



PANTERA
Pan European Technology Energy Research
Approach

Work Package 6
Collaboration working groups

Deliverable D6.2
**Stakeholder consultation plans (one for each
region/country)**

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Abbreviations

CSA	Coordination and Support Action
DER	Distributed Energy Resource
EU	European Union
GA	Grant Agreement
PC	Project Coordinator
R&I	Research & Innovation
WG	Working Group
WP	Work Package
GDPR	General Data Protection Regulation

Executive Summary

This document provides a plan for PANTERA stakeholder consultation. It describes the overall consultation concept, the use of consultation methods and consultation best practices, and introduces stakeholder mapping principles. It presents the basis for the regional desk approach that will be developed in details in the future, including the structure of regional desks, responsibilities and expected outcomes. Together with the general consultation plan this document highlights dependencies between relevant work packages and deliverables. It serves as a general guideline for establishing regional consultation plans, which will be enhanced after the regional desk initiation and the analysis of the first outcomes of the PANTERA project.

1. Introduction

1.1 Purpose of the Document

The current document sets the initial consultation plan for the PANTERA project which may be enhanced further during the project execution based on identified stakeholder needs and interests. The purpose of the consultation plan is to establish a common framework for coordinated stakeholder engagement as it is an essential prerequisite for reaching PANTERA project's ambitious target to create a multi-functional platform of pan-European status and influence.

1.2 Scope of the Document

The stakeholder consultation plan addresses consultation as an inherent part of stakeholder engagement. It defines and describes general consultation stages, objectives, target audience and responsibilities. It is based on descriptions and targets from Grant Agreement (GA), as well as additional partner contributions. It encompasses regional desk approach as a means of engaging national stakeholders and strengthening R&I activities in targeted countries, and provides regional stakeholder mapping methodology. The consultation plan provides flexible form of consultation follow-up and common schedule with interconnection between work packages. The document serves as an initial framework to stakeholder consultations and may be revised and complimented during project execution, considering results of other work packages and planned workshops.

1.3 Structure of the Document

This document is structured to cover all aspects of consultation processes within the PANTERA project. Section 2 covers consultation stages such as planning, process and analysis and feedback, consultation methods and best practices, as well as stakeholder mapping. Section 3 covers consultation strategy by region and general timeline. Section 4 concludes the document.

2 Consultation methodology

2.1 General Considerations

Stakeholder engagement is an essential prerequisite for the success of the PANTERA project implementation. In particular, the PANTERA collaborative platform for stakeholder engagement aims to bring together a wide range of stakeholders for co-creating knowledge and common purpose of open innovation activities and building, into long-term, solidarity and trust for a well-functioning and resilient Pan-European energy system.

In order to create a systematic approach towards identifying and engaging stakeholders in collaborative activities, it is essential to first set up the plan. This document sets out the framework for the consultation plan, considering that consultation is an inherent part of stakeholder engagement. Figure 1 represents the stakeholder engagement pyramid.

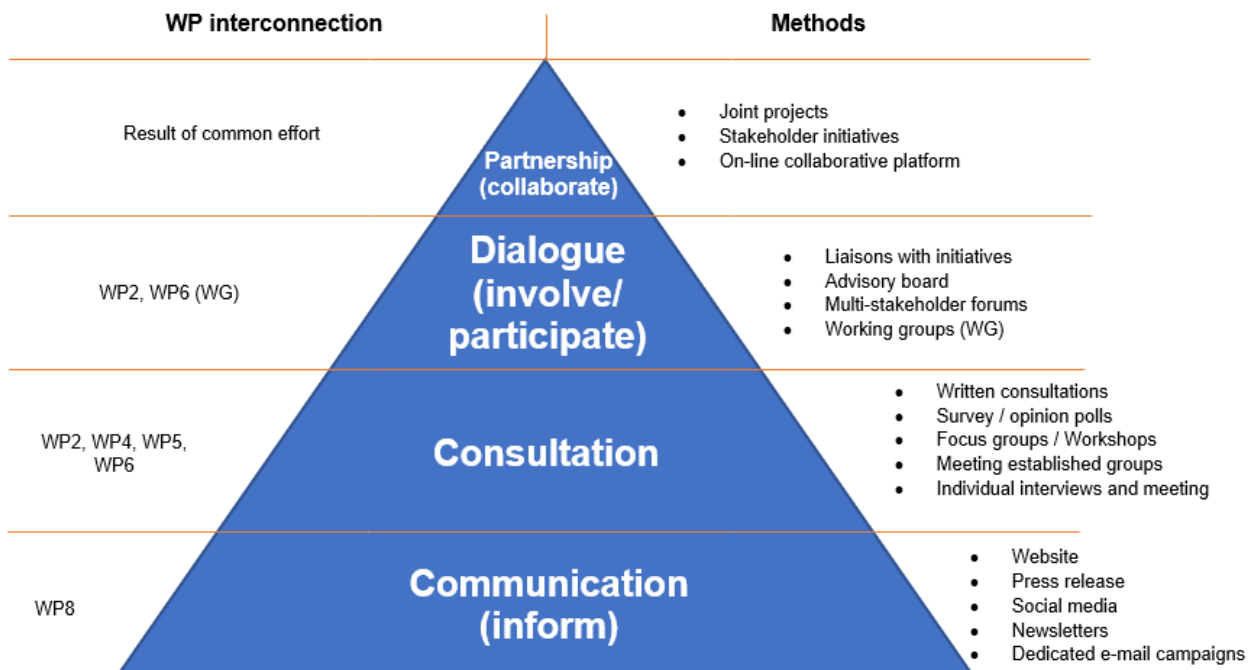


Figure 1: Stakeholder engagement pyramid

Stakeholder engagement comprises different approaches: one-way communication, basic consultation, in-depth dialogue and partnerships. Each successive approach represents a greater commitment on both sides in terms of resources, risks and cooperation. Choosing an approach of engagement is about understanding the drivers associated with an issue and the needs and ambitions of the project and its stakeholders in relation to that issue.

