

Deliverable 5.1

# **Stakeholder Engagement Strategy for the EU, national and local level**

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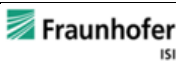








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Multiple Impacts Calculation Tool

**Project partners**

Participant No. *	Participant organisation name, Country	Logo
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2 IEECP	Institute for European Energy and Climate Policy Stichting (IEECP), NL	
3 WI	Wuppertal Institute for Climate, Environment and Energy, DE	
4 WiseEuropa	WiseEuropa – Fundacja Warszawski Instytut Studiów Ekonomicznych i Europejskich, PL	
5 e3m	E3-Modelling, GR	
6 IIASA	IIASA - International Institute for Applied Systems Analysis, AT	
7 ICLEI	ICLEI - Local Governments for Sustainability (ICLEI EURO), DE	

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## 1. SUMMARY

Engagement of relevant stakeholders is the key component of the MICATool development and implementation and the most relevant prerequisite for the use of Multiple impact (MI) methodologies in the policy development. This report represents the framework for stakeholder mapping and the engagement, with the goal to have the adequate knowledge base, testing and use of the MICATool and implementation of multiple impacts identification and evaluation in local, national and EU level strategies.

The objective of this document is to have clear guidelines for engagement that are ensuring identification of most knowledgeable and relevant stakeholders and that are enabling information collection, analysis, and an adequate feedback loop with the modellers, for the quality, credibility and wide acceptance of the work done.

## 2. ABBREVIATIONS & ACRONYMS

<b>Acronym</b>	<b>Description</b>
<b>DG</b>	The Commission's Directorate-General
<b>EED</b>	Energy Efficiency Directive
<b>EPBD</b>	Energy Performance of Buildings Directive
<b>MICATool</b>	Multiple Impacts Calculation Tool

### 3. MICAT PROJECT

There is significant potential to improve energy efficiency in all sectors and levels where energy efficiency measures can be applied. Facing the often-cited “energy efficiency gap”, even the cost-efficient potential is not fully exploited. Highlighting and quantifying the additional values of energy efficiency measures and investments considering the Multiple non-energy Impacts (economic, social and environmental impacts) could help to close this gap and facilitate energy-relevant decisions and policy making.

The goal of MICAT is the development of a comprehensive approach to estimate the Multiple Impacts of Energy Efficiency. MICAT will enable analyses at three different governance levels (local, national and EU) to address a broad target group and interested actors. This allows simplified analyses to be carried out based on different data and policy scenarios to compare and assess the relevance of the Multiple Impacts. The project sets a sound scientific empirical basis for monitoring Multiple Impacts while providing a publicly available and easy usable online tool (MICATool) which shall be developed in a co-creational manner with the respective governance levels. The national and local cases for monitoring Multiple Impacts of Energy Efficiency will be developed further in a broad stakeholder and dissemination approach to set a standard for future reporting on Multiple Impacts of Energy Efficiency.

## 4. INTRODUCTION

The mission of the MICAT project is to link science, policy and stakeholder needs and inputs into the MICAT tool, to achieve project objectives. The idea of this document is to describe the core stakeholder groups and the management of the activities focused on engaging such groups, which are mainly characterized by feedback loop actions with the modelling work, enabling co-creation of final project results. Since the goal of MICAT project is ambitious in the defined timeframe, it is crucial that the project builds on existing work as well as on significant support and feedback from key experts and stakeholders.

In the context of the project, this document describes the standards to guide the process of stakeholder mapping and engagement in the development of the model and policies, comprehending the collection, evaluation, and use of information from the stakeholders in a systematic and coherent way.

The involvement and inputs from the stakeholders are expected to achieve the following objectives:

***On the EU level*** - to ensure the usefulness of the MICATool for the EU level discussion, to raise interest in the establishing of Multiple Impact reporting in complement to regular long – term projections;

***At the national level*** – to validate the relevance of the MICATool for policy processes (e.g. related to the NECPs), and to explore with national stakeholders in three selected Member States how information about Multiple Impacts can be helpful to them for policy design and monitoring;

***At the local level*** – to develop with local stakeholders, in three selected municipalities, products which help them concretely with the communication of the broader impacts of local EE strategies, and how this can help improve and reinforce local energy efficiency strategies.

Involving stakeholders in the activities of MICATool development and policy work will ensure that the results of the project are not only credible, but also relevant, legitimate, and useful for further policymaking.

Bearing in mind the continuous and dynamic character of the stakeholder mapping and engagement process, which will only be completed after all the events are announced and all the tasks are in implementation, the standards and processes presented here will be continuously reviewed.

## 5. KEY POINTS OF ENGAGEMENT

This chapter addresses the key points of engagement, which are organised into three steps. For each step, an overview of the objectives, engagement activities, and stakeholders' groups are presented. The engagement activities are further detailed in chapter 7 Stakeholder consultations guidance and tools.

### OBJECTIVES

Through the MICAT project, the engagement of stakeholders is considered crucial for achieving credibility of project results. The final objective of the engagement is to create the favourable conditions for continuous exchanges with the core MICAT stakeholders, to ensure that:

- the MICATool will be adapted in line with stakeholders' needs and made fit to various situations;
- the stakeholders can and will be willing to appropriate the MICATool and its results.

### ENGAGEMENT ACTIVITIES IN THE WORK PACKAGES (WPS)

As the first project actions, in WP 2, the framework for the assessment of Multiple Impacts will be developed and it will present a foundation for further work on the project. In WP3, the methodology determined, along with the concepts and impact factors defined in WP2, will be applied to concrete model scenarios and policies, with a 2030 and 2050 view. This analysis will be carried out in all three governance levels. The results of this analysis will feed the stakeholder engagement. WP 4 will be the implementation of the analysis from the WP3 in the web-based MICATool, that is supposed to be attractive, easy to use and sound tool:

- for the three major impact categories: social, economic and environmental;
- for three governance levels for which the tool will be developed and implemented (EU-level, national level and local level);
- for scenarios (top-down) and for concrete policy measures (bottom-up).

