

*Contract N°: IEE/11/845/SI2.616378*

***Bringing Europe and Third countries closer together  
through renewable Energies***

***BETTER***

***D8.1: Stakeholder Engagement Plan***

*Project Coordinator: CIEMAT*

*Work Package 8 Leader Organization: OME*

*December 2012*





Co-funded by the Intelligent Energy Europe  
Programme of the European Union

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## PREFACE

BETTER intends to address RES cooperation between the EU and third countries. The RES Directive allows Member States to cooperate with third countries to achieve their 2020 RES targets in a more cost efficient way. The core objective of BETTER is to assess, through case studies, stakeholders involvement and integrated analysis, to what extent this cooperation *can help Europe achieve its RES targets in 2020 and beyond, trigger the deployment of RES electricity projects in third countries and create win-win circumstances for all involved parties.*

The case studies focusing on **North Africa, the Western Balkans and Turkey** will investigate the technical, socio-economic and environmental aspects of RES cooperation. Additionally, an integrated assessment will be undertaken from the “EU plus third countries” perspective, including a quantitative cost-benefit evaluation of feasible policy approaches as well as strategic power system analyses. Impacts on the achievement of EU climate targets, energy security, and macro-economic aspects will be also analysed.

The strong involvement of all relevant stakeholders will enable a more thorough understanding of the variables at play, an identification and prioritisation of necessary policy prerequisites. The dissemination strategy lays a special emphasis on reaching European-wide actors and stakeholders, well, beyond the target area region.

## PROJECT PARTNERS

N°	Participant name	Short Name	Country code
CO1	Centro de Investigaciones Energéticas, Tecnológicas y Medioambientales	CIEMAT	ES
CB2	German Aerospace Center (Deutsches Zentrum für Luft- und Raumfahrt e.V.)	DLR	DE
CB3	Energy Research Centre of the Netherlands	ECN	NL
CB4	JOANNEUM RESEARCH Forschungsgesellschaft mbH	JR	AT
CB5	National Technical University of Athens	NTUA	GR
CB6	Observatoire Méditerranéen de l’Energie	OME	FR
CB7	Potsdam Institute for Climate Impact Research	PIK	DE
CB8	Vienna University of Technology	TUWIEN	AT
CB9	United Nations Development Program	UNDP	HR



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## 1. INTRODUCTION

Stakeholder consultation is becoming an important component of many EU projects. Dialogue and exchange with experts outside the consortium is a very enriching experience as it allows project members to get exposed to different views and approaches, and to collect feedbacks and suggestions from a variety of individuals having complementary skills and backgrounds, as well as different expectations on project results. The involvement of external stakeholders is very useful to get an alternative perspective, which stimulates the consortium members to shift the focus from project activities to intended outcomes and to clearly communicate the main project ideas in terms of outputs, milestones and objectives.

Within the framework of the BETTER project, the involvement of stakeholders is an important component of the overall work programme. In fact, one of the main outcomes of the BETTER project is the establishment of a solid stakeholder network in order to assess the main critical factors related to the implementation of cooperation mechanisms between Europe and third countries as foreseen by the EU directive 2009/28/EC, via practical case studies.

The implication of several EU and third-country stakeholders since the very early stages and all along the project duration is key to achieve the project objectives and will allow the consortium to produce clearly action-oriented results. In order to effectively and successfully implement cooperation mechanisms between the EU and third countries, a deep evaluation of several technical, legal, regulatory, financial and social aspects has to be undertaken. By involving external experts in this process, the consortium aims at reaching a more thorough understanding of the many variables at play, and at isolating and correctly managing those that are most relevant to the project. The engagement of EU and other stakeholders will definitely bring an added value compared to existing initiatives and projects in place.

Within BETTER, a specific work package has been designed (WP8), whose main aims are:

- ▲ To coordinate and facilitate the dialogue among this wide range of stakeholders and between the stakeholders and the project consortium,
- ▲ To analyse and discuss the main perceived barriers, opportunities and needs by different stakeholder category groups
- ▲ To present and validate the project results by getting expert judgement and focused feedbacks from the project stakeholders community.
- ▲ To provide stakeholders with action-oriented results, which will stimulate more innovative policies and attract investments in the case-study regions, thus allowing Member States to achieve their 2020 RES targets in a more cost efficient way.

Several Letters of Support have been received by the consortium from different stakeholder categories, including: utilities, grid operators, industry players, financial actors, project developers, policy makers and public regulators. It is the intention of the consortium to further enlarge the network to other investors, developers and regulators in order to make sure that all relevant opinions, concerns, needs and expectations expressed by the stakeholders' community are correctly reflected in the approach taken for assessments within BETTER. Consequently, this facilitates that project outputs will be of immediate benefit for investors, public regulators and the other stakeholder

groups. However, the involvement of many stakeholders with different (and sometimes opposite) views and expectations might increase confusion. Also, dealing with a large number of experts might be an overwhelming exercise. The present Stakeholder Engagement Plan addresses these issues to help the BETTER consortium achieve concrete and action-oriented results in a more effective way.

