

Stakeholder involvement plans:

Transnational lessons learned report on stakeholder involvement

Ingrida Bremere,
Daina Indriksone,
Dace Strigune

Baltic Environmental Forum -
Latvia



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Abbreviations

DH	District heating
GoA	Group of activity
NGOs	Nongovernmental organisations
PP	Project partner
PV	Photovoltaic
RE	Renewable energy
RES	Renewable energy sources
WP	Work package

Introduction

Stakeholder involvement has been one of the key aspects of the BEA-APP project. A lot of attention has been paid to ensure close collaboration with stakeholders throughout the whole project duration and implementation of pilot cases in the project partner regions. Pilot cases have been related to the spatial planning and to the use of renewable energy sources (RES). These cases have represented a broad spectrum of renewable energy uses: geoenery use in residential areas, optimal renewable energy mix in peripheral areas, renewable energy in municipal district heating systems, production of biogas, use of solar and offshore wind energy. Pilot projects have been implemented in the project partner regions: Mecklenburg-Vorpommern (Germany), Skåne, Blekinge (Sweden), Central Finland, Southern Estonia, Kaunas County (Lithuania), Westpomerania (Poland), and Zealand (Denmark). Close cooperation with stakeholders has taken place also in Zemgale Region (Latvia) to elaborate municipal energy concepts for 16 municipalities.

This report reflects on the stakeholder involvement by linking it to the cases of renewable energy (RE) pilot projects implemented in the partner regions. The report introduces the methodology on elaboration of plans for stakeholder involvement, case specific stakeholder involvement plans, and presents the main lessons learned from the stakeholder involvement during the project activities in the regions.

Direct interaction with stakeholders through various meetings and round table discussions with stakeholders at the project pilot regions was an important part of the BEA-APP project implementation. The purpose of these events was to identify and discuss drivers for an increased production and use of RES in regions, arguments used by stakeholders to support or object RE projects, as well as to discuss on possibilities to attract investments and suitable business models. The gained experience is compiled to build on knowledge from the stakeholder involvement and benefit from evaluation of the process, goal setting, results and outcomes, satisfaction/ meeting of expectations and of the level of innovation.

Guidance on methods for transferability and replication for widening the uptake of knowledge from the stakeholder involvement is grounded on key principles to a systems perspective, adoption capacity and enabling practices to implementation. Experience from the BEA-APP project pilot cases allows us to draw on guidance of methods applicable.

This report is prepared within the frame of the BEA-APP project GoA3.3 “Testing and implementing innovative forms of stakeholder involvement and communication” by BEF-Latvia (PP8) with contributions from the project partners: Ministry of Energy, Infrastructure and Digitalization Mecklenburg-Vorpommern, Germany (PP1), Skåne Association of Local Authorities, Sweden (PP2), Region Blekinge, Sweden (PP3), Energy Agency for Southeast Sweden (PP4), Regional Council of Central Finland (PP5), Tartu Regional Energy Agency, Estonia (PP6), Zemgale Planning Region, Latvia (PP7), Lithuanian Energy Institute (PP9), Regional Office for Spatial Planning of Westpomeranian Voivodeship, Poland (PP10), and Roskilde University, Denmark (PP11).

1. Methodology on elaboration of plans for stakeholder involvement

The purpose of stakeholder involvement in the BEA-APP project was to unfold the potential for production and utilisation of renewable energy sources by considering regional /local circumstances and by gaining the social acceptance. It can be defined that stakeholders are persons or groups who are directly or indirectly affected by a RE project, have interests in a project, or can influence its outcome – either positively or negatively.¹ Depending on the goals of renewable energy projects, stakeholders from national, regional and local level shall be involved.

Approach to stakeholder involvement can differ depending on the implementation stage of renewable energy and spatial planning activity (i.e. targeted planning of RE development in the region/municipality; feasibility study; implementation of RE project). However, despite this fact, there are three main steps to be undertaken for engaging with stakeholders: 1) the identification of key stakeholders (stakeholder mapping); 2) interaction with stakeholders (direct and/or indirect); 3) evaluation of stakeholder involvement (feedback from stakeholders) (see Figure 1.1.).

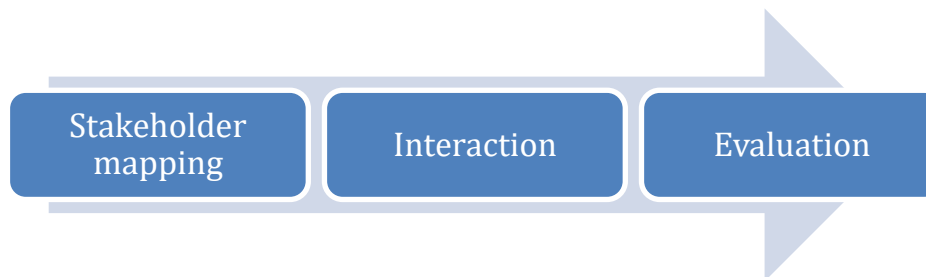


Figure 1.1. Three main steps for planning the stakeholder involvement

Step 1. Stakeholder mapping include identification (desk research) and initial contacts with stakeholders at national, regional/ local level to assess their interest, influence and importance in renewable energy development and for gathering the insight on the relative importance of specific environmental, social and governance issues. The insight is valuable to strategic planning, operational management and capital investment decisions. It serves as a strategic tool that can provide support when prioritising, organising and planning as well as in communication, in different phases of the RE development.

Step 2. Once stakeholders have been identified, their roles and interests acknowledged, (innovative) methods and tools shall be selected for further interaction and engagement of stakeholders. The BEA-APP project sees the innovation in stakeholder involvement in two ways: (i) by employing of new methods and approaches and (ii) by using of convenient “old” methods to a new practice on a pathway to achieve a desired result. The common feature for innovation is a dynamic interplay with stakeholders.

Innovative form of stakeholder involvement constitutes application of co-creation and co-planning concepts, multi-stakeholder and multi-disciplinary approach ensuring interaction between stakeholders from public, private & civic sector.

¹ Sherriff L., Environmental Challenge Limited (2012). Delivering Renewable Energy projects through stakeholder engagement, EEA Conference & Exhibition, 2012, 20-22 June, Auckland

Application of new methods and approaches requires a user-centric approach (stressing the importance of users i.e. stakeholders in activities). It calls for widening stakeholder roles from passive informants into co-creators. Combination of communication methods and tools shall be considered e.g., living labs, crowdsourcing, open innovation, visioning. Application of “old” communication methods requires gradual intensification of stakeholder involvement already in early phase of RE development planning to prepare stakeholders for collaboration at later stages. In practice it means taking of additional steps beyond the formal stakeholder involvement procedures (e.g. defined by legislation).

Selection and application of methods or approaches is case specific and largely depend on issues to be solved about RE projects. In addition, several context factors (legislative, socio-economic, technological, environmental, resources, previous experiences etc.) are important constituents for the implementation and determine a lot the selection of tools and methods for interaction with stakeholders. On top of this, there are few preconditions (e.g., time for interaction, outreach, performance) to be kept in mind about stakeholder involvement.

Key preconditions for successful interaction with stakeholders:

- Early (timely) involvement
- Bilateral level -> Core group -> Larger outreach
- Informing -> Building understanding -> Feedbacking -> Engaging

Step 3. Evaluation of stakeholder involvement process (e.g., in a form of a questionnaire) is an integral part of innovative working methods. It shall include reflection from stakeholders evaluating the process, goal setting, results and outcomes, satisfaction/meeting of expectations and on the level of innovation. Self-adopted approach for evaluation of stakeholder involvement can be developed in each case individually.

The following chapters reflect the approach implemented in the BEA-APP project in pilot regions.

1.1. Step 1: Case specific identification of stakeholders

A broad spectrum of renewable energy uses has been covered by the pilot projects implemented in the BEA-APP project (see Table 1.1.).

Table 1.1. Renewable energy pilot projects in the project partner regions.