Communication

Communication is dissemination of information about the project itself, plans and viewpoints to those who want to know and to those whom it seeks to influence. It is a one-directional process (initiating organisation to stakeholder) with the goal to inform or educate the stakeholders. Communication activities of PANTERA are covered in WP8 “Dissemination and Communication activities”.

Consultation

According to The Stakeholder Engagement Manual [7], consultation is the process of gathering information or advice from stakeholders and taking those views into consideration to amend plans, make decisions or set directions. Consultation is usually driven by the organization. It is limited two-way process, in which the initiating organisation asks questions and the stakeholders' answers. This means that stakeholder consultation leaves the final decision with the PANTERA partners, although stakeholder input may influence direction to varying degrees. Consultation plan is addressed in the current document.

Benefits of performing stakeholder consultation are as follows:

- Greater chance of successful implementation. Stakeholders may feel ownership of the platform, and therefore more likely contribute time and resources on joining in PANTERA activities.
- Coordinated (based on information from stakeholders) decision making. The platform and project activities shall be in tune with those stakeholders whom it will affect.
- More stakeholders involved. Networking potential of stakeholders identified by project partners may help to establish new contacts and enhance PANTERA stakeholder list.
- Greater satisfaction of stakeholders. Through the consultation process, the stakeholders may feel that their opinion and vision matter may be spread on higher level.
- Example of best practice. It represents good governance and transparency and demonstrates recognition of importance of stakeholder contribution.

Dialogue

Dialogue involves an exchange of views and opinions for fostering mutual understanding, trust and cooperation and nurtures participation. However, the parameters of dialogue and the decisions that come out of it still are generally set by the initiating organisation; stakeholders may more closely influence the agenda and outcomes. Effective dialogue requires a willingness to consider disparate views and backgrounds and an understanding that compromises may be necessary in order to achieve “win-win” outcomes. In order to build the trust required for fruitful dialogue, the organisation and stakeholders must be willing to invest substantial resources. Establishing deliberative dialogue with stakeholders is the next essential step of PANTERA project, covered to a greater or lesser extent in almost all WPs.

The pillars for efficient dialogue with wide range of stakeholders are PANTERA Collaborative Working Groups (WGs) and Regional Desks.

The Cambridge dictionary [2] defines Working Group as a small group of people, for example, one chosen by a government that studies a particular problem or situation and then reports on what it has discovered and gives suggestions. In the frame of PANTERA, engaging stakeholders in WGs aims at identifying policy concerns and research priorities, assessing the extent to which current research addresses these concerns and priorities, developing a list of core priorities for the future, and then disseminating those priorities for discussion and revision. The term “collaborative” in the definition of WGs means that PANTERA aims to bring under the same umbrella stakeholders with similar and divergent values and European initiatives focused on energy in the activities designed to support R&I in smart grids. The specific topics and objectives of WGs will be identified during project

execution; they will be based on outcomes from the first-year deliverables and workshops.

PANTERA Regional Desk is a group of stakeholders active in the relevant countries coordinated by responsible project partner that aims to ensure wide participation and involvement of main stakeholders throughout the project and create a local network. The main objective of regional desk is to organize and synchronize national efforts to strengthen national participation rate in smart grids investments. The Regional Desk approach is presented in Subsection 3.2 of the current document.

Partnership

In the context of engagement, partnerships are defined as collaboration between organisations designed to achieve a common goal and often share resources and competencies, risks and benefits. Stakeholders and the initiating organization are supposed to work together to act towards Pan-European R&I forum at this stage. The PANTERA platform aims at bringing together the attractiveness of successful partnerships being national, regional or European and building through them the will for enhanced adoption of best practice approach to targeted areas and partnerships that can broaden active participation for mutual benefit.

2.2 Consultation Concept

According to European Commission Better Regulation Guidelines [4], consultation is not a one-off event, but a dynamic, ongoing process that may vary in terms of objectives, target groups, methods and tools used and timing. It is important, therefore, to plan carefully and design a consultation strategy which sets out clearly the scope of the consultation and its objectives, identifies all relevant stakeholders that may have an interest in the matter, determines the most appropriate consultation activities, methods and tools, ensures accessibility and considers the appropriate communication methods to promote the consultation.

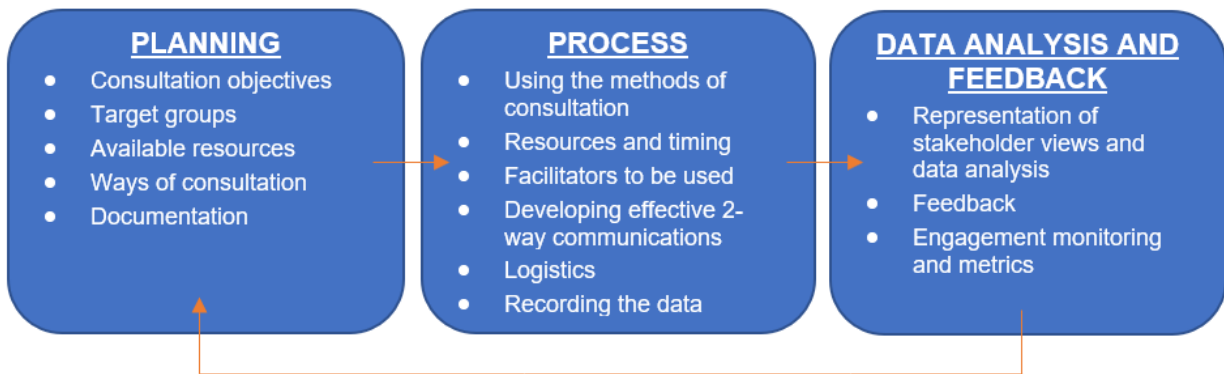


Figure 2: Consultation concept

As shown in Figure 2 above, the consultation concept generally involves three stages: planning, process, and data analysis and feedback. All stages are described further.

A consultation strategy is always case-specific and may need to be adjusted throughout the project execution.

2.2.1 Planning

In order to run smoothly and achieve the anticipated results, consultation should be properly planned.

Consultation objectives

The first step in designing the consultation strategy is to define the consultation objectives.

