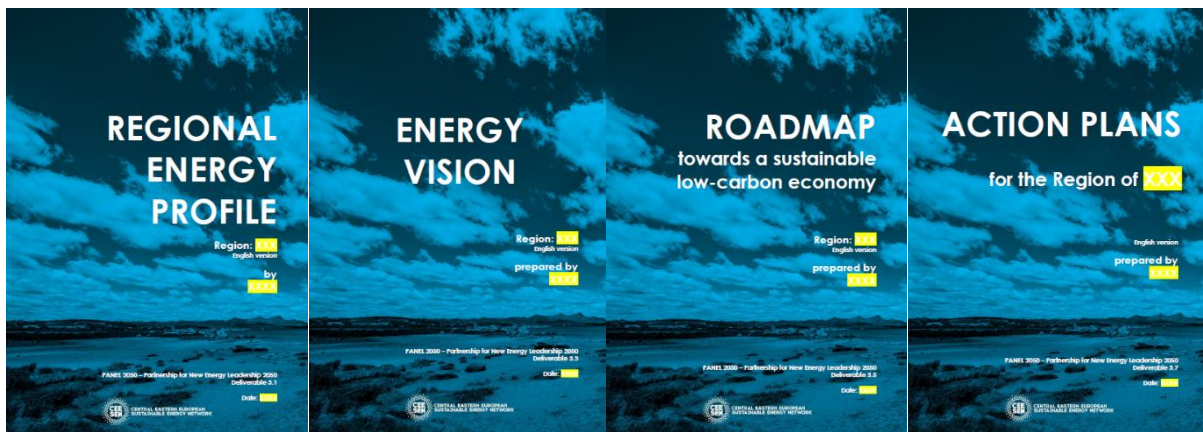
CEESEN Roadmapping Guide (CEESEN 2018) is a dedicated methodological guide for CEESEN members for using roadmapping process, part of the PANEL model. The document describes the roadmapping methodology, approach, structure and steps. It contains information about:

- preparing Visions,
- preparing Roadmaps,
- preparing Regional Action Plans,
- methods to be used,
- inputs and outputs,
- tools provided to the partners,
- templates for structure,
- templates for calculation methodology for generating/interpolating missing energy data.

Compilation of this information is also available in Chapter 5 of Guidebook but CEESEN Roadmap Guide has additional

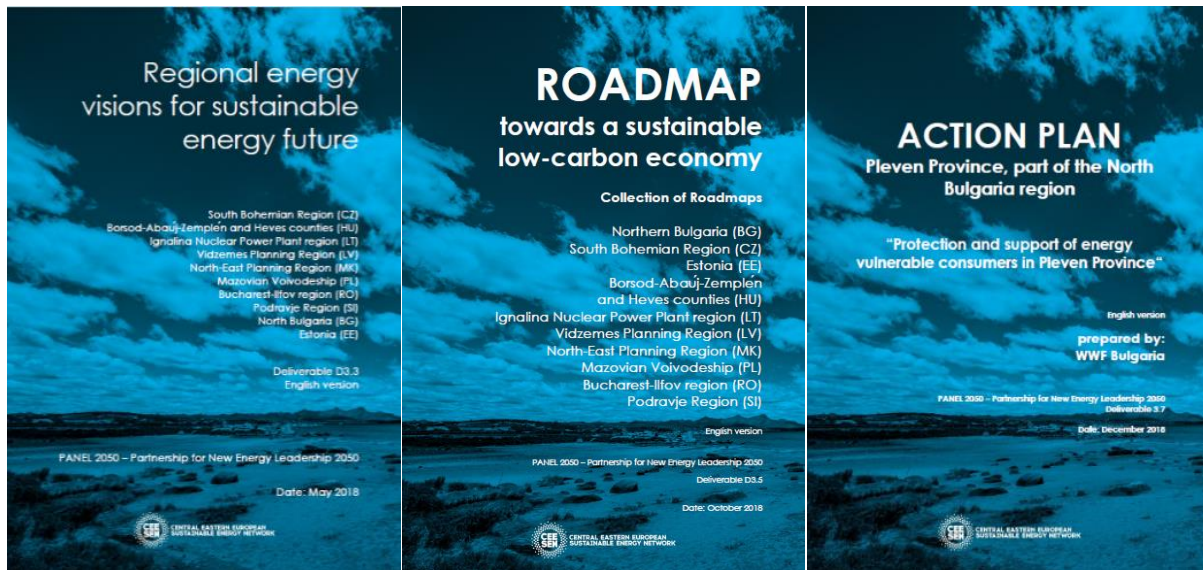
suggestions for practical roadmapping process, including preformatted templates for immediate use. The templates are also available separately as described in next chapter.

## 13.5 Templates for Energy Planning



All the templates for preparing energy roadmapping are available in English in CEESEN Roadmap Guide and additionally as separate documents on CEESEN platform. These documents are usable for any region interested of developing vision or roadmap of their own. The templates include short guidelines and comments for the type of input that is required. However, it is useful to also follow the correlating chapter in CEESEN Roadmap Guide for more information and practical suggestions for managing the roadmapping process.