Pilot project	Region/area	Partner(s) responsible
Green industrial areas (RES mix)	Mecklenburg-Vorpommern, Germany	PP1_Ministry of Energy, Infrastructure and Digitalization Mecklenburg-Vorpommern, Germany
Urban planning for Solar Energy	Skåne, Sweden	PP2_Skåne Energy Agency, Sweden

Pilot project	Region/area	Partner(s) responsible
Offshore wind power	Taggen, Blekinge, Sweden	PP3_ Region Blekinge PP4_Energy Agency for Southeast Sweden
District heating case	Ronneby, Blekinge, Sweden	PP3_Region Blekinge PP4_Energy Agency for Southeast Sweden
Geoenergy use in a new residential area	Äänekoski city, Central Finland	PP5_Regional Council of Central Finland
Renewable energy mix in peripheral regions (renovation project of a village hall)	Rõuge village, Southern Estonia	PP6_Tartu Regional Energy Agency
Sustainable district heating system	Kaunas Region, Lithuania	PP9_ Lithuanian Energy Institute
Sustainable Energy approach in public spaces located in the town centres	Central Functional Zone, the West Pomeranian Voivodeship, Poland	PP10_Regional Office for Spatial Planning of West Pomeranian Voivodeship
Biogas plant	Odsherred municipality, Zealand, Denmark	PP11_Roskilde University
Municipal energy concepts	Zemgale, Latvia	PP7_Zemgale Planning Region, Latvia

Already at an early stage of the project, mapping of stakeholders involved in the decision making on renewable energy projects was performed in all regions participating in the BEA-APP project.²

A pre-designed template of stakeholder maps complemented with instructions for stakeholder mapping and filling-in the template was prepared. Eight stakeholder groups – “Public authorities”, “Energy producers”, “Investors”, “Experts (consultants)”, “Environmental NGOs”, “Professional associations”, “Citizen/societal groups”, and “Others” having a role in the decision making on renewable energy projects were distinguished.

By performing a desk research, partners in the regions, identified stakeholders and analysed their interest and influence in RE projects. Information was collected from publicly available sources. The role of each stakeholder (or a stakeholder group) and existing co-operation interlinkages were identified. In addition, targeted interviews were performed to check and complete the communication routes and to analyse the interest and influence of stakeholders representing various stakeholder groups on RE projects in the region. Among other issues, the interviews highlighted the need for improvement of the communication expressed by stakeholders. The obtained information

² Bremere I., Indriksone D. (2017). Regional stakeholder maps and analyses of decision flows. BEA-APP project, available at: www.balticenergyareas.eu/images/achievements/wp3.1_regional_stakeholder_maps_and_analyses_of_decision_flows.pdf

and knowledge served the project partners to plan further communication and involvement of stakeholders in the RE pilot projects in their regions.

During the project partner meeting in Kaunas, 8 March 2017, the innovative methods for stakeholder involvement (e.g., living labs, focus groups, surveys, guided visioning, role playing) were introduced and discussed with project partners. During this event, responsibilities for stakeholder involvement were agreed: each project partner region responsible for implementation of the regional pilot project (see Table 1.1.), will elaborate its case specific plan for stakeholder involvement including the time table of planned interactions (e.g., working groups, round-table discussions, workshops, info-days) with different stakeholder groups.

1.2. Step 2: Interaction with stakeholders in the project regions

Interaction with stakeholders in the BEA-APP project has been performed by the project partners mostly by organising various events at the respective project regions. Various round table discussions – regional dialogue meetings, workshops with key stakeholders were taking place in all pilot project regions. Collection of experience and lessons learned from the stakeholder involvement at project partner regions was organized as a continuous process where the project partners were asked to reflect on the event by preparing the meeting report.

A pre-designed template for the stakeholder meeting reports was used (Annex 1). Project partners were reflecting on: (i) title, purpose, date and place of the event; (ii) number of participants and stakeholder groups participating; (iii) main topics discussed; (iv) possible conflicting issues; (v) tools and methods used for the discussion; (vi) main outcomes, agreements and possibly not resolved issues; (vii) feedback from participants and organizers on planning and implementation of the regional RE project (e.g., acceptance, resistance, worries, concerns); and (viii) on the next steps with regard to further stakeholder involvement (e.g., next meetings, consultations). Stakeholder meeting reports were prepared by the respective project partners and sent to the BEF-Latvia afterwards. Reflection on stakeholder meetings was summarized to obtain an overview on communication with stakeholders at the project regions.

Experience from the stakeholder involvement in the pilot project implementation was compiled by the respective project partners. A poster presentation was prepared in a pre-designed template to reflect on cooperation links with stakeholders, tools and methods used for stakeholder involvement and main outcomes from the stakeholder involvement process (Annex 2). Each case study has briefly presented their focus on stakeholder involvement in a special session titled as *Communication in action* during the Transnational Dialogue meeting (Szczecin, 29-30.05.2018)³. Outcomes from the stakeholder involvement at the project regions are reflected in the current report.

³ Challenges in spatial planning for renewable energy sources in Baltic Sea Region – Planning instruments for a sustainable growth of renewable energy and stakeholder involvement (2018): Baltic Energy Areas – A Planning Perspective, Transnational Dialogue Meeting 2018, Szczecin, 29-30th of May 2018.

1.3. Step3: Evaluation of the stakeholder involvement process

The stakeholder involvement process was organized during the implementation of pilot cases in the BEA-APP project partner regions. Innovative approach of the stakeholder involvement by the project approach includes evaluation of the process, goal setting, results and outcomes, satisfaction/ meeting of expectations and of the level of innovation. The structured evaluation was aimed to obtain the view from both – the project partners and the key stakeholders being involved in the pilot case of each region. The evaluation template was designed containing pre-defined questions (Annex 3). This template was aimed to reflect the respondent’s evaluation on the stakeholder involvement process, goal setting, results and outcomes from the process, as well as the reflection on satisfaction – meeting expectations and on the level of innovation in stakeholder involvement. In addition, respondents were asked to share their impressions or storeys about the stakeholder involvement in the pilot case in their region. The evaluation survey was implemented by an online questionnaire form (June – August, 2018). The filled-in evaluation forms were compiled and analysed to highlight the communication experience on stakeholder involvement process in RE projects.

1.4. Checklist

Based on the experience of the BEA-APP project and implementation of pilot cases, a checklist has been developed. It reflects the main items to be considered for planning the stakeholder involvement in RE development (see Table 1.2).

Table 1.2. Checklist for stakeholder involvement.

Nr.	Question	Yes	No
•	Have you identified the main stakeholder groups relevant to your RE development plan/project?	<input type="checkbox"/>	<input type="checkbox"/>
•	Do you know their role, responsibility and interest towards your RE development plan/project?	<input type="checkbox"/>	<input type="checkbox"/>
•	Have you assessed case-specific context factors (legislative, socio-economic, etc) for stakeholder involvement?	<input type="checkbox"/>	<input type="checkbox"/>
•	Have you considered multi-stakeholder (public, private, civic) involvement and application of multi-disciplinary approach?	<input type="checkbox"/>	<input type="checkbox"/>
•	Have you selected combination of tools and methods for stakeholder involvement?	<input type="checkbox"/>	<input type="checkbox"/>
•	Have you elaborated a schedule for direct and/or indirect interaction with your stakeholders to ensure early involvement and regular interaction?	<input type="checkbox"/>	<input type="checkbox"/>
•	Have you planned the procedure for receiving the feedback from your stakeholders on their satisfaction with regard their involvement and outcomes of interaction process	<input type="checkbox"/>	<input type="checkbox"/>

2. Case-specific stakeholder involvement plans

Following the methodology elaborated, regional project partners have performed stakeholder mapping relevant to the focus of pilot projects planned. Key stakeholders representing the preselected target groups were identified at an early stage of implementation of pilot projects (intermediate output, see the Table 2.1 – 2.10.). The case specific stakeholder involvement plans were developed as “living documents” complemented during the BEA-APP project implementation at each pilot region. The stakeholder involvement plans including the schedule of interaction are added to this report (Annex 4).

This chapter presents an overview on key stakeholder groups identified for implementation of case specific stakeholder involvement plans.

2.1. Green industrial areas in Mecklenburg-Vorpommern, Germany

Mecklenburg-Vorpommern is the federal state with the lowest population density in Germany and has a gross domestic product which is below the national average. The designated industrial and commercial areas in Mecklenburg-Vorpommern are not used to full capacity. The motivation is to establish green industrial areas to attract new companies as a kind of marketing instrument and in this context to create new jobs. The focus is on the generation and direct marketing of RES on-site to raise the regional added value of RES in the region. Additional goals are an increased cooperation and collaboration of the companies (industrial symbiosis) as well as the promotion of sectoral integration. During the first months, the interest and support was so high that the topic became part of the coalition agreement of the state government. Instead of elaborating a feasibility study, a state initiative on green industrial areas was prepared and implemented within the BEA-APP project.