The stakeholder consultation in relation to the of PANTERA project can be divided into two general directions:

- Consultation on the PANTERA collaborative platform development (gathering information on stakeholder expectations from PANTERA, defining critical content, gathering new ideas and test existing ideas);
- Consultation on stakeholder projects and concerns (gathering information on national and regional projects and findings, collecting views and opinions on EU policies).

Before setting up the objective, it may be useful to collect background information, e.g., available data from other sources (reports, statistics, etc.)

Different consultation objectives can be set up for each stakeholder category, depending on the appropriate consultation method that should be applied.

Having the first contact with stakeholders from each partner/region/country will provide initial feedback and will further lead to the refinement of the objectives and clarification of the actions to be taken on the next stage. For example, each first regional workshop will offer opportunities to distinguish sub-problems that hinder the development of the smart grids on local level and will provide concepts for possible solutions that could be applied. Due to the involvement of representatives from different stakeholder groups, it is expected that each first workshop will cover a wide spectrum of (potential) sources of difficulties, which could give directions of the work afterwards.

Target groups

The initial task of PANTERA is to identify stakeholders and establish effective communication links with organisations active in the fields of smart grids, storage and local energy systems. Yet, neither every stakeholder needs to be involved to the same degree or at the same time, nor every stakeholder is expected to be willing or able to be involved to the same degree or at the same time. For this purpose, it may be necessary to prioritise stakeholders on using one or more mapping approaches. The common frame of stakeholder mapping is described in Section 2.3 of the current document.

Available resources

Project partners are responsible for planning and executing consultation in the defined region. As an example, IPE is responsible for setting a common consultation plan format and common consultation format, as well as consultation plan execution in the relevant region. The respective regions are addressed in Section 3.1 of this document.

Consultation types

Consultation may be divided into two types: public or targeted. Public consultation allows to reach stakeholders in a large scale without however, ensuring full representativeness as respondents are self-selected. The relevance of opinions gathered through public consultation needs to be carefully analysed. Targeted consultations allow more focused interactions because participants are selected by the initiating organization and usually deal with very specific subject.

The choice of the consultation type will determine the consultation method. Consultation methods are described in Section 2.4 of the current document.

Documentation

Consultation documents include questionnaires, interview templates, workshop templates, presentations, etc. The quality of consultation documents directly affects the quality of contribution from involved stakeholders and thus the results of consultation. It may be useful to test consultation documents by some independent persons who were not involved in the drafting in order to check if these are clear and practical and will deliver the expected results.

2.2.2 Process

This stage refers to the consultation handling; it is focused on creating and sustaining effective relationships with stakeholders and accurate recording of the process and data.

Using the methods of consultation

Consultation plan includes several consultation activities, using different consultation methods, serving different purposes at different project stages and targeting different stakeholder categories. Not all stakeholders must be addressed in every consultation activity.

The consultation methods are described in Section 3.1 of this document.

Resources and timing

The output of this document is an approach for creating a stakeholder consultation plan common to each region. The consultation plan for each region will be established considering regional workshop timeline and results of Task 2.1 "Stakeholder identification and interaction" during the first project year as a live document, which may be complemented during the whole project. This means that the consultation plan for the defined region will be completed and handled throughout the project by a responsible partner using the approach described in the current document, but not limited to this.

Facilitators to be used

A facilitator is a skilled person who participates in a workshop and guides it with the aim to provide direction for discussions and effective dialogue while staying neutral. The use of facilitators will be addressed if necessary in WP5 "Workshop and dedicated stakeholders meeting organisation".

Developing effective 2-way communication

In order to sustain effective communication with stakeholders in each region and create specific regional approach, it is foreseen to establish regional desks – a selected stakeholder group active in the defined region. Regional desk definition and goals are described in the Section 3.2 of the current document.

Recognizing and consequently presenting the stakeholders the benefits of their participation in the PANTERA activities is a major prerequisite for any meaningful contact and future communication in terms of the project implementation.

For example, some of the mutually beneficial options for active stakeholders could be:

- to offer the opportunity to present, actively influence, (lobby) for their current (future potential) project;
- to gain latest information and collaboration opportunities from other stakeholders;
- to find potential partners;
- to learn the present and future trends at national and European level.

In this regard, a specific announcement and presentation could be prepared according to the specificity of each stakeholder group.

Recording the data

In order to monitor the stakeholder involvement activities in the frame of the whole PANTERA project and also regionally, the stakeholder register will be complemented with stakeholder involvement part, see Table 1.

In order to structure information and perform analysis of the stakeholder views and needs, focused yet flexible forms of recording, collected information shall be developed depending on the consultation objective. The process will follow the principles and requirements of GDPR.

Table 1: Stakeholder involvement monitoring register

Part from stakeholder list		Consultation follow-up														
Country	Stakeholder Name	Questionnaire		Workshops					Content planning consultations				Regional desk activities (will be specified)			
		e-mail sent	Reply	Workshop Sofia participant	Contacted by	Contact date	Reply	Presence at workshop	Interview participant	Contacted by	Contact date	Comments	Interview participant	Contacted by	Contact date	Comments

2.2.3 Data analysis and feedback

This stage deals with the reporting and analysis.

Representation of stakeholder views and data analysis

The received data should be analysed and reporting prepared for relevant audiences, i.e., project partners, policy makers, general public, etc. and for those stakeholders who have participated in consultation process.

The analysis of the data collected by regional desk activities will be performed during Task 6.2 and Task 6.3 and presented in relevant deliverables. The analysis of the data collected in the frame of other WPs is foreseen to be the part of the relevant deliverables in those packages.

Feedback

Providing feedback to stakeholders on how their input affected an implementation of PANTERA, demonstrates that their views were considered seriously and gives a clear signal of the transparency of the process and establishes the basis for mutually fruitful cooperation with stakeholders. It gradually transforms to a stakeholder dialogue bringing two-way communication on the top of priorities.

Engagement monitoring and metrics

Furthermore, the last consultation stage includes measuring the effectiveness of actions using different engagement metrics. In the frame of executing the consultation plan it consists of, but is not limited to the number of interviews held, number of stakeholders participated in workshops and relevant workshop evaluation, engaged stakeholder patterns by regions, covered topic diversity, etc.