## 2. MAIN BETTER STAKEHOLDERS

The term “stakeholder” indicates any physical or legal person, or group that has an interest in the project or that can be potentially affected by project outputs. In the case of BETTER, there are several stakeholders that might be interested and/or affected by project results. In fact, BETTER has a quite articulated work programme, covering different thematic aspects (analysis of the policy framework, data gathering on the current state and prospects for renewables, scenario modelling, action plan, policy recommendations) and geographical regions (EU, Balkans, North Africa, Turkey). The goal and scope of the project require dealing with several topics including regulatory issues, grid management, financing schemes, electricity tariffs, administrative procedures, business models, social acceptance, etc.. The first activity is therefore to map the stakeholder categories that can be interested in one or more of these topics. The result of the mapping exercise is shown in Figure 1.



**Figure 1:** Mapping of BETTER stakeholders

Each stakeholder group has a specific interest in the project (or part of it), which is strictly related to the stakeholder’s key area of expertise, business scope, geographical focus, etc.. A preliminary planning has allowed to identify in qualitative way which are the main topics that are worth discussing with each of the stakeholder category groups. The most important aspects that the consortium would like to discuss with stakeholders are shown in Table 1, with a ranking from \* (relevant) to \*\*\* (of utmost importance).

A first set of topics is related to the current state and the needed infrastructure for allowing a larger penetration of renewables in third countries, and for transferring the renewable electricity to the EU

Member States. This includes the flexibility of the power plants, the current age structure, grid management, planning and integration issues. Such topics affect several stakeholders, but in order to have a more structured exchange, it is recommended that the consortium primarily discuss such themes with the utilities, grid operators and public authorities as those being the most immediately responsible. Once the boundaries of the research have been clearly defined thanks to the help of such stakeholders, other experts will be involved, such as for example investors, industry associations and regional organizations.

Similarly, electricity tariffs and the cost of renewable electricity compared to conventional energy is a relevant topic for many players. However, the consortium envisages to have first a brainstorming discussion with those actors who are directly responsible for defining and administering the electricity tariffs (public regulators, electricity companies and grid operators). Once the technical aspects have been properly addressed, the consortium will seek at having a more comprehensive view by taking into account the implications for investors, civil society, etc.

By looking at the proposed ranking for the various topic categories, it becomes evident that the consortium needs to establish a quite continuous dialogue with public authorities, which are directly affected by many of the topics being analysed within BETTER. Similarly, utilities, grid operators, project developers and other investors will play a very relevant role in giving feedbacks and directions to project partners within the framework of the various WPs.

**Table 1:** Main topics addressed by the BETTER projects to be discussed with stakeholders

	Utilities	Public authorities	Industry associations	Regional organisations	Grid Operators and TSOs	Project Developers and other investors	International organisations	Civil society and NGOs
<b>Flexibility of power plants, age structure, grid data, interconnections</b>	***	***	**	**	***	**	*	*
<b>Electricity tariffs</b>	***	***	*	**	***	**	*	**
<b>Business models</b>	***	*	***	**	*	***	*	*
<b>Regulatory measures/incentives</b>	***	***	**	**	**	***	**	*
<b>Socio-economic impacts</b>	**	***	**	**	*	**	*	***
<b>Administrative framework</b>	**	***	*	**	**	**	*	*
<b>Subsidies to fossil fuels</b>	**	***	**	**	**	***	**	***

This table needs to be completed updated, based on the outcomes of the first consultations being conducted by consortium members within the framework of the various work packages. It is foreseen in fact that other topics will be identified by consortium members or external experts, particularly within the framework of WP2 (Policy gaps and analytical framework to identify cooperation opportunities with third countries).

## 4. LEVELS OF PARTICIPATION AND ENGAGEMENT MODES

There are different levels of participation of public, depending on the purpose that is to be reached. Dialogue with stakeholders can be purely informative, therefore not requiring a very active involvement of external participants in the research process, or on the contrary seek to develop a full participatory process. In this case, stakeholders collaborate with project members in every aspect of the decision making process and jointly participate in the finalisation of outcomes. An overview of the different levels of public participation is given in Table 2.

**Table 2:** Levels of public participation (from low to high)

Levels of public participation	
<b>Inform</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
<b>Consult</b>	To obtain public feedback for decision-makers on analysis, alternatives and/or decisions
<b>Involve</b>	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered in decision making process
<b>Collaborate</b>	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
<b>Empower</b>	To place final decision-making in the hands of the public

*Source: Stakeholder engagement - a toolkit*

There are several reported benefits of an active participatory process (University of Leeds, KonSULT project) including:

- ▲ Clearer identification of problems
- ▲ Improving the quality of the resulting plans
- ▲ Developing a common basis for action programmes
- ▲ Raising awareness and encouraging changes in behaviour
- ▲ Overcoming conflicts and streamlining implementation
- ▲ Initiating social empowerment of participants

In the case of BETTER the aim of the consortium is not only to inform the public, but also to consult, involve and collaborate with stakeholders in order to reach consensus-based results and to develop outputs that are immediately exploitable. The envisaged level of public involvement is therefore high, as stakeholders are expected to directly contribute to shaping the project results, with a progressively increasing engagement toward the end of the project (development of an Action Plan and recommendations).