Table 2.1. Key stakeholders identified for the pilot case on Green industrial areas in Mecklenburg-Vorpommern, Germany

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	Regional Planning Associations
Municipal spatial planners	Hamburg Metropolitan Region (working group climate and energy, working group economics)
Public authorities	Ministry of Energy, Infrastructure and Digitalization Ministry of Economics, Employment and Health Chamber of Industry and Commerce (IHK) Energy and Climate Protection Agency Mecklenburg-Vorpommern
Investors	Invest in MV (economic development organization Mecklenburg-Vorpommern)
Energy producers	Association of Municipal Companies (VKU e.V.)

2.2. Urban planning for solar energy in Lund, Sweden

The city of Lund with 115 000 inhabitants is planning for the development of a new urban district, Sydvästra Lund (Southwest Lund), which also includes a new train station. The train station is planned for operation in 2024. Ensuring a high share of renewable energy supply is an important aspect in planning for this new district. The city of Lund is especially considering possibilities for solar energy installations. This pilot project investigated the best prerequisites in the planning process for solar energy installations.

Table 2.2. Key stakeholders identified for the pilot case on Urban planning for solar energy in Lund, Sweden

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	County Administrative Board Skåne, Stina Westlin, Development Strategy Officer, Planning Department
Municipal spatial planners	33 municipalities in Skåne
Public authorities	Region Skåne, Regional County Council
Energy producers	E. ON; Krafringen Energi; C4 Energi; SYSAV; Öresundskraft; Vattenfall
Energy agencies	Skåne Energy Agency
Related environmental NGO's	Skåne Windpower Academy; Solar Region Skåne; Environmental Protection Agency; Klimatkommunerna
Citizen societal groups	Energivision Syd; Föreningen Svenskt Landskapskydd
BSR platforms and networks	BEAN – Baltic Energy Actors Network
Associated partners	County Administrative Board Skåne

2.3. Increasing RES share energy mix: offshore wind power & district heating, Blekinge, Sweden

In 2013, Blekinge adopted an ambitious climate and energy strategy, for the years 2013-2016 with an outlook towards 2020. By 2020, 80% of energy supply in Blekinge should come from RES, and greenhouse gases should be reduced by 50% compared to 1990. Energy consumption should be reduced by 20% using 1990 as the base year. In 2018, this action plan was updated.

To reach this goal – a model was elaborated in the Blekinge pilot to identify how the construction of offshore wind power plants will affect the municipalities and the labour market in Blekinge. The other pilot in Ronneby had the focus: how a manufacturing industry with a significant surplus energy could potentially be utilised in the district heating system.

Table 2.3. Key stakeholders identified for the pilot case on Increasing RES share energy mix: offshore wind power and district heating, Blekinge, Sweden

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	County Board of Blekinge, blekinge@lansstyrelsen.se
Municipal spatial planners	Municipality of; Karlskrona samhallsbyggnadsforvaltningen@karlskrona.se Ronneby mbf@ronneby.se Karlshamn byggnadsnamnden@karlshamn.se Sölvesborg stadsarkitektavdelningen@solvesborg.se Olofström; bn@olofstrom.se
Energy producers	Eon, www.eon.se
Energy agencies	Swedish Energy Agency; www.energimyndigheten.se
Related environmental NGO's	Swedish Society for Nature Conservation www.naturskyddsforeningen.se
Associated partners	County Board of Blekinge; blekinge@lansstyrelsen.se

2.4. Geoenery use in a new residential area in Äänekoski city, Finland

Geoenery is a prominent, new renewable energy source in the Central Finland region. The existing geoenery utilisation is at household scale, and larger (apartment building/residential area) scale use is very new in Finland. A regional level study on potential geoenery sites already exists; based on the bedrock materials and the depth of the soil layer, geoenery is also included in the present process of updating the regional land use plan. In order to progress with the utilisation of geoenery in Central Finland, a more detailed study was required. This geoenery pilot study was carried out for the Ääneniemi residential area in Äänekoski city.

Table 2.4. Key stakeholders identified for the pilot case on Geoenery use in a new residential area in Äänekoski city, Finland

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	Land use planners, City of Äänekoski The Geological Survey of Finland (GTK), external consultant Municipal land use planners as potential multipliers

2.5. Renewable energy mix in Southern Estonia

The local energy centre was established by the municipal government in 2001 which has been developing the Rõuge Energy Park, promoting innovative energy-saving solutions, supporting sustainable and low-tech engineering and constituting a tourist attraction in this agricultural region. Thus, the activities of the energy park follow two pillars: (1) innovation and engineering, and (2) visiting and training. The Rõuge Energy Park, promoted by local leaders and implemented by local communities, has an essential role in raising awareness for renewable energy technologies and the

solutions these can bring in the wider context of sustainable development in a peripheral and remote rural area. The pilot project sets out the planning and renovation of the Rõuge village hall (built-up area of 1116 m²), including the optimal selection and installation of renewable energy technologies, as well as sustainable and smart landscaping of the surroundings in the memorial park (1,83 ha). The energy and heating systems will integrate ground source heat pumps with photovoltaic panels and traditional wood-burning stoves.

Table 2.5. Key stakeholders identified for the pilot case on Renewable energy mix in Southern Estonia

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	Tartu county government, department of planning
Municipal spatial planners	Tartu city government, department of planning
Public authorities	The Environmental Agency The Ministry of economy and communication
Energy producers	Fortum energy group http://www.fortumtartu.ee/page.php?lang=3&action=show_page&page_id=155
Related environmental NGO's	The Estonian Biofuels Association The Estonian Biogas Association The Estonian Wind Energy Association The Estonian Chamber of Renewable Energy,
Citizen societal groups	Neighbourhood societies in Tartu Supilinna Selts, Karlova Selts, Annelinna Selts
Associated partners	Tartu city government; Rõuge rural municipality

2.6. Sustainable DH System in Kaunas, Lithuania

Kaunas City is the central city of Kaunas region and the second largest city in Lithuania with a population of 288,466 (Jan 1, 2018). Kaunas City municipality, together with the district heating company, has developed an ambitious plan for the district heating sector (~65% of total heated area) to transfer from natural gas district heating, which made approximately 96% in fuel balance in 2010, to a RES based district heating sector with biomass making 100% in fuel balance in 2020. This plan is successfully being implemented (91% biomass on Jan 1, 2018 already) via involving new capacities under Kaunas district heating company AB “Kauno energija”, as well as independent heat producers, connecting to the integrated city district heating network. The pilot project discloses the full range of this ambitious plan, starting with a description of the initial situation, the planning process and criteria, public involvement and social partners, available financial support and schemes, options for development of RES, the implementation process, weaknesses and bottlenecks, as well as lessons learnt and recommendations for improving the spatial planning procedures.

Table 2.6. Key stakeholders identified for the pilot case on Sustainable DH System in Kaunas, Lithuania

Target groups	Title of organisation/institution (department, division)
Regional spatial planners	Kaunas County division of the Regional Development Department under the Ministry of Interior, http://www.lietuvosregionai.lt/
Municipal spatial planners	Kaunas City Municipality, Department of Energy; http://www.kaunas.lt/
Public authorities	Ministry of Energy of the Republic of Lithuania; Renewable Energy Resources Division; https://enmin.lrv.lt/en/
Energy producers	Kaunas DH company AB „Kauno energija“ https://www.kaunoenergija.lt/en/
Energy agencies	Kaunas Regional Energy Agency, www.krea.lt
Related environmental NGO's	Environmental Centre for Administration and Technology , http://www.ecat.lt/
Citizen societal groups	Petrasiunai citizen center, https://www.facebook.com/petrasiunai/info?tab=page_info
BSR platforms and networks	National biomass and biofuel production technology platform, http://www.biokuras.lt/lt/platforma
Associated partners	Kaunas DH company AB „Kauno energija“, https://www.kaunoenergija.lt/en/

2.7. Sustainable energy in public spaces located in the town centres of the Central Functional Zone in the West Pomeranian Voivodeship, Poland

The main aim of the project was to investigate the possibilities of using RES to optimise and improve energy efficiency while enhancing the quality of public spaces at Połczyn-Zdrój. The pilot project presents the results from extensive research, analysis and field studies on public space, with using an energy mix.

The result will be conclusions and recommendations, which point out the suggested approach to improving energy efficiency – in particular, in historically and culturally valuable areas, with a specific focus on the old towns and rural areas, under protection of monument conservation or health resorts.