### THREE STEPS OF ENGAGEMENT

During all phases of development of the MICATool, stakeholder involvement is crucial for soundness of the work. The way stakeholders are supposed to be engaged is determined in the Grant Agreement and the role of the engagement strategy is to define details and standards for processes. It is described in three steps of engagement (shown in Figure 1) and each of these three steps is linked to the work in the concrete WP as described above.



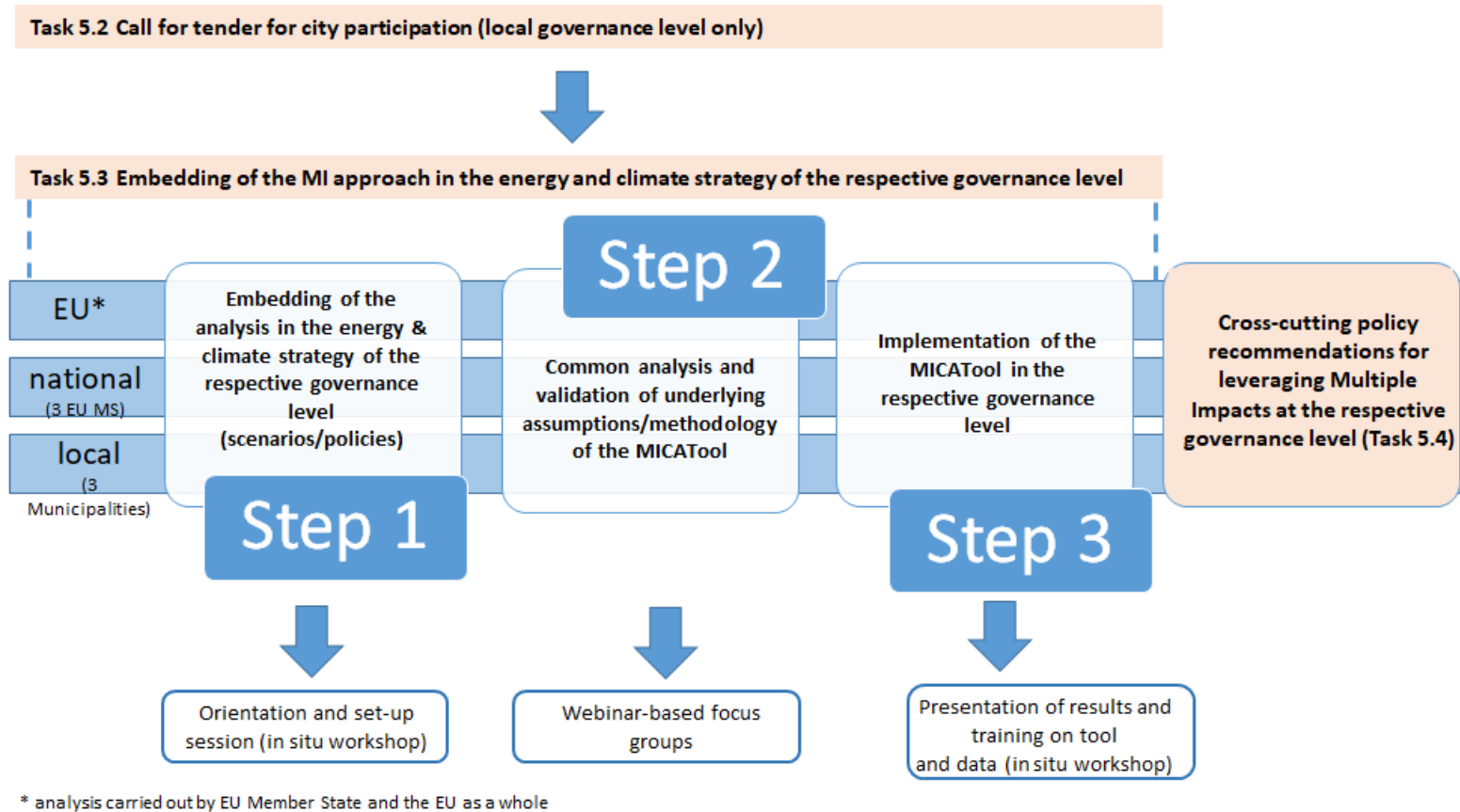


FIGURE 1 STEPS FOR EMBEDDING MICATOOL IN ALL THREE GOVERNANCE LEVELS

The involvement presented in

, covering three steps and the three governance levels, enables the generation of inputs into the final strategies and recommendations for Multiple Impacts related to energy efficiency in the frame of scenarios and policy actions of each governance level. Each step of engagement is further described below.

### **STEP 1: EMBEDDING OF THE ANALYSIS IN THE ENERGY & CLIMATE STRATEGY OF THE RESPECTIVE GOVERNANCE LEVEL (SCENARIOS/POLICIES)**

<b>WPs</b>	<b>WP2, WP3</b>
Stakeholders involved	EU, National, and local groups
Goal	Specify the needs related to the monitoring of Multiple Impacts in the respective governance level scenarios and policies
Engagement type	In situ workshop - orientation and set-up of the tool (In case of COVID19 related restrictions, online event will be implemented)

This step is different for each governance level and the involvement of stakeholders on different levels is therefore specific, from the perspective of expected inputs. It is directly linked to *Work Package 2* and *Task 3.1. of Work Package 3*. Scenario input/inputs from individual policy evaluations. In Step 1, the goal of stakeholder involvement is to specify the needs related to the monitoring of Multiple Impacts in the respective governance level scenarios and policies: In Task 3.1, the data that are going to be analysed are defined based on the governance levels, and the idea here is to define in which part of the analysis the stakeholders will be involved.