To reach these goals, several engagement modes are possible, and several research methods can be applied. Each of these techniques has its advantages and disadvantages and is best suited to address specific questions of the research design. In general, qualitative research helps gather a

better understanding of the phenomena under investigation through deeper interaction with stakeholders (Silverman, 2000). On the other end, it is less accurate in providing a measurement of the variables under consideration, as it relies more on descriptive narratives than on statistical data. Another criticism of qualitative research is related to the effectiveness of the responses offered as qualitative research might result anecdotal, in the sense that the researcher reports examples without trying to analyse unclear or contradictory data (Bryman, 1988; Silverman, 2000).

In BETTER, a mix of qualitative and quantitative techniques will be used, including: focus groups, workshops, questionnaires, semi-structured interviews, structured interviews (to be performed over the phone or face-to-face).

For example, in order to help define the boundaries of the research, restrict the focus and clarify some fundamental questions (e.g.: relating to the regulatory framework, policy implementation, administrative issues, etc. in the BETTER country case studies) semi-structured interviews via email, phone call or face-to-face are suggested, as they work well in the exploratory phase of the research.

Quantitative methods (e.g.: questionnaires) are particularly appropriate for or identify the most fundamental issues for the different categories stakeholders. Alternatively, focus groups can be organised as well. To increase the reliability of results and allow for a better interpretation of data, sample segmentation is recommended.

Workshops will be organised throughout the project duration to present and discuss the intermediate results and refine the research design based on the feedbacks collected. It is expected that stakeholders will be actively participating in the workshops thus deciding and acting together with the members of the consortium (Wilcox, 1994).

Defining which of these research methods will work best, as well as the timeframe for involving the stakeholders and the background material to be produced is part of the Stakeholder Engagement Plan, described below.

### 3. GOAL AND SCOPE OF A STAKEHOLDER ENGAGEMENT PLAN

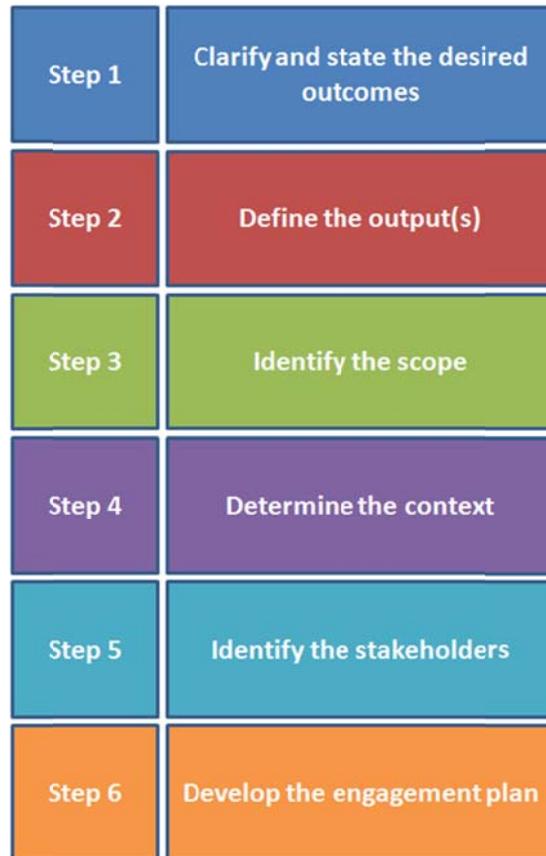
As mentioned, stakeholder consultation plays a relevant role in the BETTER project. The involvement of stakeholders is key to ensure that the outcomes and deliverables are immediately exploitable by a large number of interested institutions. In this respect, the consortium has received a large amount of letters of support and is seeking at further enlarging the stakeholder network.

However, the involvement of many stakeholders with different (and sometimes opposite) views and expectations might increase confusion. Also, dealing with a large number of experts might be an overwhelming exercise. Furthermore, it is important that the consortium becomes fully aware of the implications of a participatory process with external experts. For example: are consortium members ready to revise their positions/approaches based on other people's ideas? Who are the most appropriate stakeholders to be involved? What is intended to be achieved thanks to stakeholder contributions that the consortium members would not be able to reach by themselves? Answering these questions requires defining clear boundaries for the stakeholder involvement.

Developing a Stakeholder Engagement Plan is therefore crucial, to:

- ▲ Prioritise the main topics/issues that deserve discussion with stakeholders
- ▲ Set the desired outcomes
- ▲ Identify the main communication channels for dialoguing and exchanging with them
- ▲ Clarify the right point in time when stakeholders need to be mobilised, in order to be more effective and maximise the chances of getting valuable inputs when needed
- ▲ Develop a communication strategy, including follow-up

The development of a Stakeholder Engagement Plan starts with a flowchart diagram which provides an overview of the main steps to be followed and the questions to be addressed/actions to be undertaken at each step (Figure 2).



Source: own elaboration from the REVIT project toolkit

**Figure 2:** Steps to develop a stakeholder engagement plan

Before engaging with stakeholders, it is of utmost importance to clarify the main outcomes that such engagement process is meant to deliver, as well as its related impacts.