2.3 Stakeholder mapping tools

There are a number of different dimensions that can be typically considered when identifying stakeholders: influence, proximity, dependency, representation, interest, knowledge etc. Different mapping techniques may be applied based on different consultation objectives. Besides, it is possible that there will be a considerable rotation of stakeholders during the project period due to changing of positions, jobs etc. Hereby, continuous monitoring and improvement in stakeholder identification throughout the project stages is required.

One of the most commonly used approaches is identifying those stakeholders who are likely to have the greatest impact on the achievement of PANTERA strategic objectives, and those who are likely to be interested in the project. The interest-influence matrix (Figure 3) demonstrates the dependence between stakeholder level of interest and influence and the engagement possibility. The four quadrants of the interest-influence matrix represent a 'level' of engagement, from the lowest level ("inform"), through the middle levels ("consult", and "involve") to the highest level ("collaborate"). These quadrants refer to the relevant layers of the engagement triangle, that we analysed before.

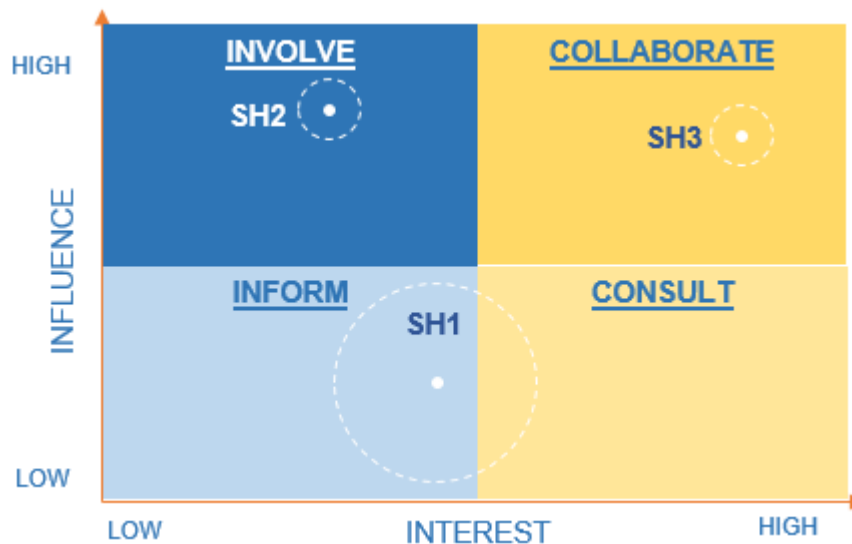


Figure 3: Stakeholder mapping using three criteria

Additionally, stakeholder expertise in the field of smart grids, storage and local energy systems may be represented using circle size given to each stakeholder placed on the interest-influence matrix as shown in Figure 3. The bigger the circle is, the more experienced the stakeholder is. Adopting this style of approach, allows all three criteria to be simultaneously considered, whilst enabling the relative benefit of engagement to be clearly displayed in relation to the size and placement of the circle. Thus, for example, the stakeholder one (SH1) with low influence may be identified as potential contributor to consultations because of his expertise. Stakeholder two (SH2) should be involved in PANTERA activities due to his ability to influence, while stakeholder three (SH3) having both influence and interest should be treated as collaborator and, if possible, engaged on the higher level. This is an initial mapping approach which may be enhanced after detailed analysis of the involved stakeholders and contributions during further project work.

2.4 Consultation methods

Each consultation method has its own advantages and disadvantages; it means that the most effective method and efficiency of the desired result should be considered when addressing each stakeholder. As already mentioned, the choice between targeted and public consultation determines the consultation methods. In practice, an effective consultation often requires a combination of methods, for example, survey or written consultation combined with more direct interactions with stakeholders.

Table 2: Main strengths of consultation methods

	Survey/ Opinion poll	Focus group/ workshop	Meeting established groups	Individual interviews and meetings	Written consultation
Quantity of respondents	✓				✓
Quality/ Depth of feedback		✓		✓	✓
Speed of execution	✓				
Level of engagement with stakeholder		✓	✓	✓	
Relationship building		✓	✓	✓	
Opportunity for idea sharing and consensus building		✓	✓	✓	
Ability to present project		✓	✓	✓	✓
Low cost	✓				✓

Table 2 presents strengths of different consultation methods. PANTERA CSA plans to execute all of these to different extent. However, special attention is paid to workshops and individual interviews as means of building relationships and qualitative data collection and analysis, and surveys and written consultations as means of involving larger number of stakeholders and covering broader topics. Meeting established groups in the frame of PANTERA means cooperation with existing WGs and European and national initiatives in order to develop common strategy and share views on smart grid perspectives.

In order to find an optimum approach and achieve expected results, a review of consultation experience of various organizations has been performed. The results are summarized in Table 3. The mentioned issues deal with quality and customisation of background documentation and presentation, effectiveness of combining consultation methods, selecting target stakeholders, transparency of process, etc. Most of these aspects to some extent were mentioned in the current document. Furthermore, some specific and interesting comments can be found from the gathered experience. For example, setting stakeholder “champions” who may participate in project promotion or using creative communication approaches for visualization, for example, relations between stakeholder groups with divergent interests.