#### **EU LEVEL:**

Task 3.1. describes the use of data from the PRIMES model, on which the EU scenarios are based. Therefore, the documents deriving from the same data, that are providing inputs to EU level policies in the low carbon development, are the ones that will be evaluated. These are: European Green Deal, related EU strategies, along with energy efficiency documents: Energy Efficiency Directive EED, Energy Performance of Buildings Directive EPBD, Ecodesign and Labelling Directive etc. ***To be able to define needs and interests for the EU level, the first workshop will be organised in Brussels and will include relevant DGs, but the consultations work will also include***

*interviews and other interactions with EU Parliament research service (EPRS), European Court of Auditors, and all the other actors relevant for policy development and review on EU level.*

#### **NATIONAL LEVEL:**

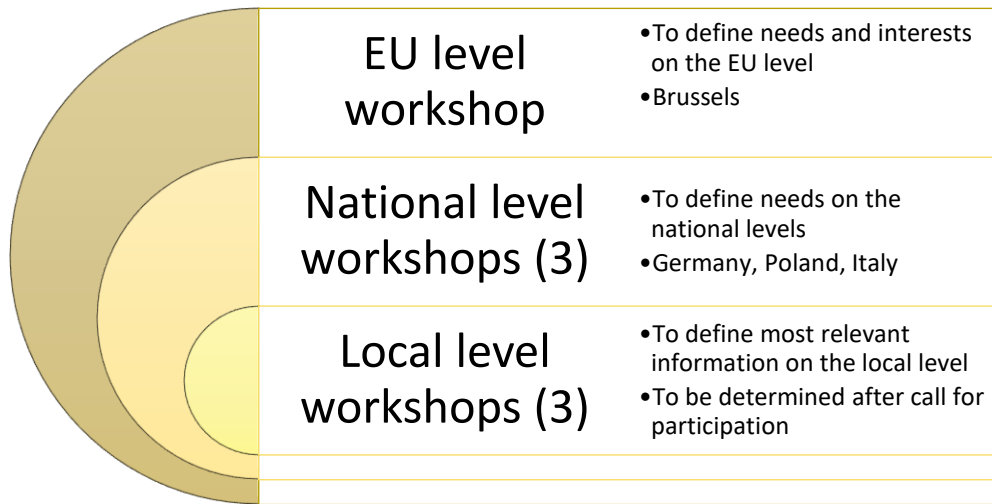
At the national level, candidates were already pre-selected and contacted during the proposal phase. An important criterion for selecting these candidates is the involvement in modelling of the scenarios used in the NECPs of the respective countries and their ability to provide a reasonable amount of data on national scenarios/policies to feed the tool. Due to differences in data availability among national authorities, it might be necessary to adapt the selection during the project process. *Therefore, the in-situ workshops will be implemented to define the most relevant information on the national level.*

#### **LOCAL LEVEL:**

At the local level, a selection process will be carried out at the start of the project to identify suitable municipalities which could be interested in the tool and its use. An important criterion for selecting local authorities is their ability to provide a reasonable amount of data on local scenarios/policies to feed the tool, which could be derived from their energy and sustainability strategies and plans. Due to differences in needs and data availability among local authorities, this step will define a common ground for data collection. *Therefore, the in-situ workshops will be implemented to define the most relevant information on the local level.*

#### **STEP 1 INTERACTIONS WITH STAKEHOLDERS:**

The development of these interactions starts with the beginning of the project, with the interaction of the T3.1. partners and WP5.



**FIGURE 2 STEP 1 INTERACTIONS WITH STAKEHOLDERS**

Type of exchanges, involved stakeholders and expectations are shown in Table 1, along with the responsibilities of the partners and other project actors.

Level of implementation	Type of exchanges	Target group	Explanation	Responsibilities per partner
EU (Brussels)	One workshop in Brussels;  Multiple interviews and conversations with stakeholders.	Policy makers: DG Energy, DG Climate, EU Parliament research service (EPRS), European Court of Auditors, other relevant stakeholders.	The objective of the workshop and interviews is to check relevant data deriving from EU strategies and PRIMES model and to define the needs of policy makers on the EU level.	Defining objectives and available data: <b>e3m</b> ; Analysing policies: <b>e3m</b> ; Involved in workshop framework: <b>Fraunhofer+e3m</b> ; Process lead: <b>IEECP</b>
National (Germany, Italy, Poland)	One national workshop per involved country, additional interactions when needed  (3 in total)	National policy makers, ministries, energy agencies, experts involved in policy and scenario development.	The objective is to check which data are relevant from the country's NECP and linked scenarios with models used for the development of scenarios.	Defining objectives and available data, involvement in workshop framework: <b>Fraunhofer + WiseEuropa</b> with subcontracting agencies ( <b>PROGNOS</b> – Germany, <b>ARE</b> – Poland, <b>RSE</b> – Italy), Process lead: <b>IEECP</b>
Local level (to be determined after the call for the cities)	One local workshop per involved municipality plus additional interactions where needed	Local policy makers, local technical experts, consultants working with policy development, modelling etc.	The objective is to collect relevant information from the local level after defining priority strategies and documents.	Defining objectives and available data, involvement in workshop framework: <b>ICLEI with Fraunhofer</b> . Process lead: <b>IEECP and ICLEI</b>

**TABLE 1 INTERACTIONS WITH STAKEHOLDERS IN STEP 1**

D5.1 Engagement of stakeholders for customization of policy assessments

## STEP 2: ANALYSIS OF UNDERLYING ASSUMPTIONS AND METHODOLOGY OF THE MICATool

WPs	WP4
Stakeholders involved	EU, National, and Local groups
Goal	Stakeholders' feedback and validation of the MICAT tool
Engagement type	Webinars (focus groups)

Step 2 is directly linked with Task 4.3 Validation - internal and with stakeholders. The idea of the process, which starts in project month 19, is to validate an already advanced version of the tool (version 0.1) first internally and then externally, with experts of the three governance levels. This process will continue until month 25, with the validation of the version 0.2 and is described in Step 2 of stakeholder interaction.