There can be several desired outcomes depending on the type of project and the stages of the project implementation. In the case of BETTER, some potential outcomes can be:

- ▲ Identification of main issues, barriers and benefits
- ▲ Validation of data
- ▲ Generation of new ideas
- ▲ Improve stakeholders perceptions
- ▲ Develop a common vision
- ▲ Enhanced support to cooperation mechanisms
- ▲ Endorsement of project outputs/deliverables

The identification of main issues, barriers and benefits related to cooperation mechanisms between the EU Member States and third countries is definitively a desired outcome of the project, particularly during its initial stages. Several work packages deal with these aspects, either directly (WP2) or indirectly (WP3, 4, 5). The involvement of stakeholders would be key to have a comprehensive list of parameters to be looked at in the analysis. Validation of data is also an important aspect, as BETTER strongly relies on quantitative modeling on the current state of the art

and prospects of renewable energy in different geographical contexts. Having an external review of such forecasts and the underlying assumptions would increase the final quality and impacts of the project results. Furthermore, cooperation agreements are still rather theoretical topics, and many regulatory, administrative and institutional aspects need to be clarified. In this respect, an analysis of case studies carried out jointly with several experts from different countries would be beneficial, and generate new ideas for the implementation or improvement of cooperation mechanisms. As well, stakeholders might have different perceptions on cooperation mechanisms, and negative perceptions might also arise. An extensive dialogue would help clarify the main issues associated to these perceptions and improve the overall acceptance of the project. This would help developing a common vision, and increase the support to cooperation mechanisms. Finally, the involvement of stakeholders might have the specific aim to create a common agreement around the most relevant project outputs and deliverables, thus getting an official endorsement from the main stakeholders.

It is very important that the outcomes are well identified and clearly stated by the consortium before approaching stakeholders, in order to avoid potential biases due to misperceptions.

Once the overall aims of the engagement process are identified and described, it is important to define the specific purpose of the consultation in terms of expected output. This is important to get a common understanding and make sure that the stakeholders being mobilized are those who are the most directly interested and affected by the project activity. In this respect, building on the desired outcomes the consortium will specify a list of tangible products/results that can originate from the stakeholder consultation.

Next step would be then to define the boundaries of the consultation and the expected positive impacts on the project results. A series of questions should therefore be answered by the consortium members before approaching the stakeholders, like: what is the added value of the stakeholder participation? How much is its participation contributing to a change? Is this participation appropriate (in terms of investigated topic, point of time for the consultation, willingness of the stakeholder to get involved, etc.)? What level of engagement is being sought? What are the risks, both for the consortium members and the stakeholders, of such participatory process (in terms of image, reputation, relationships, resources, etc.)?

Another important aspect to be considered is that the consultation process needs to take into account the more general context, including previous experience, lessons learnt, links to other projects/initiatives, the current decision-making context. Cultural diversity (including language and gender issues, etc.) is also an important aspect to be considered at this stage.

If the previous steps have been carefully analyzed and the right questions have been raised, then it should become relatively easy to identify the type of stakeholder categories to be solicited, because of their influential role, background experience, specific expertise, degree of involvement in the particular subject/area that is meant to be discussed. The Engagement Plan can therefore be finalized; this will include also a time schedule, a communication strategy, and the selection of methods and techniques to be used. In this respect, various techniques to approach stakeholders are possible including emailing, phone interviews, face-to-face meetings, questionnaires, focus groups, workshops.

Given the structure of the BETTER project, the development of the actual Stakeholder Engagement Plan must necessarily be a joint effort of WP2-7 leaders in coordination with WP8 and 9 leaders. More specifically, each work package leader should try to clarify the main expected outcomes, outputs and scope of the stakeholder consultation, as described in step 1-3; based on these inputs, WP8 leader will develop the Plan. As an example, the following matrix lists some possible issues to be looked at when thinking about involving stakeholders for the validation of scenarios within the framework of WP3-5. Such matrix can be used as a reference for developing wp-specific and also task-specific plans.

**Table 3:** Matrix for developing the task-specific engagement plans

<b>Expected outcome</b>	<b>Expected output</b>	<b>Definition of the scope</b>	<b>Setting the context</b>	<b>Select the stakeholder</b>	<b>Engagement Plan</b>
Validation of RE model assumptions and scenario results	Electricity demand scenarios to 2020 and 2050 (excel spreadsheets) are checked and validated.	Identify only those stakeholders which are directly involved in the topic: utilities, energy agencies, regulators, grid and transmission system operators.  What is the added value that can be provided by the pre-identified stakeholders? At what level (methodological advice, checking the main parameters, calibrating, link to similar work being or having been conducted by others, help with dissemination...)	Are the pre-selected stakeholders familiar with scenario analysis? Should any preliminary information note on the model be sent out to maximise the effectiveness of the consultation?  How high is forecasting exercise in the country agenda? Will be people interested in such topic?  Which language to be used for conducting the consultation?  Is there any cultural/gender issue to be addressed?	Among the pre-identified stakeholders, pick up those which are more likely to add value to the project results in terms of competences, attitude, familiarity with the topic and with a stakeholder negotiation process	Which tool would work best and why (e.g.: bilateral meeting, workshop, etc.)?  When to approach the stakeholder?  What is the desired level of support/role I am looking for?  What is the preparatory material to be provided?  Which communication tools to be exploited?  Which language to be used (formal, informal, narrative, technical)?  Evaluation form

Finally, an evaluation of the stakeholder engagement process should take place in order to assess whether: the involvement of stakeholders was satisfactory and appropriate to the goals that were looked for; the methods and techniques for dealing with stakeholders were appropriate; the overall process was time and cost-effective.