Table 3: Stakeholder consultation best-practices and lessons learned

Organization name	Description	Best-practices and lessons learned
UK Office of Gas and Electricity Markets [3]	The Office of Gas and Electricity Markets is the government regulator for gas and electricity markets in Great Britain. It required DSOs to perform stakeholder consultation as part of the Distribution Price Control Review 5 in the UK. It analysed the process and reported some lessons learned.	<p>Consultations require a six-week consultation period to be of most benefit. Workshops were most successful where parties had already read the materials prior to attending with material sent out two weeks ahead of the workshop.</p> <p>Stakeholders required an explanation of the issues to facilitate useful discussion.</p> <p>Business customers were difficult to engage - a more successful approach might be to contact them via trade bodies.</p>
Mid-Atlantic Fishery Management Council [8]	The Mid-Atlantic Fishery Management Council is one of eight regional councils responsible for the conservation and management of fishery resources within the United States federal waters. Stakeholder consultation was done in order to develop a stakeholder redefined vision and strategic plan for MidAtlantic fisheries.	<p>Targeting “key contacts” and face-to-face interactions were useful for contacting industrial stakeholders.</p> <p>Acknowledging failures/shortcomings was a useful basis for discussion with industrial stakeholders.</p> <p>Surveys failed for consultation with industrial stakeholders.</p> <p>Combination of methods (surveys and focus groups) worked well for community involvement, as well as forums and message boards.</p> <p>The interview question: “What is the Council doing well?” was not sufficient.</p>
Partnership for Market Readiness [9]	The Partnership for Market Readiness is a forum for collective innovation and action and a fund to support capacity building to scale up climate change mitigation. A special Technical Workshop on Stakeholder Engagement and Communication was organised in order to improve its stakeholder engagement process. Case study analyses described best-practices for stakeholder engagement.	<p>Conflict arises more often from the general policies than the specific instrument. It may be relevant to separate these two dimensions.</p> <p>Internet resources (e.g., information dissemination platforms) and online consultation offer new opportunities to reach out to stakeholders, including the public.</p> <p>It is important to gather and disseminate background information to all stakeholders.</p> <p>It is important to tailor information sharing to different stakeholder groups.</p> <p>It may be difficult to present the benefits of new policies in a straight forward and clear way.</p> <p>Having “champions” within stakeholders – notably in the private sector – who support the climate legislation is crucial for convincing others and creating a ripple effect.</p> <p>But it is also important to have a strategy to work with those stakeholders who will never be satisfied</p> <p>Using a combination of consultation tools is one of the efficient ways to reach stakeholders.</p> <p>Clear stating of engagement purpose is essential.</p> <p>Quality of presentation materials matters.</p> <p>Ensuring transparency of the process: documents, comments, and how feedback was addressed should be publicly available</p>

Organization name	Description	Best-practices and lessons learned
TRANSGREEN [10]	TRANSGREEN aims to contribute to safer and environmentally-friendly road and rail networks in mountainous regions of the Danube Basin with a special focus on the Carpathian Mountains. Bringing diverse (and sometimes diverging) stakeholders at the same table and get them to collaborate and work together, building on honesty. Used innovative communication campaign through cartoons to address different target groups. Images were used for further communication, for example creating Christmas cards.	Creative and innovative thinking attracts, Think outside the box.
EU Kids Online [1]	EU Kids Online, one of the collaborating partners of the Global Kids Online initiative, is an international research network, which currently encompasses 33 countries. It aims to coordinate and stimulate investigation into the way children use new media in Europe and beyond, with a particular focus on evidence about the conditions that shape online risk and safety.	The main problem with this consultation was that the documents that needed to be consulted beforehand were lengthy and available only in English, which posed a serious barrier to participation in non-English speaking countries and/or to more relevant stakeholders who were reported not to have the time or availability to read through the documents.
STUNNING [6]	STUNNING's goal is to identify and promote innovative packages for renovation to accelerate their acceptance by the market players and consumers and increase the renovation rate in Europe.	The STUNNING stakeholder database has not reached the expected number of registered stakeholders; instead of 100 only 23 stakeholders were on the list. The reason for this disparity can be mainly found in the delays in delivering the Renovation Hub.

3 Consultation strategy by region and agenda

3.1 Targeted countries

JRC 2017 Smart grid projects outlook 2017 [5] is taken as a base for defining targeted PANTERA regions. Additional analysis, based on internationally accepted indexes - EAPI (The Global Energy Architecture Performance index 2017) [11], Energy Trilemma triangle (2018) [12] – is provided by the current document.

The Global Energy Architecture Performance index 2017 prepared in collaboration with Accenture is part of the World Economic Forum's System initiative on Shaping the Future of Energy. The index benchmarks the energy system performance of 127 countries according to 18 indicators covering three core dimensions: energy access and security, sustainability and contribution to economic growth. For more information on used indicators and weighting see Appendix 2.

The World Energy Council's Energy Trilemma Index [12] tool ranks countries on their ability to provide sustainable energy through three dimensions: Energy security, Energy equity (accessibility and affordability) and Environmental sustainability. For more information on used indicators and weighting, see Appendix 1.

Country ranking in all of the indexes is used for analysis. The results show that country ranking considering all indexes reflects the JRC data using per capita criteria. Member States that appear to have a lower rate of smart grids investments are listed in Table 4.

Table 4: Country analysis

		EAPI INDEX (2017)	Trilemma triangle (2018)	JRC Outlook 2017 (per consumption)	JRC Outlook 2017 (per capita)	<u>Ranking considering all criteria</u>
Denmark	DK	4	1	2	2	1
Switzerland	CH	1	2	8	9	2
Slovenia	SI	10	6	3	4	3
Sweden	SE	3	3	15	7	4
Austria	AT	6	10	6	6	5
United Kingdom	UK	11	5	4	11	6
Norway	NO	2	8	22	3	7
Spain	ES	7	12	7	12	8
Finland	FI	9	11	14	5	9
France	FR	5	9	13	13	10
Netherlands	NL	22	4	9	10	11
Germany	DE	15	7	11	14	12
Portugal	PT	8	16	10	15	13
Luxembourg	LU	18	30	1	1	14
Belgium	BE	23	19	5	8	15
Ireland	IE	12	13	16	16	16
Latvia	LV	13	20	19	22	17
Italy	IT	20	14	23	21	18
Greece	EL	26	23	12	17	19
Romania	RO	19	17	20	24	20
Czech Republic	CZ	21	15	24	20	21
Slovakia	SK	16	20	26	26	22
Lithuania	LT	24	22	21	23	23
Cyprus	CY	29	29	17	18	24
Hungary	HU	17	21	28	28	25
Malta	MT	30	28	18	19	26
Croatia	HR	14	24	29	29	27
Poland	PL	25	26	25	27	28
Estonia	EE	28	25	27	25	29
Bulgaria	BG	27	27	30	30	30

3.2 PANTERA Regional Desk approach

PANTERA Regional Desk is a group of stakeholders active in the relevant countries coordinated by responsible project partner, which aims to ensure wide participation and involvement of main stakeholders throughout the project, and create a local network. The Regional Desks will employ an inclusive approach that takes into account different needs and expectations of the stakeholders as well as the regional or local processes and cultures, and will also populate PANTERA platform on country/regional level.