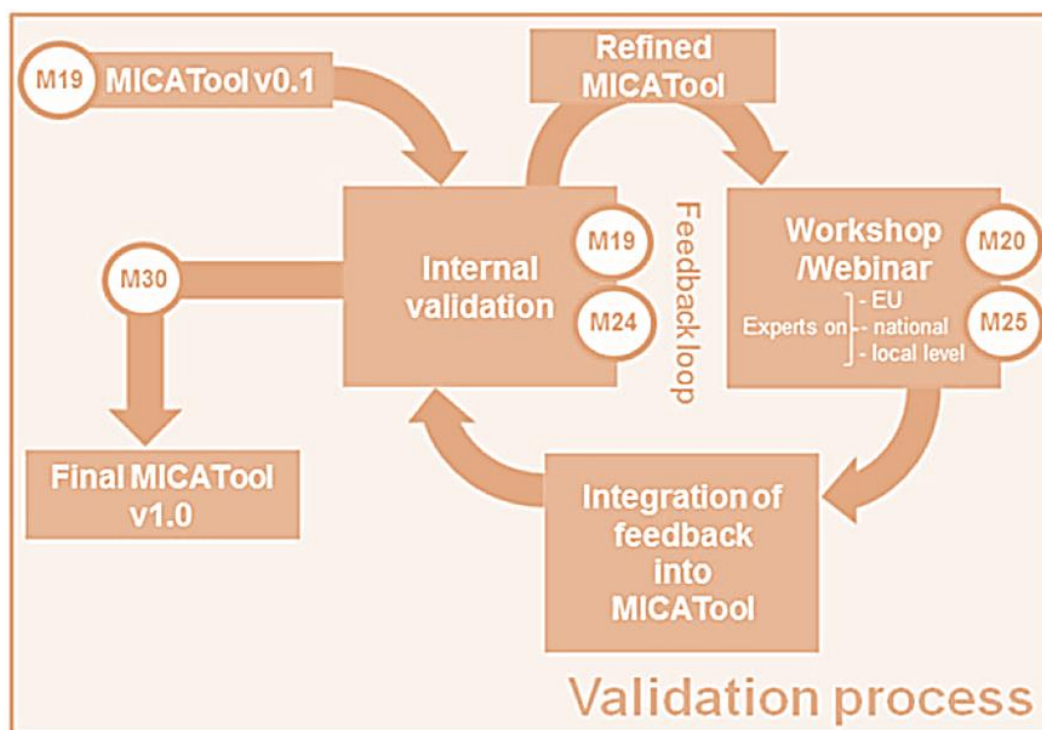


FIGURE 3 VALIDATION PROCESS FOR MICATool

To ensure transparency of the assumptions and the modelling principles, the stakeholders will be involved in this validation process. For the modellers, it is crucial that the underlying

assumptions for the development of the tool are clear, encouraging the acceptance and ownership of the tool by all stakeholders, hence stimulating their continuous involvement with the project and use of the tool. This engagement will be done via focus groups with relevant stakeholders on all levels. The transparency will also ensure legitimacy, enabling wider communication about the tool with a broader audience. This will be done also through conducting interviews with the most relevant stakeholders.

## STEP 2 INTERACTIONS WITH STAKEHOLDERS

Level of implementation	Type of exchanges	Target group	Explanation	Responsibilities per partner
EU National Local	Web-based focus groups with relevant stakeholders on all three levels	Most relevant stakeholders mapped in database + Step1 workshops	The objective is to check the assumptions in the Vo.1 MICA-Tool.	Defining objectives and available data: <b>Fraunhofer + WI</b> – modelling inputs; EU level focus work: <b>e-3m</b> ; National level focus work: <b>Fraunhofer+ WiseEuropa</b> ; Local level work: <b>ICLEI</b> ; Checking MI inputs: <b>IIASA</b>  Process lead: <b>IEECP</b>

TABLE 2 INTERACTIONS WITH STAKEHOLDERS IN STEP 2

## STEP 3 IMPLEMENTATION OF MICATOOL IN THE RESPECTIVE GOVERNANCE LEVEL + POLICY RECOMMENDATIONS' DEVELOPMENT FOR LEVERAGING MI

WPs	WP4, WP6
Stakeholders involved	Broad groups from EU, National, and Local levels
Goal	Presentation of results and training on tool and data
Engagement type	In situ workshop

Step 3 includes two different approaches. One is already described in Step 2: Analysis of underlying assumptions and methodology of the MICA Tool and represents a validation of

0.2 version of the tool by the stakeholder group, by getting direct feedback from them on the functionalities of the MICATool. The second approach is focused on making the stakeholders familiar with the tool and motivating them to further use it after the end of the project. The tool will be checked with all the stakeholders that have been throughout the project. The last workshops will therefore have two objectives:

- *Communication of MICATool and the results to a broad group of policymakers, citizen groups, market players, for the validation of the final version of the tool*
- *Training of the smaller group of users (technical experts) to continue the use of the tool for the strategies and plans development purposes.*

These workshops will lead to conclusions on the use of the tools on all respective levels. The conclusions will be used as a basis for the development of policy recommendations. The recommendations will first be checked with the included stakeholders and furthermore disseminated through activities in WP6. A final survey of the core stakeholders involved in WP5 activities will provide detailed feedback about how they appropriate the MICATool (and to what extent), how they perceive it (e.g. about credibility, reliability, usability), and the added value of the tool in their work (e.g. planning, policymaking) and in their communication towards other stakeholders and larger audiences



### STEP 3 INTERACTIONS WITH STAKEHOLDERS

Level of implementation	Type of exchanges	Target group	Explanation	Responsibilities per partner
EU National Local	Workshop part 1: EU (1), national (3), local (3)	Policymakers, citizen groups, market players	Communication of MICATool and the results to a broad group	Responsible for the presentations: partners in charge of the local, national and EU level feedback Responsible for logistics, feedback collection and organization: IEECP
	Workshop part 2: EU (1), national (3), local (3)	Technical personnel on all governance levels	Training of the smaller group of users (technical experts)	Responsible for content and training: modelling partners, partners in charge of the local, national and EU level feedback Responsible for logistics, feedback collection and organization: IEECP
	Feedback collection on the MICATool recommendations	All involved stakeholders	Recommendations will be shared with involved stakeholders via suggestions – box for their inputs	Draft version of suggestion box and contact form: IEECP Inputs: modelling partners
	Final survey of the stakeholders		Stakeholders will be surveyed on the usefulness of the MICATool	Implementation of the survey: IEECP

**TABLE 3 INTERACTIONS WITH STAKEHOLDERS IN STEP 3**

## 6. STAKEHOLDERS' ENGAGEMENT ACTIONS

The table shows all the planned interactions and stakeholder engagement actions with the responsible partners, levels, and timeline, for easier tracking of activities.