Table 2.7. Key stakeholders identified for the pilot case on Sustainable energy in public spaces located in the town centres of the Central Functional Zone in the West Pomeranian Voivodeship, Poland

Target groups	Title of organization/institution (department, division)
Public authorities	Drawsko Pomorskie County Office and Municipal Office; Złocieniec Municipality Office; Czaplonek Municipality Office; Wierzchowo Municipality Office; Ostrowice Municipality Office; Kalisz Pomorski Municipality Office; Łobez County Office and municipal office; Radowo Małe Municipality Office; Węgorzyno Municipality Office; Resko Municipality Office; Świdwin County Office, municipal office and city office; Rąbino Municipality Office; Połczyn-Zdrój Municipality Office; Brzeźno Municipality Office; Energy Regulatory Office; Westpomeranian Marshal Office - Department of Security and Protection of Classified Information; Polish Economic Chamber of Renewable and Distributed Energy
Energy producers	Polish Power Grid Company; Selfa Company
Energy agencies	Energy Market Agency, Institute for Renewable Energy EC BREC IEO
Related environmental NGO's	Foundation Institute for Sustainable Development Polish Society for Photovoltaics Research Centre for Renewable Energy (CBEO) of the University of Warmia and Mazury in Olsztyn, The Academy for Social Communication, Polish Wind Energy Association, Regional Fund for Environmental Protection and Water Management in Szczecin, Wespomeranian University of Technology, Faculty of Mechanical Engineering and Mechatronics, Department of Heat, Koszalin University of Technology Department of Civil Engineering, Environment and Geodesy, Ostoja - Centre for training and research in the field of RES
Associated partners	Statistical Offices Szczecin, Bydgoszcz and Katowice

2.8. Odsherred biogas plant, Zealand, Denmark

The aim of the pilot project is to contribute to the development of a biogas plant, based on the philosophy of circular economy, in qualifying and using local resources. The goal is to utilise local manure, deep litter, straw, weed cuttings from streams and waterways, seaweed and industry residues in feeding the biogas plant, and using the biogas for supplying district heating in the local area. In addition, pilot cases on smart heating system and a windmill establishment are planned. Relevant key stakeholders are identified.

Table 2.8. Key stakeholders identified for pilot cases in Zealand, Denmark

Target groups	Title of organisation/institution (department, division title)
Regional spatial planners	The region of Zealand, Department of Regional Development (http://www.regionsjælland.dk/Miljo/groen-omstilling/Sider/default.aspx).
Municipal spatial planners	The municipality of Odsherred, Nature, Environment and Traffic department (http://www.odsherred.dk/din-kommune/organisation/centre/natur-miljoe-og-trafik) The municipality of Solrød, Technical and environmental department (http://www.solrod.dk/kommunen/organisation/teknik-og-miljoe). The municipality of Køge, Technical and environmental department (http://www.koerge.dk/borger/Natur-miljoe-og-energi.aspx).
Public authorities	Municipalities in the Region of Zealand in particular: Solrød municipality, Køge municipality, Odsherred municipality, The region of Zealand
Investors	Local investors financing the turbine erection.
Energy producers	Solrød district heating (http://www.sfv-amba.dk). VEKS (transmission company) (http://www.veks.dk/da) Odsherred utility company (http://www.odsherredforsyning.dk).
Citizen societal groups	The local citizen climate group in Solrød municipality. Farmers Preben Hansen and Kenneth Hansen, who own the land and will supply some of the biomass for the plant; Lundbeck Ltd.; Citizens of Asnæs.

2.9. Municipal energy action plans in Zemgale, Latvia

Instead of implementing an own pilot activity in Zemgale Region, Zemgale Planning Region decided to join the activities implemented by other partners in the project activity “Place-based renewable energy production and use: from strategies to actions” by organising thematic study trips for municipal spatial planning and energy experts from Zemgale Region to partners’ regions in order to increase their knowledge through the direct exchange of experience and best practice solutions with colleagues from these regions. Still target group mapping was important activity in order to ensure the stakeholder involvement in the elaboration of municipal energy action plans serving for elaboration of “Zemgale Planning Region Energy Action Plan 2018-2025”.

Table 2.9. Key stakeholders identified in Zemgale region, Latvia

Target groups	Title of organization/institution (department, division)
Regional spatial planners	22 delegates from municipalities in coordination planning group of Zemgale Planning Region
Municipal spatial planners	22 municipality planners
Public authorities	22 municipalities
Investors	EU funds and national investment programs
Energy producers	Local heating companies (e.g. “Fortum” in Jelgava), hydro power stations (e.g. Pļaviņu HES) as well as small private energy producers
Energy agencies	Zemgale Regional Energy Agency
Related environmental NGO’s	“Zemgales NVO centrs” which unifies all NGO’s in region
Associated partners	Associated partners involved with help of Zemgale Regional Energy Agency (ZREA)

3. Stakeholder involvement in RE projects at the partner regions

Interaction with stakeholders in the BEA-APP project has been performed by the project partners mostly by organising various events at the respective project regions. Various round table discussions – regional dialogue meetings, workshops with key stakeholders were taking place in all pilot project regions. Collection of experience and lessons learned from the stakeholder involvement at project partner regions was organized as a continuous process where the project partners were asked to reflect on the event by preparing the meeting report.

This chapter presents an overview and reflection on case-specific stakeholder involvement in project partner regions.

3.1. RES mix in peripheral Mecklenburg- Vorpommern, Germany

The pilot project focuses on green industrial areas located in rural and peripheral municipalities in Mecklenburg-Vorpommern, Germany. In these areas, different forms of renewable energy (e.g., solar and wind energy) shall be combined in a way that enables the supply of local businesses with RE to the highest possible degree. Goals of the pilot project include attracting new companies (marketing instruments), generation and direct marketing of RES on-site (regional added value), and promotion of industrial symbiosis and sectoral integration (electricity, heat, transport).

Involvement and cooperation with stakeholders are of pivotal importance in the implementation of the pilot project. Various industrial areas are selected to consider the initiative on green industrial areas. On a way there is established dialogue forum to discuss the definition, criteria and marketing strategies for green industrial areas as well as to identify suitable areas. Cooperation links with stakeholders are well developed.

Main stakeholder groups are the Ministry of Energy, Infrastructure and Digitalization, Ministry of Economics, Employment and Health, Regional Planning Associations, Hamburg Metropolitan Region (working group climate and energy, working group economics), Invest in MV (economic development organization Mecklenburg-Vorpommern), Chamber of Industry and Commerce (IHK), Energy and Climate Protection Agency Mecklenburg-Vorpommern (LEKA), Association of Municipal Companies (VKU e.V.)⁴.

Cooperation links with stakeholders are schematically shown in the Figure 3.1.

⁴ A poster of the case: Renewable energy sources mix in peripheral area. Pilot “Green industrial areas in M-V” (2018), Mecklenburg-Vorpommern, Germany

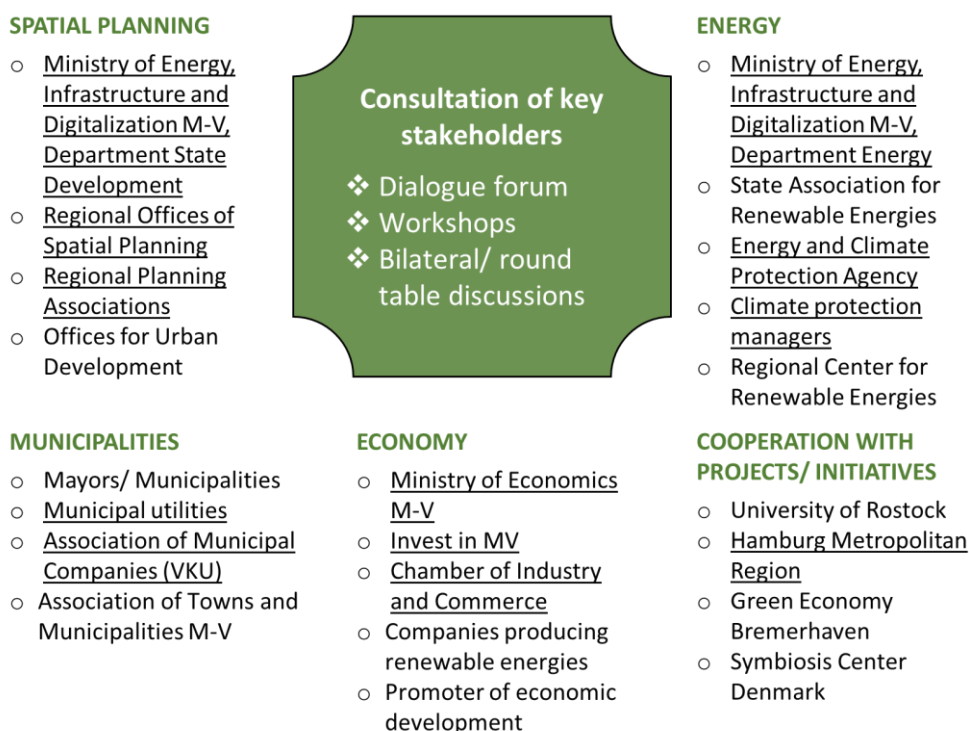


Figure 3.1. Cooperation links with stakeholders in the pilot project on the green industrial areas in Mecklenburg-Vorpommern [source: a poster of the case study, 2018]