The PANTERA Regional Desks will have a special focus on countries that appear to have a lower rate of smart grids investments as analysed before. In total six Regional Desks will be established addressing targeted countries and one addressing more successful countries for gathering best-practices. In this way, the so called “PANTERA 6+1” approach will be established. It is presented in Figure 4 below.



Figure 4: PANTERA 6+1 approach

At least, a certain number of representatives - that consortium members agree - from different stakeholder categories in each target country shall be invited to participate in the Regional Desk activities and meet on a regular basis (for instance, once a year). It is strongly recommended to organise the Regional Desk meetings in-person; otherwise, web-meetings may be implemented as alternative. This will be aligned with the WGs annual meeting. For example, parallel meetings of regions in the first days but WGs workshops in the last days of a five-day event.

Generally, Regional Desk managing process may be divided into four stages: Initiation – Process – Data analysis – Feedback presented in Figure 5. Initiation and process stages are implemented at regional level; whereas, the data analysis and feedback stages need to be implemented at a European central level.

Regional level implementation		European/Central level implementation	
Initiation	Process	Data analysis	Feedback
<ul style="list-style-type: none"> Define mission; Define outcome/set targets; Define structure; Define activities 	<ul style="list-style-type: none"> Identify and invite members; Define schedule; Facilitate local level communication; Advertise PANTERA 	<ul style="list-style-type: none"> Gather information; Search for best practice; Identify gaps and opportunities; Propose solutions 	<ul style="list-style-type: none"> Monitor views; Create white-papers; Generate reports and publish on PANTERA website; Inspire change

Figure 5: Regional Desk managing process

The initiation stage is described further. The regional national process will be defined later in first Regional Desk meetings. Data analysis and providing feedback will be performed at Pan-European level with the contribution of the Regional Desks. PANTERA platform, WGs and workshops will offer input to identify the challenges/gaps and identify solutions in future.

Mission and vision

The role of “PANTERA 6+1” Regional Desks is to organize and synchronize national efforts to strengthen national participation rate in smart grids investments; more specifically, its mission is to:

- engage stakeholders in interacting with PANTERA platform;
- engage stakeholders in participating in WGs;
- engage regional stakeholders, with national decision-makers;
- collate regional outputs as inputs to PANTERA (e.g., for gap analysis);
- disseminate PANTERA outputs to regional stakeholders;
- Identify unsolved R&I topics and establish readiness metrics to measure progress.

The vision of “PANTERA 6+1” Regional Desk is to be a driver for increasing smart-grid research activities in the targeted countries and be a single meeting point for national stakeholders.

Expected Outcomes

The expected outcomes of Regional Desk activities

- can be used complimentary to guide national investments in smart grids/storage and local energy networks;
- incorporate lessons learned and good practices;
- inspire a capability-based investment planning process.

Structure

The preliminary structure of Regional Desk is shown in Figure 6. Region leader and region co-leader constitute the coordinating committee of each region and are in the higher hierarchical level of the regional desk governance. They are the link between the regional desks and the PANTERA coordination committee at EU level, and thus the centrally set up WGs. Local and regional stakeholders are members of the regional desks; they build a local network by setting up task forces that are linked with the WGs needs and activities as set centrally. They also participate in the regional workshops while interacting directly with the PANTERA platform. International stakeholders do not need to act through the regional desks approach. So, they can interact with the PANTERA platform

directly and all other European level activities such as WGs, PANTERA annual meetings, etc. PANTERA coordination committee consists of PANTERA partner members; it coordinates centrally the regional desks, the data analysis and the feedback for the regional desks. The outcomes of latter processes can be communicated in the annual meeting of WGs and regional desks.

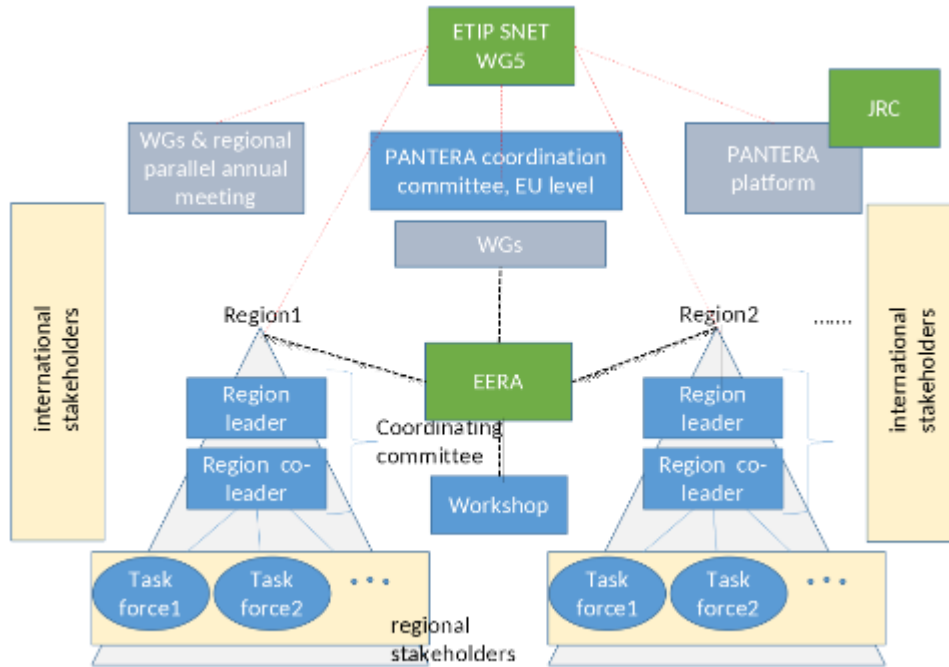


Figure 6: Structure of Regional Desk

Activities

Region leader (PANTERA partner) is responsible for

- organizing task forces per WG and deciding in which WG the region will participate;
- organizing regional workshops;
- coordinating regional activities including regional workshops;
- coordinating task forces of the regions;
- interacting with PANTERA European Committee;
- communicating the regional activities upwards;
- recruiting regional stakeholders;
- co-organizing WGs annual meeting;
- contributing to the data analysis and feedback processes in EU level and communicating them downwards.