## 13.6 Reports of Energy Planning in PANEL 2050



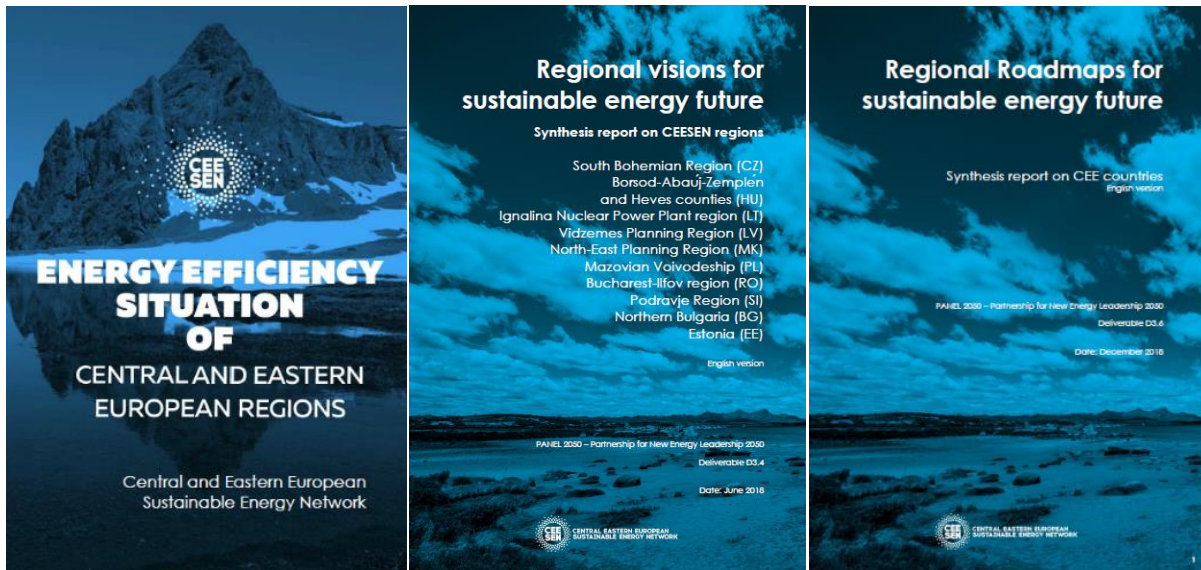
PANEL 2050 published the outcome of energy roadmapping as reports on CEESEN platform. Visions, Roadmaps and Action plans are provided in English and in partner languages. Synthesis reports are available for Visions and Roadmaps.

Regional Visions for Sustainable Energy Future (CEESEN 2018) is a report that introduces methodology of Visions in PANEL 2050 model and combined 10 regional visions from PANEL 2050 partner regions. Visions are available in local languages and as a separate document in English. Synthesis Report in English is also available.

Roadmap towards Sustainable Low-Carbon Economy (CEESEN 2018) is document that introduces the methodology of PANEL 2050 Roadmapping model and also combines 10 Roadmaps from partner regions. Roadmaps are available in local languages and as a separate document in English. Synthesis Report in English is also available.

CEESEN Action Plans (CEESEN 2018) compiles all 109 PANEL 2050 Action Plans prepared in 2018. Action Plans are available in local languages and as a separate document in English.

## 13.7 Synthesis Reports



In addition to the Visions, Roadmaps and Action Plans, synthesis reports in English are published on the CEESEN platform. These are compilations of comments and conclusions provided by the project team, focusing on the main dimensions of sustainable energy production and consumption in partner regions.

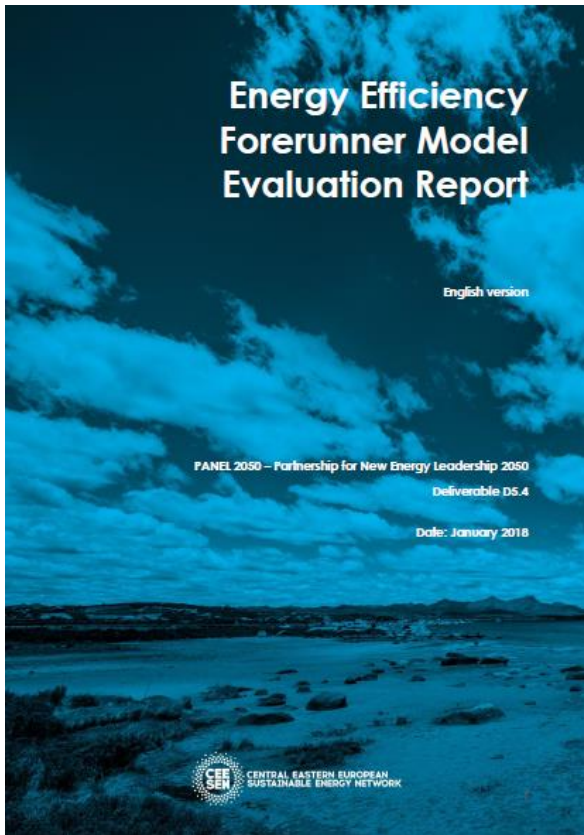
The Energy Efficiency Situation of Central and Eastern European Regions (CEESEN 2018) is the synthesis report that presents a summary and interpretation of the 10 Regional Energy Profiles, concentrating on collected energy data and described framework conditions.

Regional Visions for Sustainable Energy Future (CEESEN 2018) is a synthesis report that presents a summary and interpretation of the 10 Regional Energy Visions prepared by the PANEL 2050 project.

Regional Roadmaps for Sustainable Energy Future (CEESEN 2018) is a synthesis report that presents a summary and interpretation of the 10 Regional Roadmaps prepared by the PANEL 2050 project. This report includes the most important elements of the previous reports, including highlights of the methodology.



## 13.8 Energy Efficiency Forerunner Model



Evaluation Report (CEESEN 2019) – Presentation of findings from process and input/output evaluations based upon following components:

Implementation of Stakeholder/Forerunner training – Documented process indicators related to the trainings including the numbers and types of stakeholders who are invited and participate in training efforts.

Implementation of Roadmapping – Documented processes taken in each partner country in terms of their road mapping will be documented, which include the numbers and types of stakeholders involved, how frequently they communicated and the methods used.

Results of activity – Comparison of the outcomes between the regions by the end of the 3-year period, including the

policy issues addressed, completeness of road maps and the number of action plans created.

Participation in the CEESEN.