Phase	No later then	Level	Activity	Partner in charge
<b>Step 1: - Data</b>	<i>M10 - July 2021</i>	<i>EU</i>	<i>Workshop in Brussels + additional interactions</i>	<i>E3m, Fraunhofer, IEECP</i>
		<i>National</i>	<i>Workshops in Germany, Poland, Italy + extra interactions</i>	<i>Fraunhofer + WiseEuropa with subcontracting agencies (PROGNOS – Germany, ARE – Poland, RSE – Italy), IEECP</i>
		<i>Local</i>	<i>Workshops in chosen cities + extra interactions</i>	<i>Fraunhofer, IEECP and ICLEI</i>
<b>Step 2 – Assumptions</b>	<i>M20 - May 2022</i>	<i>EU</i>	<i>Web based focus groups with relevant stakeholders on all three levels</i>	<i>Fraunhofer + WI – modeling inputs; EU level focus work: e-3m, MI inputs: ILASA (for all three levels) Process lead: IEECP (for all three levels)</i>
		<i>National</i>		<i>National level focus work: Fraunhofer+ WiseEuropa</i>
		<i>Local</i>		<i>Local level work: ICLEI</i>
<b>Step 3 – Validation plus education</b>	<i>M26 - November 2022</i>	<i>EU</i>	<i>Workshops with two parts: communication and education</i>	<i>E3m, Fraunhofer, IEECP, inputs: all partners</i>
		<i>National</i>		<i>Fraunhofer + WiseEuropa, IEECP, inputs: all partners</i>
		<i>Local</i>		<i>Fraunhofer, IEECP and ICLEI, inputs: all partners</i>
<b>Policy recommendation</b>	<i>M33- June 2023</i>	<i>All levels</i>	<i>Feedback collection on recommendation using suggestions box</i>	<i>IEECP + all partners</i>
			<i>Survey on the MICATool using eusurvey</i>	<i>IEECP</i>

TABLE 4 ALL STAKEHOLDER ENGAGEMENTS

D5.1 Engagement of stakeholders for customization of policy assessments

## 7. STAKEHOLDER CONSULTATIONS GUIDANCE AND TOOLS

This chapter describes tools and actions that are used to engage with stakeholders in MICAT, along with the templates of the documents needed for the implementation of the described activities.

### WORKSHOP(S) AND WEB-BASED FOCUS GROUPS

A series of workshops and web-based focus groups with different objectives will be implemented during project development on all three governance levels. The guidelines ensure that constructive inputs are gathered in the workshops. The invitee list of the first workshops with stakeholders will form the basis of a network of the expert support groups for the purposes of future consultation.

#### INVITATIONS AND TIMELY PREPARATION

The first step of preparation is an assessment of the needs of the current work and inputs from the perspective MICATool. **Organization of meetings before workshops and other events between WP5 and respective WPs** will help further definition of workshop objectives so that the inputs by the stakeholders are relevant for the WPs.

**Information/invitation letter** to speaker should be sent 2 months before the event and the invitation to the participants will be sent one month earlier of the set workshop date. A formal letter of invitation should give participants sufficient information about the purpose and requirements of the workshop so that invitees can make an informed and voluntary decision about participation. The project team will make sure that information sheets/invitations are written in a language and in terms that can be fully understood – describe the aims, methods and implications of the tool development, the nature of the participation and any benefits and risks.

The **agenda** is to be sent in advance (at least 1 week before the engagement activity) to all participants along with basic information, such as date, time and duration, location, topics of discussion, name of speakers/facilitators, EU and GDPR disclaimer. The EU and project visibility and data protection (GDPR) have to be taken care of. GDPR is defined in detail in Data management plan. For this purpose, workshops tracker document is developed, making it easier to track the implementation of the workshops – **Annex 1** shows the workshop and interactions tacker screenshot. The tracker will serve as input for *Task 6.3 Stakeholder impact monitoring*, from the perspective of WP5 – so monitoring of specific KPIs linked to core stakeholders.

## MATERIALS DEVELOPMENT

Project partners in charge of specific workshops are also in charge of materials development.

- Modelling partners will prepare a presentation of current data research and information needed (e3m, Fraunhofer, IIASA, WI, subcontracted parties)
- ICLEI and IEECP will take care of other materials needed for successful implementation of the workshop,
- WiseEuropa will assist workshops it's involved in, but also provide templates for presentation and reports development.
- For the educational activities, modelling partners will prepare short curricula for technical personnel of all the governance levels.

## FACILITATION AND PARTICIPATORY METHODOLOGY OF INPUTS COLLECTION

Members of the project team (designated team as described in the respective tables) should participate in the event, making sure that all roles and tasks are taken care of (notes taking, logistics, etc.) and that all the questions from experts and stakeholders are appropriately addressed.

A document with facilitators' checklist gives a practical guide on what to do and how to implement the workshop and is added to this document in **Annex 2**. In short steps, at the workshop it is important to have:

- Agenda
- the consent form (audio/video authorisation request) (to be developed)
- privacy policy document and
- the satisfactory survey. (To be developed online)

During workshop:

- Make sure participants sign the participant list
- Make sure to agree on the objectives;
- Read out loud the Chatham House rules
- Take photos and notes!
- Upload the participants list, the photos and the scan of the consent form and the surveys filled out by hand to the designated workshop folder.