Region co-leader (active stakeholder):

- support the region leader in the above tasks

Task force is a group of regional stakeholders who contribute to WGs activities through the Regional Desks.

3.3 PANTERA Regional Desks body mapping

Since PANTERA aims to increase R&I activities at country level, especially in countries that appear to have a lower rate of smart grids investments, it is essential to understand country stakeholder patterns and possibility of involving them in PANTERA Desks and/or PANTERA Working Groups' activities. Hereby, initial PANTERA regional body (organisations active in the relevant country/region) mapping is established. It is based on general mapping methodology, considering regional desk mission and envisaged activities, and applying three criteria: interest, influence and expertise. The mapping algorithm is described below.

Initially, all stakeholders will be invited to fill in a questionnaire. By filling the questionnaire, the stakeholder identifies the level of interest (answering positively to any of the questions on interest in PANTERA and/or EU initiatives). If the answer is negative, the relevant contact person from PANTERA partners may be involved to check the situation; this issue may be addressed case by case. The interest may rise during the PANTERA project execution and content enhancing.

Other two criteria are described with relevant attributes, explained in Table 5. In case if the body can be characterised at least by one attribute, the criterion is evaluated positively. Then, according to the fulfilled criteria, the supposed level of engagement is set, based on the algorithm proposed in Table 6.

Table 5: Body mapping criteria

Criteria	Check questions
Interest	<p>Interest level is identified by stakeholder by answering the following questions from the questionnaire:</p> <ul style="list-style-type: none"> • Would you like to be informed about PANTERA activity through newsletters? • Would your organisation be interested to join PANTERA workshops? • Is your organization willing to be more involved in EU level initiatives and projects?
Influence	<p>Influence level is identified by relevant project partner considering the following issues:</p> <ul style="list-style-type: none"> • Networking potential of the stakeholder to populate PANTERA ideas • Stakeholder ability to influence country R&I policy and framework • Stakeholder ability to directly or indirectly influence R&I financing
Expertise	<p>Influence level is identified by relevant project partner considering the following issues:</p> <ul style="list-style-type: none"> • Stakeholder previous experience in national and/or EU projects (information on participation in European projects is available from the questionnaire) • Stakeholder R&I resources/ facilities • Stakeholder competence in (smart grid) technologies and/or in defined WG topic

Table 6: Algorithm for defining supposed engagement level

Interest	Influence	Expertise	Level of Engagement
-	-	-	no action
-	yes	-	check why not interested
-	-	yes	check why not interested
-	yes	yes	check why not interested
yes	-	-	inform
yes	yes	-	consult/involve in Regional Desk
yes	-	yes	consult/involve in Working Group
yes	yes	yes	collaborate (possible regional co-leader)

As already mentioned, the mapping approach may enhance or even change during the project because of stakeholder rotation or rising/lowering interest and evaluation of the stakeholder interaction results by PANTERA partners. Hereby, continuous monitoring and improvement in stakeholder identification is required.

In Table 7, an example for body mapping is given, considering that all of the mentioned stakeholders will show interest in PANTERA.

Table 7: Example of regional body mapping

Stakeholder/body name	Short description	Interest	Influence		Expertise		Level of Engagement
			attribute	Yes/No	attribute	Yes/No	
			networking economic legal		experience scientific competence		inform consult/involve Regional Desk consult/involve Working Group collaborate
TSO	TSO is responsible for power system secure operation, setting plans for its renovation and development. TSO is the member of the Baltic Energy Market Interconnection Plan. It is able to decide about investments priorities.	Yes	economic/legal	Yes	competence	Yes	collaborate
Regulator	Regulator is a governing body that regulates the rates and services of a public utility. It is capable of allowing/declining new tariffs, and in that way affects the investments.	Yes	economic/legal	Yes	-	No	consult/involve Regional Desk
University	Has research resources and experience in EU projects.	Yes	-	No	experience scientific competence	Yes	consult/involve Working Group
Ministry of Education and Science	Ministry of Education and Science is in charge of R&D financing.	Yes	economic/legal	Yes	-	Yes	consult/involve Regional Desk
Association of Power Engineers and Energy Constructors	Unites different actors in power sector in order to foster country energy system development in accordance with European energy tendencies and technical requirements.	Yes	networking	Yes	experience scientific	No	consult/involve Regional Desk
Innovative industrial company	The company is a technology-driven lighting producer with a focus on smart city concept development.	Yes	-	No	scientific competence	Yes	consult/involve Working Group

3.4 Common consultation plan

Consultation plan is summarized in Table 8 and is a living part of the current document, because it depends on workshop schedule and the first PANTERA stakeholder interaction results which will be finalized later. It summarizes information on planned consultation within different WPs.

Table 8: Consultation plan

	Year 1												Year 2												Year 3												Year 4																											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48																
Deliverables and milestones by task																																																																
WP2	Task 2.1								D2.1 Stakeholder identification and interaction																M1																																							
	Task 2.2 Enhanced collaboration opportunities: analysis and deployment																																								D2.2																							
	Task 2.3 Interaction with European platforms and organizations																D2.3												M2												D2.3																							
WP3	Task 3.1 Current status and progress of R&I activities												D3.1																																																			
	Task 3.2 Regulations, Codes and Standards												D3.2																																																			
	Task 3.3 Energy policy and barriers												D3.3												D3.4 Key challenges and bottlenecks												D3.4																											
WP4	Task 4.1												D4.1 Definition of the content for dissemination and networking activities																																																			
	Task 4.2												D4.2												D4.3 Identification of gaps and missing subjects												D4.4																											
WP5	Task 5.2 Regional Workshops												M5												D5.2												D5.3																											
	Task 5.3 Pan-European and Global workshops																								D5.4												D5.5																											
WP6	Task 6.1												D6.1 Review of EU strategic priorities and relevant policy developments																																																			
	Task 6.2												M6												D6.3 Analysis of the national project findings in the target regions												D6.3																											
Workshops																																																																
WP5	Regional/Pan European workshops								W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16																																								
Consultation plans																																																																
WP2	Establish a first contact with stakeholders from "target countries" by questionnaire																																																															
																	Establish durable contact by in-depth interviews and meetings																																															
WP3																	Put in contacts identified stakeholders with EU level initiatives by workshops and web-meetings																																															
																	Collect R&I activities at national and EU level																																															
																	Project outcomes																																															
WP4																	Establish further collaboration																																															
	planning																a, b																planning																c															
																	a. Initial definition of content for dissemination and networking by questionnaire/survey																b. Clarification of the topics by interviews. some of the interviews can be done at the workshop in Sofia in July 2019																c. Validation of the topics by interviews and written consultation															
WP6	D6.2 Consultation plan								regional desk set up								interview content planning				interview execution, first stage				result analysis and corrective				interview content planning				interview execution, second stage				result analysis																											