The involvement of stakeholder groups took place within the framework of different events and discussion formats. The implementation of the pilot project is accompanied by a core group of stakeholders. For the discussion of specific details additional stakeholders were involved. Stakeholder involvement has been organized in different settings: (i) dialogue forum by monitoring and support to the entire implementation process; (ii) workshops for final evaluation of requirements – additional invited municipalities, municipal utilities, companies producing RES, promoter of economic development, State Association for Renewable Energies M-V; and (iii) thematic dialogue through bilateral/ round table discussions on specific topics.

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) prepared by the Ministry of Energy, Infrastructure and Digitalization, Mecklenburg-Vorpommern (PP1). The compilation is presented in Table 3.1.

Table 3.1. Involvement and communication with stakeholders in the pilot project on renewable energy sources mix in peripheral area in Mecklenburg-Vorpommern, Germany

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Development of initiative	Workshops (<10-20 participants)	Presentations; open discussion; reflection from the perspective of municipalities and companies	<ul style="list-style-type: none"> • Conflicting issues (e.g., spatial efficiency and energy supply) causes intensive discussions → smaller working groups can be suitable to find an acceptable consensus for all involved stakeholder groups

Series of workshops have been organized throughout the process of stakeholder involvement and communication.



- Stakeholder involvement has been methodically directed to meet the goal of establishment of green industrial areas.
- The implementers of the case study – PP1 have pointed out that *all involved groups of stakeholders are very interested in the pilot case and in the further development of this topic. The establishment of a green industrial area in their municipality is seen as an opportunity for further qualification of the located industrial areas, especially to attract new businesses. Accordingly, the acceptance is high.*
- The implementers of the case study – PP1 have shaped the main aspects of the involvement process as *clear and transparent internal and external communication, early and interdisciplinary involvement of experts, constructive culture of open criticism and discussions, practice and feasibility check in regular intervals, and confidence building.*

3.2. Urban planning for solar energy in Lund, Sweden

The pilot project focuses on planning the development of a new urban district in Lund. The city of Lund is considering utilizing possibilities to employ a high share of renewable energy supply, especially for solar energy installations. The BEA-APP pilot project approach involves Skåne Energy Agency and Skåne Association of Local Authorities to look on how they can support City of Lund in providing best prerequisites in the planning process for solar energy installations.

For the stakeholder involvement Skåne Energy Agency had an initial meeting with Environment Strategy Department, University of Lund and Krafringen to define the process. A series of meetings were organized with the planning group which included City Architect for Sydvästra Lund, Officer at planning department, Environmental Strategy Officer defining what the expert planning consultant should do. An expert consultant was contracted and thus this expert has joined the meetings with the planning group. The expert consultant developed a 3D model for how the area could look like when optimized for solar energy installations⁵.

The cooperation links with stakeholders are schematically shown in the Figure 3.2.

⁵ A poster of the case: Skåne, Sweden (2018)

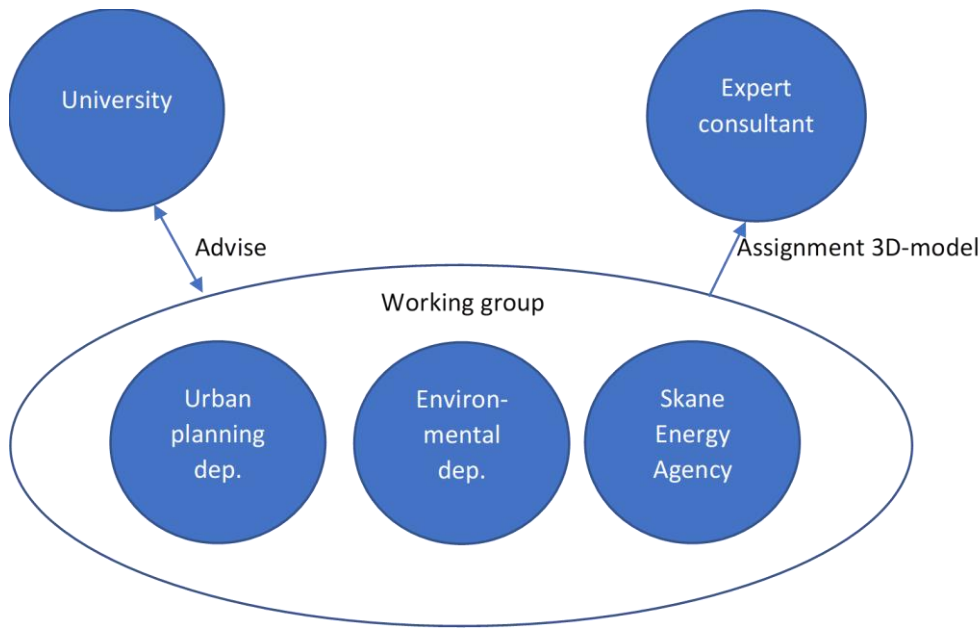


Figure 3.2. Cooperation links with stakeholders in the pilot project on urban planning for solar energy in Lund, Sweden [source: a poster of the case study, 2018].

The overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016) as prepared by the Skåne Association of Local Authorities/Skåne Energy Agency (PP2). The compilation is presented in Table 3.2.

Table 3.2. Involvement and communication with stakeholders at the urban planning for solar energy in Lund, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A preparatory study	Series of small meetings (<10 participants)	Discussions and presentations (PowerPoint)	<ul style="list-style-type: none"> Developers need to be involved as soon as the planning is started → that will promote installation of solar energy The local energy company should be involved → possibility for demonstration of photovoltaic in the area Involvement of an expert consultant → to carry out the solar potential study

Series of small meetings were appropriate to implement a preparatory study on planning for solar energy:



- Early involvement of developers, local energy company and expert consultant has been deemed necessary. Such approach allows technical experts to participate in early planning phase. This can be useful to avoid possible conflicts in a later stage when the actual installation of energy systems will be carried out.
- The implementers of the case study – PP2 have learned that *staff at the planning department of a city is very busy. It would have been fruitful to have them involved even to a larger extent.*

3.3. Offshore wind case in Taggen, Blekinge region, Sweden

The pilot project focused on how the offshore wind turbines can support the transition towards reducing greenhouse gas (GHG) emissions. Just off the coast of Blekinge there are plans to establish an offshore wind farm, in a place called “Taggen”. This will influence the local society, business, labor market, local and regional planning. A preparatory study was made by BEA-APP project. To be able to produce a useful document, the implementers have chosen to involve the stakeholders early in the process to figure out their needs and gaps in their own preparatory work⁶.

The pilot case has used interviews and meetings as tools to involve stakeholders. The project has increased the knowledge about renewable energy and has found possible implementing solutions. Overview on involvement of stakeholders and reflection on communication aspects covered at the meetings is based on the stakeholder meeting reports (2016-2017) as prepared by the Energy Agency for Southeast Sweden (PP4). The compilation is presented in Table 3.3.