## WORKSHOP IMPLEMENTATION IN CASE OF COVID-19 PANDEMIC CONTINUATION

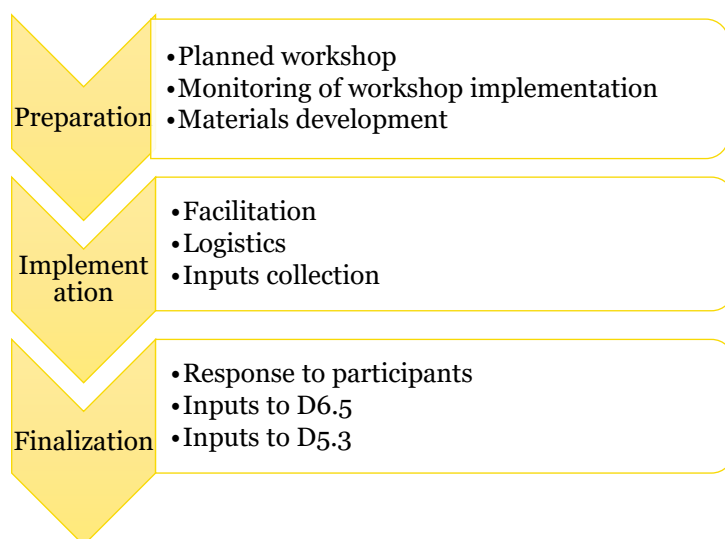
For the case travels and events are restricted beyond June 2021, project partners will, before that deadline, develop the strategy for involvement and workshop development in case of online -events.

## POST-WORKSHOP ACTIONS AND INTEGRATION OF FEEDBACK

The most important part is how the received inputs will be integrated into further work since that is the objective of the workshops. Therefore, there are several things that have to be taken into consideration. First, in gathering the inputs, recorded information must not include personal information or opinions not relevant for further work, only the information that addresses the purpose of the MICATool and anonymized in line with Chatham house rules. After information received from the participants is integrated into the MICA-Tool, it will result in the following:

A minimum adequate response with feedback on the choices the team has made after getting information from the participants (what is the final decision on specific inputs, data, assumptions, or calculation) or the information to the participants whether their inputs will be included in some future developments. This will ensure the transparency of the work. The process of feedback will be led by IEECP, but the concrete inputs will be provided by the experts whose role is to integrate gained feedback. IEECP will monitor stakeholders' engagement to verify that the views of the Stakeholder Community are taken up in the project development and the MICATool has addressed policymakers and stakeholders' expectations. This will feed, with other actions, the *D6.5 Report summarizing communication, dissemination, and exploitation activities*, as the part dedicated to core stakeholders monitoring.

The workshop/consultations with different stakeholders' through different channels will be part of the deliverable *D5.3 Report on embedding of MI- EE approach in energy and climate governance*. This deliverable is led by IEECP, who will provide a draft document for inputs before the first workshop, on M10.



**FIGURE 4 WORKSHOP IMPLEMENTATION PROCESS**

## INTERVIEWS WITH THE MOST RELEVANT STAKEHOLDERS

As part of the communication activities, interviews with the most relevant stakeholders would serve as proof of transparency and saliency of the developed MICATool. The interviews will follow-up online interactions in Step 2. In cooperation of WP6 and WP5, the protocol will be defined before Step 2 is in implementation. The protocol will include:

<b>A – inter-view list</b>	<b>B – Interview guide</b>	<b>C – Inter-view proto-col template</b>	<b>D – Inter-view discus-sion</b>	<b>E – technical information</b>
A list of relevant stakeholders for the interviews with their contacts, affiliations, and links to the respective partner.	Guidelines that provide help for the preparation of the interviews with described steps and the checklists.	A document with data of the interviewee and the questions to be asked to the participant.	A document to keep track of new questions and issues emerging throughout the interviews.	Templates and technical information by WP6 partners on what are the conditions for the publishing of specific interviews.

**TABLE 5 INTERVIEW GUIDELINES**

## **FEEDBACK COLLECTION ON RECOMMENDATIONS**

As described in implementation steps, the user tests of the tool will lead to conclusions on the importance of the MI at each of the levels. These structured feedbacks will be implemented in the tool, with the idea that the tool can be of great help in making decisions in energy efficiency by assessing the impacts. The importance of MI will be defined for all levels of strategies, based on the inputs, and will be a part of final policy recommendations.

The recommendations will be shared with all the stakeholders involved in previous actions, workshops, focus groups, one-on-one feedback collection etc. and integrated into the final policy recommendation. All the suggestions will be collected through web-based suggestion box (draft developed online)

This process will start with a final version of the MICATool and policy recommendation document (M30) and will finish with Deliverable D5.4. Policy recommendations for integrating Multiple Impacts benefits in decision-making processes (M33).

## **SURVEY ON THE MICATool USING EUSURVEY**

A final survey of the core stakeholders involved in WP5 activities will provide detailed feedback about how they appropriate the MICATool (and to what extent), how they perceive it (e.g. about credibility, reliability, usability), and about the added value it can bring them in their work (e.g. planning, policymaking) and in their communication towards other stakeholders and larger audiences. This will be done via EUSurvey and developed by IEECP before M30.

## 8. STAKEHOLDER MAPPING – IDENTIFICATION OF KEY STAKEHOLDERS

Information collected during the stakeholder mapping process will be stored and organized in an internal spreadsheet document, *D6.2 Stakeholder database*, and the data included will be, among others:

Label	Description	Information source
<b>Institution</b>	Institution/ organization/company/association	Public
<b>Name</b>	Name	Public
<b>Affiliation</b>	Institutional affiliation	Public
<b>Contact details</b>	Institutional email and phone	Public
<b>Type</b>	Policymakers, Technical level governance, Civil society, Private sector, Academia and Science etc.	Public
<b>Geographic scope and coverage</b>	Local (one of the municipalities), national (Germany, Poland, Italy), EU or global	Public
<b>Partner in charge of the contact</b>		

TABLE 6 STAKEHOLDER DATA

The mapping of key stakeholders will be initially carried out in an interaction between work packages and will be led by IEECP and WiseEuropa, but over time the database will be enriched following up on the encounters. In a first step, the partners will identify and prioritise key stakeholders (organisations, initiatives, projects) at EU and national level, evaluating and taking into account their potential impact on the outcomes of the project and the success of the outcomes. Target audiences of the project are mainly local, national and EU governments and policymakers, but with them also other actors involved in the policies, strategies, and evaluation of multiple impacts.