Again an evaluation form shall be developed, in order to keep track of the feedbacks received by stakeholders, learn from experience and implement any needed corrective action. A possible template is provided below.

**Table 4:** Template for the evaluation form

Stakeholder name	Skill level (low to high)	Active participant (yes/no)	Contribution in achieving the desired output	Appropriateness of the engagement tool	Possible cultural/language issues	Availability for follow-up	Corrective action needed
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Before developing a Stakeholder Engagement Plan, it is also very useful to carry out pre-tests with a selected group of stakeholders. In the case of BETTER, some informal consultation meetings have been performed already during the initial stages of the project. In particular:

- ▲ CIEMAT presented the project and the stakeholder consultation component at the international workshop on « Implementing Article 9 of the directive 2009/28/EC » held in Barcelona on 22 March 2012
- ▲ OME presented the project to its members during the Renewable Energy Committee meeting held in Casablanca on 26 April 2012
- ▲ CIEMAT presented the project at the Summer Workshop of ESTELA, Brussels 25 June 2012
- ▲ CIEMAT and DLR presented the project at the occasion of the SolarPACES conference in Marrakech, in September 2012, where an intensive dialogue with several stakeholders from both EU and North African countries from several business sectors took place
- ▲ OME invited CIEMAT and DLR to present the project and the North Africa case study at the occasion of the meeting of the RE Committee held in Rome in October 2012, back to back with the workshop “From Mediterranean Plans to RE power plants”, organised by the IEA in collaboration with OME and other institutions on October 3rd, which was attended by about 100 people
- ▲ DLR organised a side-event on BETTER at the occasion of the planning workshop of the German-Moroccan energy partnership, in December 2012

These meetings have already provided some useful insights for the project consortium in terms of perceived strengths/degree of innovativeness of the BETTER project compared to state of the art, as well as potential risks in terms of overlaps with other initiatives, crucial aspects to be addressed more in-depth and ideas regarding the management of the project.

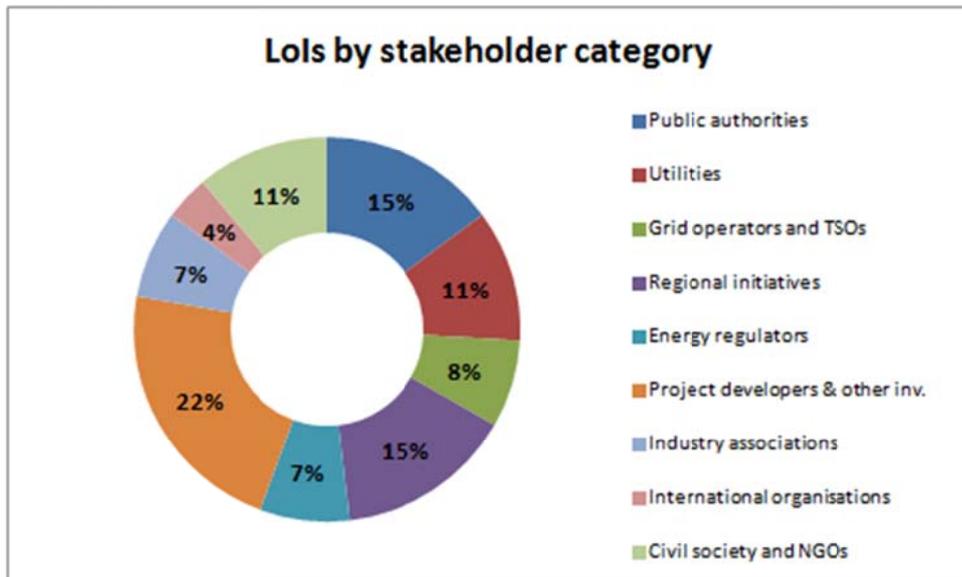
For example, one of the most interesting aspects of the bilateral discussions held by CIEMAT and DLR during SolarPACES in Marrakech was that there is an opposite perception between EU and North African stakeholders regarding the main bottlenecks for the full implementation of Article 9; while EU stakeholders declare that they are waiting for the right signals from North African countries,

according to North African stakeholders, the problem is with EU policy makers. The added value of BETTER is to gather together both EU and North African (as well as Turkish and Balkan) stakeholders, and representatives from regional initiatives (UfM MSP, Dii, Medgrid, etc.) to get a more comprehensive and non-biased pictures of the many variables at play, perceived strengths and weaknesses.

Another interesting input which arose during the discussions with OME representatives in Rome is that cultural issues and language barriers play a relevant role. To overcome this problem, the selection of national focal points for BETTER in some of the interested countries would facilitate dialogue and exchange with local stakeholders.

## 4. LETTERS OF SUPPORT RECEIVED

An overall amount of 27 stakeholders have provided letters of support to the project. Such stakeholders are distributed across various categories: project developers and other private investors (22%), public authorities (15%), regional initiatives (15%), utilities (11%), civil society and NGOs (11%), grid operators and TSOs (8%), industry associations (7%), energy regulators (7%), international organisations (4%).



**Figure 3:** Letters of Support by stakeholder category groups

This distribution reflects a good balance in terms of business categories, expertise and interest in the project.

Table 5 regroups the different stakeholder categories having submitted letters of support to the project and emphasizes what are the main expected contributions, as well as the benefits of their participation in the stakeholder consultations.