Table 3.3. Involvement and communication with stakeholders at the offshore wind case in Taggen, Blekinge region, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A preparatory study	Series of small meetings (<10 participants)	Asking questions from participants; further discussions to identify potential conflicts, raise new questions and find answers Presentations (PowerPoint)	<ul style="list-style-type: none"> • Planning has been already started. Stakeholders expressed their lack of information during the project planning and application phase → asking for further information about the project • Wish to increase cooperation with other project initiatives → widened the stakeholder group to involve neighbouring municipalities • Plan to involve several players early in the process → joint meetings • Wish for a study on socio-economic consequences for an extended wind park • Government’s wind power coordinator will support the process and be involved in the dialogue between the stakeholders

Series of small meetings were appropriate to implement a preparatory study on utilization of wind energy:



- Early involvement of stakeholders has been a key to the pilot project.
- This is supported by the implementers of the case study – PP4 and backed up by the conclusion that *it is important to involve stakeholders early in the project development phase and clearly present their role in the project. ... In the wind case the stakeholders were a bit surprised that they were a part of the application form and it took two meetings for us to solve the purpose of their participation.*

⁶ BEA APP – Increasing RES share Energy mix in Blekinge, Sweden: Energy Agency for Southeast Sweden, PP4: Pilot 2016-11-28

3.4. District heating case in Ronneby, Sweden

The pilot project focuses on finding solutions to be able to use the waste heat from the company Alfa Laval in the DH network. Several meetings and contacts have been made. Due to high work overload Alfa Laval could not be an active partner, and the nearest technical solution is right now to use the waste heat in heating pumps⁷. Cooperation links with stakeholders (Figure 3.3.) include the industries (including, Alfa Laval), the DH company, land owners, municipality, municipal housing company, university and experts, associations, the county administrative board, Climate corporation of Blekinge, consultants.

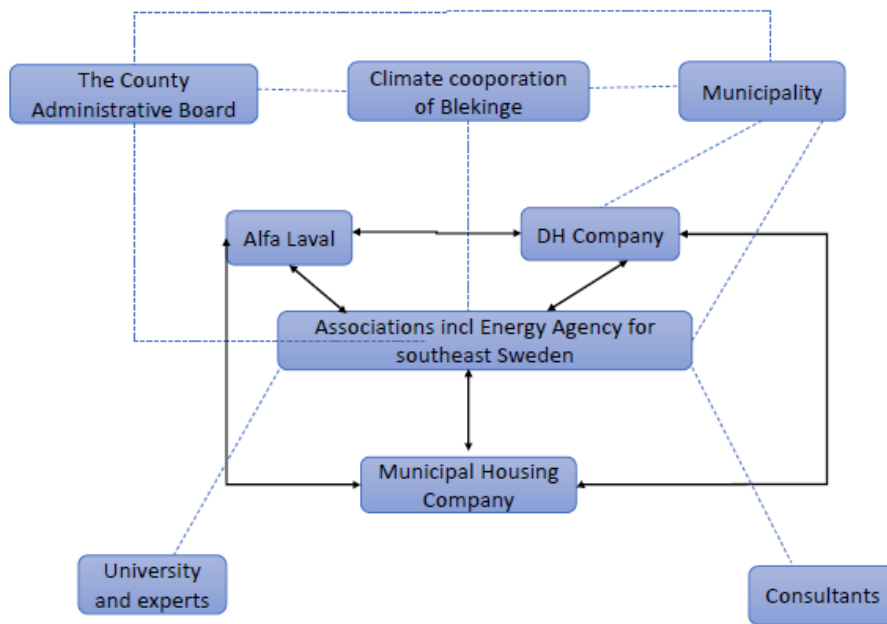


Figure 3.3. Cooperation links with stakeholders in the pilot project on district heating case in Ronneby, Sweden [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) prepared by the Energy Agency for Southeast Sweden (PP4). The compilation is presented in Table 3.4.

Table 3.4. Involvement and communication with stakeholders in the pilot project on district heating case in Ronneby, Sweden

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
A feasibility study	Meetings (<10 participants)	The participants were asking questions, which involved further discussions, thus identifying all conflicts, raising new questions and finding the needed answers.	<ul style="list-style-type: none"> Objective information on RE is needed → a consultant to be contracted for review on resource availability

⁷ A poster of the case: Offshore wind case/ District heating case (2018), Blekinge Sweden

Series of meetings have been organized throughout the process of stakeholder involvement and communication.



- The stakeholder involvement has been directed to clarify technical issues - the feasibility of waste heat source
- The implementers of the case study – PP4 have pointed out that the project developers have a number of issues to be solved with other stakeholders to clarify the potential and to investigate the possibility of realization.

3.5. Geoenergy use in a new residential area in Aänekoski city, Finland

The pilot project focuses on providing information on a prominent RE source for heating and cooling purposes - geoenergy – to foster implementation at municipality level land use planning. Bedrock in Central Finland has good qualities for large scale geoenergy utilization, although, the large scale geoenergy application is quite new in Finland.

Municipalities, regional energy experts and land use planners play a prominent role for the stakeholder involvement. The pilot study has acted as a driving force for municipality level planning and a key player in implementation. It has provided the framework via land use planning, e.g., by giving recommendations for energy type. Municipality level land use planners have been the gatekeepers and they can build on an example of geoenergy potential in detailed planning, and on implementation. Cooperation links with stakeholders have been extended to involve associated stakeholders e.g., other municipalities, potential new residents in the area, development companies. Local media were active in promotion. Results were discussed at annual land use planning seminar for municipalities in Central Finland (2018).⁸

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2017) as prepared by the Regional Council of Central Finland (PP5). The compilation is presented in Table 3.5.

Table 3.5. Involvement and communication with stakeholders in the pilot project on the pilot study for geoenergy use in a new residential area in Äänekoski city, Central Finland

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Feasibility study	Informative meetings (<10-20 participants)	Overall discussion after the presentation	<ul style="list-style-type: none"> • Objective RE information for citizens at municipality is needed → currently lack of resources on this work at municipal level • Cooperation in innovation policy → new innovations need more open discussion to achieve public acceptance

Informative meetings have been organized throughout the process of stakeholder involvement and communication.

⁸ A poster of the case: Geoenergy use in a new residential area in Äänekoski city (2018), Central Finland



- Stakeholder involvement in a very early phase of the project development - the pilot study has an advantage to utilize information channels and pave the way for co-creation.
- The implementers of the case study – PP5 have pointed out the main aspects of the involvement process: *Residents are important in implementation; however, in new areas this is problematic, since no residents exist during the planning phase. General approval is present to geogeneity as prominent new RE source, although, there are no reference cases on large scale application (residential area). We saw the need to develop tools for (technological) innovation concretisation.*

3.6. Renewable energy mix in Rõuge, Estonia

The pilot project focuses on renovation of the Rõuge village hall including the selection and installation of renewable energy technologies integrating ground source heat pumps, PV panels and biomass stoves. The innovative and highly efficient RE technologies are applied. From the planning perspective there are pre-conditions - principles, standards and requirements of zoning that are addressing the key questions of spatial planning. The pilot project addressed directly spatial, architectural and engineering compromises which succeeded in multiple expert discussions and public hearing.

Key stakeholders addressed were officials of municipality, users of village hall, neighbouring land owners, tourism and other entrepreneurs, community members, cultural and local societies, council members, designers, engineers. These stakeholders participated actively in the planning and design drafting process aimed at seeking the consensus on landscape development and conservation while avoiding aggressive landscape architecture. Wide dissemination of invitations was arranged by social media and personal approach. An open moderated workshop has been the key setting: event was warmed up and introduced by the Rõuge mayor and attractive visualization was given by an architect. Handouts of the workshop materials were given as take-away to participants⁹. Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017) as prepared by the Tartu Regional Energy Agency (PP6). The compilation is presented in Table 3.6.

Table 3.6. Involvement and communication with stakeholders in the pilot project on the pilot study for renovation of the Rõuge village hall, Southern Estonia

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation: Pilot study	Meetings (<10-20 participants)	Open, moderated discussions, warmed up by the mayor, visualization presented by an architect. Handouts are given as take-away.	<ul style="list-style-type: none"> • Objective RE information for citizens at municipality is needed → on-site visits and hands-on approach can be considered • Wide range of opinions → focus meetings to promote consensus

⁹ A poster of the case: Renewable energy mix – Rõuge. Renovation of the village hall (2018), Southern Estonia

Targeted meetings have been organized throughout the process of stakeholder involvement and communication.



- The stakeholder involvement has been shaped by giving a personalized touch to the involvement process, e.g., personal invitations, welcoming by a city mayor. Approach to „being personally addressed“ can increase potential for stakeholder cooperation.
- The implementers of the case study – PP6 have pointed out the main aspects (recommendations) of the involvement process: *Separate the professional expert debate from the public hearing. Keep information short and simple in both, expert and public arenas. Balance technical aspects on problem-solving, and informal, value-led stakeholder views with formal institutional public administration.*

3.7. Sustainable district heating system in Kaunas, Lithuania

The pilot project focuses on sustainable district heating (DH) system in Kaunas by planning to achieve several goals, such as transfer from basic use of natural gas (96% of natural gas in 2010) to a sustainable district heating by employing renewable energy sources (planned 100% RES – biomass, solar energy, municipal waste).