## IDENTIFIED RISKS AND MITIGATION METHODS

In the proposal, certain risks have been identified that are somehow linked with stakeholder engagement. Particular care will be put in mitigating the risk of insufficient stakeholder engagement. This will be achieved thanks to the following points:

Description	Probability/ severity	Mitigation measures
Small interest of stakeholders to participate in the workshops	Moderate/ Harmful	<ul style="list-style-type: none"> <li>•The project consortium will actively seek broad support via the stakeholder network (Stakeholder mapping)</li> <li>•One of the first steps of the project is to carry out a background analysis, thus the actual needs of stakeholders will be addressed in the project (Step1).</li> <li>•The local level stakeholders will be tendered and paid for participation</li> <li>•The stakeholders will receive support and feedback from the project team on relevant input on strategies on their governmental level (Feedback process).</li> </ul>
Small interest of stakeholders to adopt the results at the end of the project/ lack of practical relevance	Unlikely/ Harmful	<ul style="list-style-type: none"> <li>• The project consortium will actively seek broad support via the stakeholder network.</li> <li>• One of the first steps of the project is to carry out a background analysis, thus the actual needs of stakeholders will be addressed in the project.</li> <li>• An Advisory Board will help to assure that the deliverables of the project are suitable for practical applications.</li> </ul>

**TABLE 7 RELATED RISKS AND MITIGATION MEASURES**

## CLASSIFICATION OF IDENTIFIED STAKEHOLDERS

The options available are Key stakeholders and Non-key stakeholders, the second are more related to communication and dissemination activities. Key Stakeholders are the public authorities on all three levels, plus technical personnel on all three governance levels. They are the ones that will use the results.

The list of stakeholders' types includes:

### Local level:

- Local government
- Local technical personnel in the authority

### National level:

- Ministry or public authority
- National agency/implementing body
- Policy maker

### EU level:

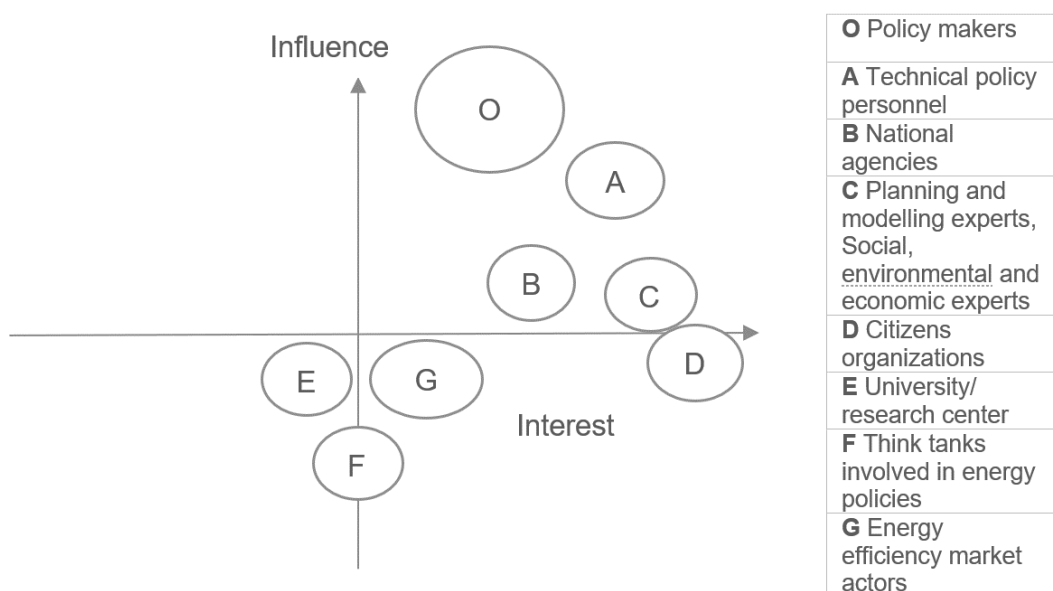
- DG Energy, DG Climate
- European Parliamentary Research Service (EPRS)
- European Court of Auditors
- European Environmental Agency
- Joint Research Centre

### All levels:

- Energy and environmental associations, citizens groups
- Consultants and other experts involved in planning
- Social, environmental and economic experts
- Universities/research centres
- Think tanks involved in energy policies
- Energy efficiency market actors

## INFLUENCE/INTEREST MATRIX

To ensure the effectiveness of stakeholder database development, it is important to understand each stakeholder’s influence and interest in the project. To simplify this activity, it has been developed the influence-interest matrix shown in **Fehler! Verweisquelle konnte nicht gefunden werden.:**



**FIGURE 5 STAKEHOLDER MATRIX**

Another important factor to ensure high stakeholders’ involvement in a project is the relationship already existing between them and the project’s partners. The more this is structured and long-lasting, the more the engagement will be probably active and fruitful. This aspect must be taken into consideration when defining the partners in charge of the specific contact in the database.

## GDPR

In order to comply with data protection and GDPR regulation, defined the main rules to follow:

- IEECP will create privacy policy document to be signed by the participants during events
- Each partner will send a document to its stakeholders to ask the permission to be inserted in the mailing list to receive newsletters and updates on the performed activities;
- Interviews and surveys will be managed according to GDPR requirements, defined in the project's Data management plan
- The information is shared, if requested, only with EASME (European Agency for SMEs) in order to fulfil our contractual obligation under the Horizon 2020 programme in terms of project delivering.