**Table 5:** Expected benefits and contributions from the stakeholders having submitted Lols

Stakeholder category	Expected benefits	Expected contribution	LoS
Public authorities	How to reach 20% targets in a cost-effective way	Identification of barriers and critical factors	IDAE, German Min., Min. of Bosnia and Herzegovina
Utilities	Information on market niches and barriers to be overcome	Disc. of market and non-market barriers and the role of policy	Iberdrola; Verbund, Enerjisa
Grid operators and TSOs	Information for planning future grid development/help market design	Power system and grid inventory and prospects	REE; EPDK
Multilateral initiatives	Identification of fields for cooperation and development	Report on their achievements and discuss the main barriers encountered	Desertec; Medgrid; Medrec
Energy regulators	Harmonisation of the regulatory framework to facilitate market developm.	Policy measures and implementation guidelines to exploit cooperation mech.	EPDK; MEDREG
Private investors and project developers	Targeted Action Plans Action-oriented results Increased investments	Discuss business cases Predictability of the regulatory framework	SHE; EEA; HEP; RPSGlobal; IRESEN
Industry associations	Information on technology supply and value chain in the case-study regions	Providing knowledge on technologies, learning curves, country-specific data	Estela; Protermosolar
International organisations	Project results can be used to develop further scenarios	Discuss the assumptions, methodology; bring their view	IRENA UfM Secretariat
Civil society and NGOs	Action Plans axed on env. and socio-economic aspects	Country or sector-specific environmental, socio-econ. data	RGI; Desertec Un.; EuroSolar TK

In addition to the classification presented in the table above, some of the institutions providing letters of support have clearly indicated their specific interest in the project activities and results, and specified the role they are willing to play. This is very relevant information for the project consortium, as it gives already some preliminary indications on the key issues which will deserve discussion with stakeholders.

For example, the identification of cooperation opportunities between EU and MENA countries for large scale production of renewable energy, the establishment of an action plan and the policy recommendations are the declared key areas of interest of the **Desertec Foundation**.

The **Desertec University** aims at contributing to the establishment of a solid stakeholder network between Europe and selected countries from MENA region to foster RES cooperation and knowledge transfer. The main objectives Desertec University are the generation of knowledge and dissemination material and activities, in order to advocate in favour of RES deployment, creating new jobs and generating activities in MENA countries. As such, the major outputs and expected results which are of utmost importance to Desertec University are: i) the socio-economic impacts for MENA countries of the implementation of the cooperation mechanism, as well as the associated co-effects (market opportunities, grid requirements, environmental effects, etc.); ii) an action plan to foster renewable energy production, transfer and use in the EU member states as well as third countries through cooperation initiatives highlighting its strengths, weaknesses opportunities and threats; iii) policy recommendations with regards to the implementation of the RES cooperation mechanism for MENA region and for the European Union, and the implementation of the joint project between countries in general.

Equity and Environmental Assets Ireland - **EEA** declared a specific interest in the potential to trigger the deployment of renewable electricity projects in third countries and create synergies and win-win circumstances for all involved parties. In particular, EEA acknowledges that as a renewable energy investor it has struggled to identify such opportunities in Europe and beyond.

The European Solar Thermal Electricity Association - **ESTELA** is especially interested in the establishment of a solid stakeholder network between Europe and the sunny regions of the project target countries - especially MENA and Turkey - to foster cooperation and knowledge transfer on Solar Thermal Electricity technologies.

**IRESN** - Institut de Recherche en Energie Solaire et en Energies Nouvelles (Research Institute for Solar and New Energies) will participate in the stakeholders negotiations with the objective to: i) evaluate the added value of a large deployment of RES in the host country and on its relationship with the EU Member States; ii) identify which technology is best suited to each host country, and iii) illustrate the existing technical and economic hurdles and identify the required resources to fulfill the recommendations ensuing out of the study. The institution declared a specific interest in: i) the socio-economic impacts for MENA countries of the implementation of the cooperation mechanism, as well as the associated co-effects (market opportunities, grid requirements, environmental effects, etc.); ii) the analysis of current RES technology deployment barriers in the region; iii) the Action Plan; iv) policy recommendations.

**HEP** Renewable Energy Sources is interested in the development of a solid stakeholder network between EU and selected third countries to foster cooperation and transfer of knowledge on RES. Iberdrola declares an interest in the analysis of the geographic areas covered by the project, together with the action plan and the policy recommendations.

**Irena** – International Renewable Energy Agency, is looking for having an exchange on issues relating to technology and innovation.

**Medgrid** is involved in the assessment of needs for the development of the Mediterranean interconnection system. As such, it is especially interested in the action plan and recommendations, which should contribute to the development of renewables in the region.

**Medreg** is interested in participating as a stakeholder in the project in order to discuss issues related to the harmonisation of the regulatory framework, in line with the aims of the association.

The **Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina** is willing to support the development of a solid stakeholder network between Europe and selected third countries to foster cooperation and knowledge transfer on renewable energy.

**Protermosolar** is especially interested in the establishment of a solid stakeholder network between Europe and the sunny regions of the project target countries -especially MENA and Turkey- to foster cooperation and knowledge transfer on Solar Thermal Electricity technologies.