Social and economic benefits are planned to achieve via reduction of heating tariffs, activating local biomass - mainly from the forest cutting waste – producers. Switch to a sustainable district heating is helping to achieve environmental benefits by reduction of GHG emissions due to replacement of fossil fuels.

For the stakeholder involvement several meetings with representatives of Kaunas District Heating Company (AB Kauno energija) and stakeholders were held. These meetings were aimed to discuss challenges of energy planning, technical aspects of DH operation and management of possible conflicts (including with residents and independent heat producers).

Cooperation links with stakeholders cover internal (representatives from municipality, fuel suppliers, heat producers and consumers - residents living in block residential houses) and external dimensions (professional associations, consultants, consumer rights bodies)¹⁰. The cooperation links with stakeholders are schematically shown in the Figure 3.4.

¹⁰ A poster of the case: Sustainable district heating system in Kaunas (2018), Kaunas county, Lithuania

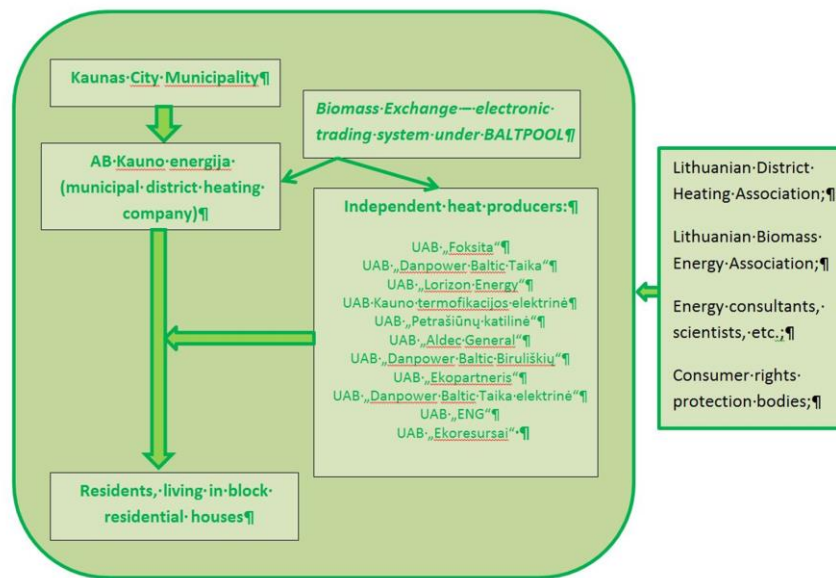


Figure 3.4. Cooperation links with stakeholders in the pilot project on sustainable district heating system in Kaunas, Lithuania [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017) prepared by the Lithuanian Energy Institute (PP9). The compilation is presented in Table 3.7.

Table 3.7. Involvement and communication with stakeholders in the pilot project on sustainable district heating system in Kaunas, Lithuania

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation of RE Development Action Plan	Series of small meetings with DH company representatives (<10 participants)	Asking questions from participants; further discussions to identify potential conflicts, raising new questions and finding answers	<ul style="list-style-type: none"> During the initial stage of planning there are possible conflicts with local residents with regard to modernization and further operation → residents living in the vicinity of modernized boiler houses require information, e.g., on solutions for air pollution Possible conflicts between DH company and independent producers during initial stages of cooperation → rather new practice and require some changes in the existing or adoption of new legislation Possible conflicts between municipality and developers → related to the quality of implementation, especially when public procurement procedure is applied
	Meeting with DH company representatives and independent heat producers (10-20 participants)	Asking questions from participants; further discussions to identify potential conflicts, raising new questions and finding answers	<ul style="list-style-type: none"> Proper collaboration is needed between independent producers and DH company → good understanding of network balancing problems by all involved parties and close collaboration, consultations among stakeholders

Series of small meetings with DH company representatives and more extended event with DH company representatives and independent heat producers were organized:



- During the implementation phase of the project or action plan the focus of stakeholder involvement was on addressing practical/ technical issues and solving possible conflicts on these grounds
- The implementers of the case study – PP9 have learned that *some conflicts (with population) are easy to solve via discussion and some positive actions, others (with partners – independent producers) are more complicated. Introducing new legal environment to heat producers solves some generation problems, but there are still conflicts in the activities of heat supply, which should be solved via discussions with authorities and among stakeholders.*

3.8. Sustainable energy approach for Central Functional Zone, Poland

The pilot project focuses on a concrete peripheral area within the Central Functional Zone (CFZ), which is municipality Polczyn-Zdroj, and is aimed to determine the optimal usage of energy mix in this area. There are specific spatial problems associated with use of RES in this area, e.g., low awareness of inhabitants, exceptional planning conditions – a zone of spa and conservation protection, the willingness to modernize buildings in the old town by using optimal renewable energy mix. The pilot project is directed to the development of an action plan to transform the spatial and functional structures of the existing public spaces. The resulting implementation would promote creation of attractive central places in towns and villages where innovative RE solutions are used.

Different stakeholders are involved in the action plan development, i.e., inhabitants of the pilot area, local authorities, regional authorities, research and scientific institutions working in the field of RES, owners and leaseholders of the buildings/ real estate, Voivodship Monument Conservator¹¹. It was important to connect stakeholders from different areas, so they can point out the problems and solutions on a neutral ground.

Process on development of the action plan started with series of meetings (in 2016) with local authorities within the Central Functional Zone. These meetings were aimed at awareness rising among the local authorities on profits gained from RES by local government units and SWOT analysis of Central Functional Zone. Signing of a Letter of Intent – official basis for cooperation by the project was a part of the process. The RE concept has been developed by the contractor and evaluated by the municipalities and counties. Several Consultation meetings for RE concept have been organized. Presentation of the project results: „Individual recommendations for energy planning, conversion to the low-emission economy and improvement of the air quality for the communities in the CFZ” was organized in a meeting (in 2018) with local and regional stakeholders.

High interest from stakeholders to the RE concept has resulted in engaging in practical implementation activity to the deep thermomodernization of buildings under the heritage conservator and health resort protection with using of RES. However, the main issue in all projects is

¹¹ A poster of the case: Sustainable energy approach for Central Functional Zone (2018), West Pomerania, Poland

the financing. During most of the meetings the stakeholders were expecting concrete suggestions about the financing sources.

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2016-2018) prepared by the Regional Office for Spatial Planning of Westpomeranian Voivodeship (PP10). The compilation is presented in Table 3.8.

Table 3.8. Involvement and communication with stakeholders in the pilot project on sustainable energy approach for Central Functional Zone, Poland

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Development of the action plan	Round table meetings (~20-40 participants)	Open moderated discussion, World Café PowerPoint presentations + open discussion + mind map Group work/discussion Survey (about the development scenarios, linked to the recommendations)	<ul style="list-style-type: none"> Active participation → interesting format of the meeting, many important information Chance of knowledge exchange between different stakeholders → information on practical implementation aspects Stakeholders are interested to develop (independently from the BEA-APP) an exemplary thermomodernization of the chosen historic building (from energy audit to a project)



- The stakeholder involvement has been directed to participate in the action plan development to the optimal usage of RES in communities.
- The implementers of the case study – PP6 have pointed out that *practical results of the project should be presented to all interested institutions, especially those responsible for spatial planning in order to prevent the mistakes by them.*

3.9. Establishment of biogas plant, Odsherred Biogas, Denmark

The pilot project aims to contribute to the development of a biogas plant, based on the philosophy of circular economy in qualifying and using local resources. The planning process is focused on establishment of biogas plant (capacity of 160,000 tonnes) based on residues from agriculture and local industry. The process has comprised meetings and discussions with mayor and top officials, municipal councillors, involvement of direct stakeholders in the facility, public meetings on plans of location, function and size of facilities, and public consultation meetings proposals.

The planning process was aimed at the finished design of the plant. Environment and spatial approvals (Environmental impact assessment, municipality plan, local plan, and environmental permit of the facility) are obtained. The plant is now under construction (procurement phase).

Key stakeholders addressed are farmers who own the land and will supply some of the biomass for the plant, a group of suppliers to the plant (pig farmers, local feed factory, pharmaceutical company, the farmers' association), energy utilities, municipality, research (Roskilde University). Four types of stakeholder involvement were distinguished at the pilot project implementation as municipal council and the hinterland of each party in the council, direct stakeholder involvement (supplies and buyers),

involvement of broad public through a series of public meetings and a public consultation according to existing rules on approvals¹².

