

Energy Saving Policies and Energy Efficiency Obligation Scheme

D4.1 Summary report on national stakeholder engagement plans and activities

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1 Background - defining need for national engagement stakeholder plans

Gathering input of all interested parties and ensuring the necessary consultation with market operators at the national level is vital for achieving the levels of buy-in required to reach the ambitious targets of Article 7. The consortium partners have in place the necessary relationships with all key stakeholders and national level, to ensure their effective engagement in the project.

The interactive nature of this project, where information on EEOs and alternative measures is exchanged among relevant policymakers and key stakeholders at the national level requires careful planning and management to ensure their commitment to the project and establish an effective dialogue with them from the initial stages and throughout the project duration.

A stakeholder is defined as someone who is either:

- Interested in the project
- Influenced by the project
- Can impact the project's success
- Considering him/herself as stakeholder to the project

This report outlines how the tailored approach has been developed to ensure the effective engagement of all key stakeholders at national level.

2 Process of developing stakeholder engagement plans

2.1 Identification of key national level stakeholders

ENSPOL partners have taken their existing knowledge to map the key stakeholders in each country and prioritise those that need to be engaged in the various activities associated with WP2, WP3, WP5, WP6 and WP7.

Project partners have developed tailored national stakeholder engagement plans detailing why, how and when they intend to engage with the various target groups and key stakeholders during the course of the project. This enables them to ensure their commitment to the project and establish an effective dialogue with them from the initial stages and throughout the project duration.

2.1.1 First steps in developing national level plans

EST began the process by developing a template to help guide partners to develop the national stakeholder plans. This process followed a five step approach:

- **Step 1 Mapping of key stakeholder groups**
- **Step 2 Prioritization of stakeholder groups** (keep satisfied, key players, keep informed, minimal effort model)
- **Step 3 Stakeholder analysis** (size, level of impact, degree of influence, stakeholder needs)
- **Step 4 Stakeholder engagement themes** (links to specific WPs, specific topics etc)
- **Step 5 Development of tailored stakeholder engagement plan**

2.1.2 Stakeholder engagement training workshop

An internal workshop was held back to back with the kick-off meeting and EST presented the stakeholder mapping approach to clarify the role and importance of the national stakeholder engagement plans. Within the workshop partners split into 4 groups to put together a 'mock' stakeholder plan to walk through the steps together and discuss the plans and who the stakeholders would be.

At the kick-off meeting it was also decided that partners would be allocated a ‘non-partner’ country to develop a national stakeholder plan to ensure that stakeholders across all member states are included in the stakeholder engagement of ENSPOL.

2.2 Development and review of national plans

2.2.1 Partner national plans

Following this workshop each partner developed their own national stakeholder engagement plan in accordance with this plan. All 10 partners submitted their national plans to EST. These plans were then reviewed by EST.

Through reviewing these plans it was clear that partners had done carried out a thorough review of the stakeholders in their countries and when it could be useful to engage them with the project. The stages set out in the engagement template had been followed and lots of useful information had been captured. However as the project progressed it became clear that the template and the information captured could be made more specific to the desired outcomes of the project.

EST therefore underwent an exercise to match the engagement objectives of ENSPOL to specific task. Following on from this we also went on to categorise and link certain stakeholder groups to each task. We therefore decided to revisit the stakeholder engagement plan template in order to increase their impact and effectiveness throughout the project.

Therefore, EST revised version of the template with the following steps:

- **Step 1 Identify key stakeholder under each stakeholder groups** (National authorities, Public authorities, Implementation bodies, Researchers and Policy groups, Energy suppliers, DSO/TSO/ESCO, Consumer associations, Trade associations, Multiplier organisations, Financing institutions).
 - The original template asked partners to list stakeholder groups that were relevant in their country. In most cases the types of groups listed for each country were very similar. From this we decided it would be most useful to set a list of predefined stakeholder groups and ask partners to allocate organisations to each group. This standardisation will allow us to quickly identify the right

groups to engage with and communicate with for each task of the ENSPOL project.