### **DOCUMENTS TO BE DEVELOPED:**

- *Draft consent form*
- *Satisfactory survey*
- *Draft participant list*
- *Web-based suggestion box*
- *Privacy policy document*

## 9. ANNEX 1 WORKSHOP AND INTERACTIONS TRACKER

(first draft version)

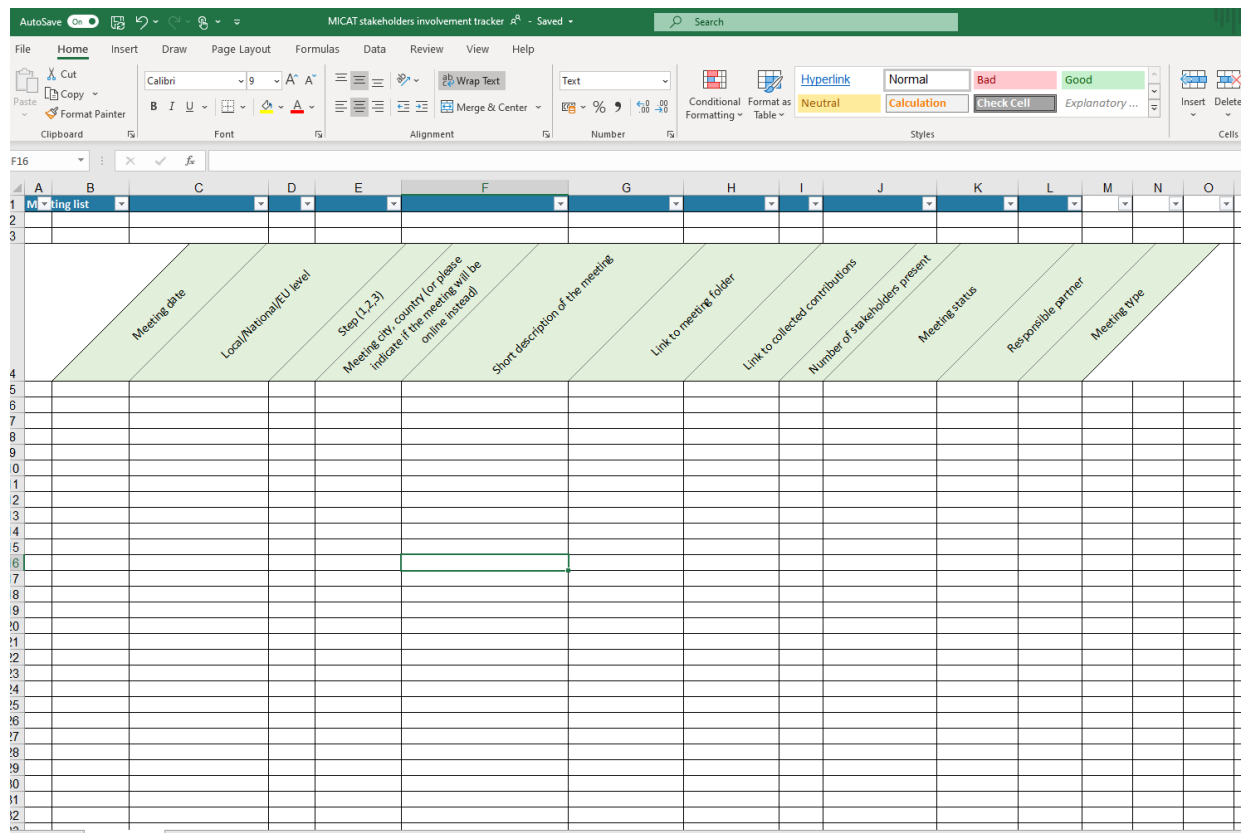


FIGURE 6 SCREENSHOT OF MEETING TRACKER

## 10. ANNEX 2 FACILITATOR'S CHECKLIST

	Before engagement activity	Engagement activity	After engagement activity
<b>Goal</b>	<b>Preparation and invitation</b>	<b>Implement and monitor the engagement activity</b>	<b>Organise and deliver the inputs for further work</b>
<b>Internal activities</b>	<p><b>1. Internal meetings between WP5 and the respective WPs to:</b></p> <ul style="list-style-type: none"> <li>- Define the objectives of the engagement and the inputs to be collected (indicators)</li> <li>- Define the methods to engage stakeholders, collect and analyse inputs</li> <li>- Tasks to be done before/during/after activity, including logistics</li> <li>- Allocation of responsibilities and setup of deadlines</li> </ul>	<p><b>1. Monitor</b> the implementation of the engagement activity by filling in the Workshop tracker file</p> <p><b>2. Take pictures (take care of GDPR)</b></p> <p><b>3. Take notes</b> of relevant discussion points</p>	<p><b>1. Upload relevant materials to the workshop folder:</b> the participants list, the photos, PDFs of the consent forms, the survey responses, and notes.</p> <p><b>2. Fill out the designated part of the D5.3 Report on embedding of MI- EE approach in energy and climate governance</b></p>
<b>Activities with Stakeholder</b>	<p><b>1. Invitation of speakers/facilitators (2 months before the activity)</b></p> <p><b>2. Invitation of participants (1 month before the activity)</b></p> <p><b>Invitation content:</b></p> <ul style="list-style-type: none"> <li>- Summary about MICAT and partners</li> <li>- Information about the purpose and requirements of the workshop: aims, methods and implications, the nature of the participation and any benefits and risks.</li> <li>- Instructions for RSVP</li> <li>- EU disclaimer</li> </ul> <p><b>3. Send agenda to participants (7 days before the activity):</b> including date, hour, location, topics to be discussed, names of facilitators/speakers</p>	<p>As defined in the "Before engagement activity" step.</p> <p>Basic activities:</p> <p><b>1. Attendance list:</b> collect names, organisation, and job title of the stakeholders</p> <p><b>2. Signed consent form</b></p> <p><b>3. Signed privacy policy document</b></p> <p><b>4. Collect inputs</b> in accordance with the objectives and indicators previously defined (e.g., survey, workshop results, etc.)</p>	<p><b>1. Send a thank you message including main insights and information gathered (if applicable)</b></p> <p><b>2. Interview relevant stakeholders for further inputs</b></p>
<b>Materials (basic)</b>	Invitation letter template	Monitoring file	D5.3 Report on embedding of MI- EE approach in energy and climate governance
	Agenda template	Attendance list template	
	Presentation template	Consent form template	

TABLE 8 WORKSHOP CHECKLIST

D5.1 Engagement of stakeholders for customization of policy assessments

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