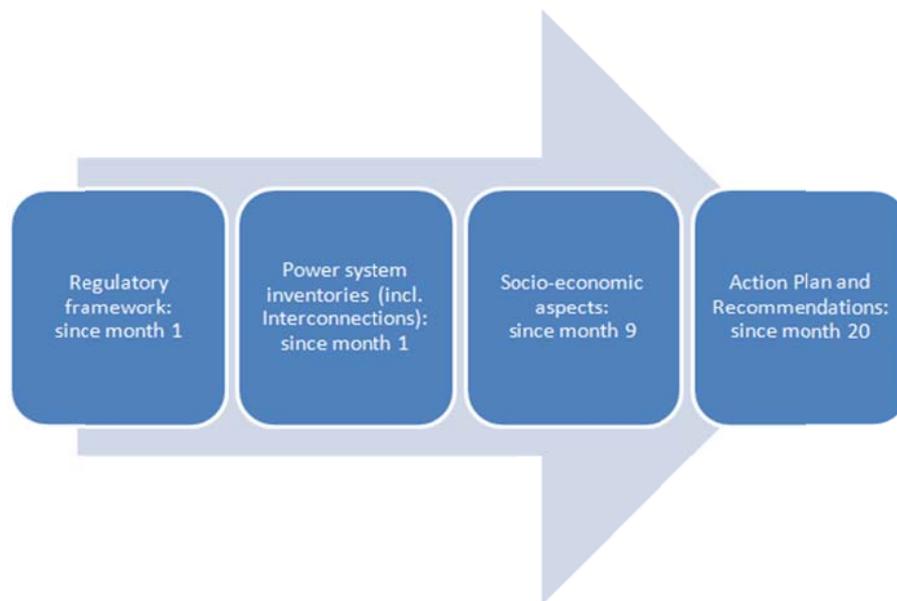
**Red Eléctrica de España** is interested in the project as the Spanish power system is today the only EU system electrically connected with North Africa through the Morocco-Spain interconnection. The Spanish power system will be converted into a key transit system in order to make feasible such EU targets buy other EU member states. The influence in the Spanish electricity market and the

expected new transmission network developments needed to transmit the electricity beyond the Pyrenees are very relevant issues for REE.

**rp GLOBAL Austria** is an international developer and investor in renewable energy projects, primarily wind and small hydro power plants. It is interested in discussing the legal and policy framework conditions needed to ensure a risk profile which guarantees sufficiently attractive conditions to private investors.

The Secretariat of the Union for the Mediterranean declared its willingness to participate in the stakeholder consultations, and particularly in the knowledge transfer and dissemination activities.

Summarising, the main keywords and priority aspects for the stakeholders which have submitted Lols are: the Action Plan, policy recommendation, socio-economic aspects related to renewable energy, knowledge transfer, regulatory framework, and interconnections. These are grouped in Figure 4, which shows also the timeline for the implementation of the activities.



**Figure 4:** Most relevant investigated topics according to selected BETTER stakeholders

The project work programme foresees a series of stakeholder consultations to take place between month 4<sup>th</sup> and month 26<sup>th</sup>, distributed as follows:

- ▲ - bilateral meetings in the EU and third countries (month 4th-15th)
- ▲ - First EU workshop (month 13th)
- ▲ - Regional workshops in third countries (month 16th-18th)
- ▲ - Side-event at the occasion of the OME RE Committee meeting (month 20th)
- ▲ - Second EU workshop (month 26th)

By combining the schedule with the main priorities expressed by selected stakeholders, it is possible to understand that the side-event to be organised in month 20th and the second EU workshop

(month 26<sup>th</sup>) will be key to discuss the action plan and the policy recommendations with stakeholders.

Regional workshops and the first EU workshop shall include also aspects related to technology and knowledge transfer, socio-economic aspects in order to match stakeholders' interests and priorities.

## 5. LINK WITH OTHER PROJECTS AND INITIATIVES

Another feature of the BETTER project is the willingness to establish a continuous dialogue with other consortia involved in research activities which are relevant for BETTER. An exchange of information is envisaged in order to take stock of already produced analysis, avoid duplication of work and exploit synergies. Whenever possible, the BETTER consortium will attend the project meetings and participate in other consortia's events or will look for the possibility to organise joint events, thereby increasing the visibility of the project (this will be done in coordination with WP9). Moreover, the direct involvement of several partners of the BETTER consortium in some of these projects/initiatives will guarantee direct access to relevant outcomes and deliverables.

Some of these projects are briefly presented below.

In **FUTURES-e** project (<http://www.futures-e.org/>) pathways were identified and targeted recommendations provided in order to pave the way for a successful and in the long-term stable deployment of RE in Europe. A possible harmonisation of RE support deserved a key attention in this policy analysis. The IEE **REPAP2020** project (<http://www.repap2020.eu/6.0.html>) has amongst others assessed surplus and deficit conditions in terms of achieving national RES targets in 2020 under various scenarios. Similarly, several projects have assessed the impacts of using cooperation mechanisms. The IEE **Re-Shaping** project (<http://www.reshaping-res-policy.eu/>) has from a theoretical and conceptual point of view assessed design options for cooperation mechanisms under the Renewable Energy directive. Additionally, similar to the currently ongoing IEE project **Res4Less** (<http://www.res4less.eu>), impacts of using cooperation mechanisms have been assessed quantitatively within that project. Another relevant ongoing activity within the context of long-term oriented RES policy analysis is the currently ongoing IEE project **beyond2020** (<http://www.res-policy-beyond2020.eu>).