- **Step 2 Prioritization of stakeholder groups** (keep satisfied, key players, keep informed, minimal effort model)
- **Step 3 Stakeholder analysis** (size, level of impact, degree of influence, stakeholder needs)
- **Step 4 Development of a thorough stakeholder contact list** (key stakeholder group identified for each, with contact details)

This is a stage that had been commonly missed out of the stakeholder plans in the first instance. Partners were able to easily identify organisations which would be useful to engage with but few were able to list named contacts. In part this may have been due to concerns around data protection and not wanting to pass on contacts without permission. Though discussion at a recent project meeting, however these concerns were allayed and we ensured partners that whenever they were first communicated with contacts would be given the opportunity to unsubscribe from ENSPOL mailings.

- **Step 5 Development of a detailed communications recording tool to effectively record all communication throughout the project** (type of activity, action/message, person contacted, stakeholder group, link to related document on project website, comments)

This was missing from the original template. But through discussions with partners it became clear the engagement plan also offered an ideal opportunity to capture details about what engagement has been happening around the ENSPOL programme nationally. Though this spreadsheet partners will be able to easily record and report on their national engagement activities.

This revised template was sent to all partners along with their original national plan containing comments where specific areas of the plan needed to be developed further. To date we have received 4 completed plans back from partners. From first look these plans are greatly improved from the first plans developed at the beginning of the programme. These three partners have all identified named contacts and have started to record the engagement activities with their countries. The contacts that we gather through this process are useful for individual partner countries as well as providing the basis for a database of contacts for programme wide dissemination of information through the communication lead partner.

The remaining partners are expected to provide their updated plans in the coming weeks. Following submission of all the plans EST will carry out a further review to check that all plans are fit for purpose and that partners continue to be proactive in updating these. We will then compile all the contacts in to a database using the stakeholder categorisation as a guide to when communications should be sent to individual stakeholders.

Table 1. Individual national stakeholder engagement plans

Partner countries
Austria
Belgium
Bulgaria
Denmark
France
Greece
Italy
Netherlands
Poland
UK

2.2.2 Non-partner national plan

The non-partner country plans were more difficult to compile due to limited contacts in some countries. However, 6 non-partner plans were collected, for Estonia, Lithuania, Luxembourg, Malta, Slovakia and Spain.

After reviewing these plans, EST made the decision that it would be more valuable to produce one combined plan for all these countries stakeholders. It is clear that it was not possible to develop a detailed plan for the non-partner countries due to the limited number of contacts we have within some of the countries. However we have fully utilized the contacts that partners had already identified and have categorised these in the same way as the National plans

By combining the contacts into one plan, project partners will be able to interrogate the full list of non-partner contacts and easily relevant contacts for a specific activity.

For countries where no contacts have been provided by partners, EST will use existing contacts to ensure there is one contact point within each country. Through this contact additional stakeholders will be identified and added to the plan throughout the project.

Further development of this plan is unnecessary at this stage of the project, but a review of this will be undertaken at a later stage.

Engagement with non-partner country stakeholders is in addition to the deliverables stated in the work programme. ENSPOL partners can see the benefit of engaging with these countries both from the point of view of gathering information but also in disseminating our outputs. However the priority at this stage is to concentrate on the partner national plans to ensure they are well developed and fit for the projects purposes.

Table 2. Countries included in non-partner stakeholder plan

Non-partner countries
Croatia
Cyprus
Czech Republic
Estonia
Finland
Germany
Hungary
Ireland
Latvia
Lithuania
Luxembourg
Malta
Norway
Portugal
Romania
Slovakia
Slovenia
Spain
Sweden

3 Management, review and reporting of activities

3.1 Ongoing management

The national stakeholder engagement plans will guide the delivery of the stakeholder engagement activities for WP2, WP3, WP5, WP6 and WP7 in each country. They will be regularly reviewed to ensure that planned activities are on track and remain relevant and appropriate and/or that remedial action can be taken swiftly during the course of the project, should national circumstances change.

The first version of the plans are available on the project Dropbox site so that all partners are able to continually update their plans as and when they need to. This could be either with additional stakeholder contacts or when they have contacted a stakeholder and to report on the activity. These documents will be replaced with the revised plans but the process of updating these should remain the same. EST will check these periodically to ensure that partners are updating the communications record and updating contact information.