* the timeline for the interview may be changed depending on workshop schedule, also may differ by region

- M1 Analysis of the possibilities to involve organizations, specially from targeted countries
- M2 Analysis of the interaction with European platforms and organizations
- M3 Key challenges in R&I activities in Low spending countries. Quantifying the key challenges and providing the way of possible solution
- M4 Identify gaps and missing links. Detailed analysis for firm action by the consortium
- M5 Outcome of first set of workshops in the first year and lessons learned for corrective action
- M6 Detailed analysis of linked stakeholders and corresponding contributions for corrective action by the consortium
- M7 Agree on the exploitation strategy for firm actions by the consortium for building work forward
- M8 Finalize the initial design of the collaboration multi-functional platform and take firm action for establishing it

4 Conclusions

The current D6.2 document sets the initial plan for PANTERA stakeholder consultation. Having analysed the stakeholder engagement methodology, different consultation methods and consultations' best-practices, it presents a systematic approach on stakeholder involvement.

This document describes PANTERA 6+1 regional desk approach as a mean of engaging national stakeholders and strengthening R&I activities in targeted countries, and provides regional stakeholder mapping approach.

The consultation plan provides flexible form of consultation follow-up and outlines the common schedule for related activities based on interconnection between PANTERA work packages and partner intentions to interact with stakeholders within the relevant packages.

The document is a living document, and may be updated with new version numbers, to reflect e.g. improving consultation principles based on stakeholder engagement experience, or mapping tool modifications or changes in schedule.

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6.3 Appendix 1: 2018 Energy Trilemma index structure and weighting

Dimension	%	Indicator category	%	Indicator	%	
Energy security	30%	1	Security of supply and energy deliver	15%	Diversity of primary energy supply	5.0%
					Energy consumption in relation to GDP growth	5.0%
					Import dependence	5.0%
		2	Resilience	15%	Diversity of electricity generation	5.0%
					Energy storage	5.0%
Preparedness (human factor)	5.0%					
Energy equity	30%	1	Access	10%	Access to electricity	5.0%
					Access to clean cooking	5.0%
		2	Quality of supply	10%	Quality of electricity supply	5.0%
					Quality of supply in urban vs rural areas	5.0%
		3	Affordability and competitiveness	10%	Electricity prices	3.3%
					Gasoline and diesel prices	3.3%
					Natural gas prices	3.3%
Environmental sustainability	30%	1	Energy resource productivity	10%	Final energy intensity	5.0%
					Efficiency of power generation and T&D	5.0%
		2	GHG emissions	10%	GHG emission trend	5.0%
					Change in forest area	5.0%
		3	CO2 emissions	10%	CO2 intensity	3.3%
					CO2 emissions per capita	3.3%
CO2 from electricity generation	3.3%					
Country context	10%	1	Coherent and predictable policy framework	2.0%	Macroeconomic environment	0.5%
					Effectiveness of government	0.5%
					Political stability	0.5%
					Perception of corruption	0.5%
		2	Stable regulatory environment	2.0%	Transparency of policy making	0.7%
					Rule of law	0.7%
					Regulatory quality	0.7%
		3	Initiatives that enable RD&D and innovation	2.0%	Intellectual property protection	0.5%
					FDI & technology transfer	0.5%
					Capacity of innovation	0.5%
					Number of patents issued by residents	0.5%
		4	Investability	2.0%	Foreign direct investment net inflows	1.0%
					Ease of doing business	1.0%
5	Air pollution, land and water impact	2.0%	Wastewater treatment	1.0%		
			Air pollution	1.0%		

6.4 Appendix 2: EAPI 2017 indicators and weight

Energy system objective	Measure (of)	Indicator name	Indicator weight
Economic growth and development	Intensity	Energy intensity, GDP per unit of energy use (PPP \$ per kg of oil equivalent)	0,25
	Supports/detracts from growth	Cost of energy imports (% GDP)	0,125
		Value of energy exports (% GDP)	0,125
	Affordability	Degree of artificial distortion to gasoline pricing (index)	0,125
		Degree of artificial distortion to diesel pricing (index)	0,125
		Electricity prices for industry (\$ per kWh)	0,25
Environmental sustainability	Ratio of low-carbon fuel sources in the energy mix	Alternative and nuclear energy (% of total energy use, incl. biomass)	0,2
	Emissions impact	CO2 emissions from electricity production, total gCO2/kWh	0,2
		Methane emissions in energy sector (metric tonnes of CO2 equivalent)/total population	0,1
		Nitrous oxide emissions in energy sector (metric tonnes of CO2 equivalent)/total population	0,1
		PM2.5, country level (micrograms per cubic meter)	0,2
		Average fuel economy for passenger cars (l/100km)	0,2
Energy access and security	Level and quality of access	Electrification rate (% of population)	0,2
		Quality of electricity supply (1-7)	0,2
		Percentage of population using solid fuels for cooking (%)	0,2
	Diversity of supply	Diversity of total primary energy supply (Herfindahl index)	0,1/0,2
	Self-sufficiency	Import dependence (energy imports, net % energy use)	0,2
		Diversification of import counterparts (Herfindahl index)	0,1/0