**A relevant initiative for the West Balkans and Turkey is the European Energy Community**  
(The West Balkan countries are contracting parties, Turkey is observer)

- ▲ People from Energy Community Renewable Energy Task Force will be contacted during the project. (An initial contact with the secterteio in Vienna has already been established). A person from the BETTER project team will participate in the Energy Community Renewable Energy Task Force meetings. UNDP has so far participated in European Energy Community Task Force meetings.

Other relevant initiatives specifically focusing on energy in the Mediterranean include:

- ▲ The **Union for the Mediterranean Solar Plan (MSP)**. The MSP is one of the six projects of the Union for the Mediterranean (UfM) and has the aim of developing 20 GW of additional RE capacity in the South Mediterranean countries by 2020. The UfM Secretariat and the Member States are currently in the process of developing a Master Plan, to be submitted to the Energy Ministers by mid-2013, which should give new impulse to the Mediterranean Solar Plan, by offering a common policy platform and a common policy vision, with the aim of reducing fragmentation.
- ▲ Related to above is the EU regional project “**Paving the Way for the Mediterranean Solar Plan**”, coordinated by MVV with four partners. The project started in 2010 and will conclude its activities in 2013. It has four main components, which cover harmonisation of legal and

regulatory framework, transfer of knowledge and capacity building, sustainable energy policy and support to investment.

- ▲ **Dii.** Launched in 2009, with 16 partners and 20 associates, it has the aim of supplying 15% of European electricity needs from the desert by 2050. The initiative brings together major industrial and finance players, with a clear investment-oriented focus.
- ▲ **Medgrid.** Launched in 2010 with the aim of realising a network of underwater electric connections in the Mediterranean. Studies are ongoing to assess the feasibility of projects. Medgrid is a member of the Renewable Energy Committee of OME.
- ▲ The **World Bank's Clean Tech Fund.** It has the aim of providing co-financing for nine commercial scale CSP power plants for a total capacity of 1.2 GW in Algeria, Egypt, Jordan, Morocco and Tunisia.
- ▲ The EU project “**Euro-Mediterranean Energy Market Integration Project -MEDEMIP**”, whose aim is to reinforce Mediterranean energy cooperation with particular emphasis on energy security and sustainability. OME was partner of the project.
- ▲ The ongoing EU FP7 **CLIM-RUN** project has the aim to provide valuable insights on the climate energy nexus in the greater Mediterranean Region. Amongst others, UNDP and PIK are working together with a large number of stakeholders to develop a climate service network for the energy sector. Improved knowledge on how seasonal to decadal climate variability affects RES-E production in the Mediterranean will help to better understand about the potential of the 4th cooperation mechanism especially in the mid- to long-term.

## 6. BETTER STAKEHOLDERS DATABASE

An Excel database has been developed since the proposal preparation stage to keep track of the stakeholders contacted, and to classify them according to some key parameters like: type of business, geographical area, interest in the project. Once the project website will become operational, the database will be eventually converted into a password-protected online tool which will be accessed by all partners through the web portal. All partners will be able to consult the database in order to select the stakeholders that they might need to contact for addressing specific aspects of the research. As well, each partner will update the database by adding new names of stakeholders met at specific events or during the consultation process.

The templates are classified according to the following order:

- ▲ Database of stakeholders having submitted Lols
- ▲ Database of Advisory Board members
- ▲ Database of EU officials
- ▲ Database of industry
- ▲ Database of grid operators and TSOs
- ▲ Database of public authorities
- ▲ Database of energy regulators
- ▲ Database of utilities
- ▲ Database of civil society
- ▲ Database of investors
- ▲ Database of project developers
- ▲ Database of multilateral initiatives
- ▲ Database of international organizations
- ▲ Database of other relevant projects

They will be complemented by the list of stakeholders attending the different regional and EU workshops to be organized between month 13 and 26.

An example of the templates produced is given in Table 6.

**Table 6:** Template of the database (example of stakeholders having submitted Lols)

	Stakeholder name	Stakeholder type	Country	Contacted by (partner)	When	Interest in the project	Contact person	Position	Lol received	web page
1	Jefferies									
2	S.H.E. Consulting									
3	Renewables Grid Initiative									
4	Protermosolar									
5	Estela									
6	HEP Renewable Energy Sources									
7	Enerjisa									
8	Euro Solar Turkey									
9	Iberdrola									
10	IDAE Spain									
11	Verbund									
12	BMWi									
13	Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina									
14	CNE									
15	Desertec Foundation									
16	Desertec University									
17	EEA									
18	EPDK Turkey									
19	German Federal Ministry of Economics and Technology									
20	rp Global Austria									
21	Irena									
22	Medrec									
23	Medreg									
24	REE									
25	UFM									
26	Iresen									
27	MedGrid									

## 7. REFERENCES

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REVIT (no date). Stakeholder Engagement – a toolkit (available at [http://www.revit-nweurope.org/selfguidingtrail/27\\_Stakeholder\\_engagement\\_a\\_toolkit-2.pdf](http://www.revit-nweurope.org/selfguidingtrail/27_Stakeholder_engagement_a_toolkit-2.pdf)).

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