The conceptual background to the planning is incorporated in the long-term plan: Strategic Energy Plan 2015, adopted by the Municipal Council. The further cooperation links with stakeholders are schematically shown in the Figure 3.6.

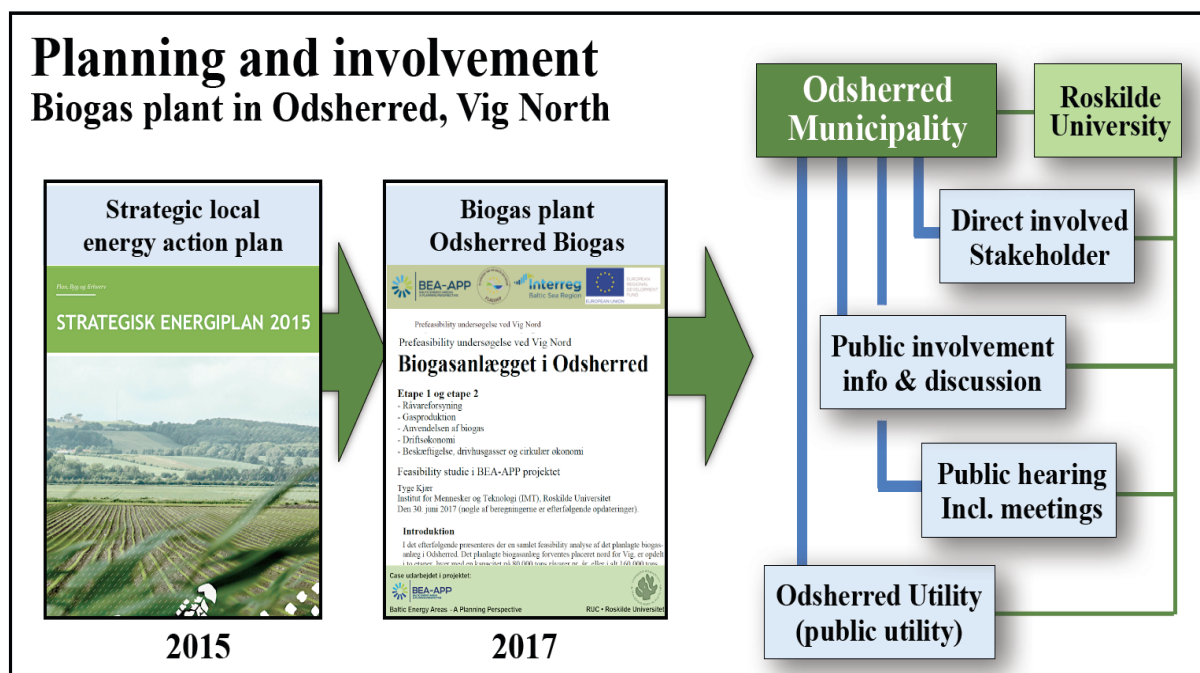


Figure 3.6. Cooperation links with stakeholders in the pilot project on the planning process for establishment of biogas plant in Odsherred Municipality [source: a poster of the case study, 2018].

Overview on involvement of stakeholders and reflection on communication aspects at the meetings is based on the stakeholder meeting reports (2017-2018) prepared by the Roskilde University (PP11). The compilation is presented in Table 3.9.

Table 3.9. Involvement and communication with stakeholders in the pilot project on the planning process for establishment of biogas plant in Odsherred Municipality, Zealand, Denmark

Project phase	Meetings	Communication tools and methods	Remarks on stakeholder involvement
Implementation of action plan: Design of biogas plants	Series of small working group meetings (<10 participants)	Discussions	<ul style="list-style-type: none"> Key stakeholders to discuss development path and procedures → overview on the process
	Informative meetings (~30 participants)	Presentations, group sessions, development of mind-map	<ul style="list-style-type: none"> Further cooperation with new potential stakeholders → further meetings with stakeholders
	Citizens meeting at a biogas facility (~600 participants)	A guided tour of the plant, questions session	<ul style="list-style-type: none"> An open dialogue and „hands-on“ experience → entailed acceptance of the facility

¹² A poster of the case: Odsherred Biogas (2018), Zealand, Denmark

Meetings of various sizes have been organized throughout the process of stakeholder involvement and communication.



- Clear and well developed concept of the planning direction has helped to shape the stakeholder involvement focus by selecting specific approach through series of small working meetings to keep an overview on the process, by informative meetings to spread the idea in attractive way (using a calling title of the event, e.g., *biogas as a dynamo in Circular Economics*), and by citizens meeting of wide outreach (addressing e.g., owners, farmers, municipalities, energy and utility companies, and public interest groups) to take the floor to convey a purpose-full message (e.g., to form a positive opinion, to avoid criticism).
- The implementers of the case study – PP11 have pointed out main aspects of the involvement process: *continuous involvement throughout the process, broad involvement as very supportive, and a conflict solving approach using the “hands-on” experience to avert criticism that also can be considered to a certain extent as a solution of most of the conflicts.* Conflict has arisen with a local group (near the location) who expressed a strong criticism due to expected load from odour and traffic. This conflict was both expressed at several meetings and local newspapers. Solution to the conflict was found by an invitation to visit another (newly built) biogas plant to get personal impression of odour loads and traffic.

3.10. Summary on stakeholder involvement in the project BEA-APP cases

Series of meetings to involve range of stakeholders have been organized during the implementation of the BEA-APP case studies. These meetings can be clustered by their size and communication tools and methods applied.

Small meetings (<10 participants) are predominantly used by the cases. Interactive communication by presentations and discussions has taken place. The purpose of small meetings was manifold: working group meetings to keep an overview on the implementation process, expert consultation on specific topics, and discussion on addressing possible conflicts between stakeholder groups.

Medium size (few dozen participants) informative and round table meetings and workshops were part of the case study approach to stakeholders. Interactive communication has been ensured by various methods and tools, including presentations and discussions at plenary and group sessions, mind-maps and World Café arrangement, consultation by a survey, convey of information by using of visualization tools and “take-away” materials. The purpose of medium size meetings has been to exchange information and knowledge, as well as to extend the circuit of stakeholders by addressing wider range of participants. However, extended range of participating stakeholders provides ground for wide range of opinions that can unfold conflicting issues between the stakeholder groups that are to be solved in smaller working groups.

Larger size meetings were addressing inhabitants to increase the acceptance on renewable energy application projects. Providing of objective information has been achieved by on-site visits to similar facilities and hands-on experience on operational practice.

Approach to stakeholder involvement can differ by the implementation phase of the renewable energy and spatial planning project. According to the BEA-APP case studies we have compared the

planning (development of the action plan or initiative), feasibility / preparatory studies and the implementation phase of the action plan or the design project.

Planning: Range of municipalities and different stakeholder groups were involved in development of the action plan to sustainable energy approach and the initiative on green industrial areas. Active participation of stakeholders was occurring in medium size round table meetings and workshops. Implementers of the case study have pointed out the aspect of *constructive culture of open criticism and discussions, practice and feasibility check in regular intervals, and confidence building*. Particularly, addressing of conflicting issues causes intensive discussions and here the smaller working groups can be suitable to arrive to an acceptable consensus for all involved stakeholder groups. High interest from stakeholders in planning has been to engaging in practical implementation of activities. Implementers of the case study have indicated that *practical results of the project should be presented to all interested institutions, especially those responsible for spatial planning in order to prevent the mistakes by them*. Moreover, further interest of stakeholders is to develop an exemplary practical project for implementation.

Feasibility/ preparatory studies: Such studies were carried out on potential use of offshore wind, solar energy, geoenery and industrial waste heat in district heating application. Participation of stakeholders was predominantly organized in small meetings, although, widening of the stakeholder group requested the medium size meetings to be organized. Early involvement of developers, local energy company and expert consultant has been deemed necessary. Such approach allows technical experts to participate at an early planning phase and to provide objective information on resource availability. This can be useful to avoid possible conflicts at a later stage when the actual installation of energy systems will be carried out. Implementers of the case study have pointed out that *it is important to involve stakeholders early in the project development phase and clearly present their role in the project* in order to avoid misunderstanding on the purpose of stakeholder involvement. The project developers have a number of issues to be solved with other stakeholders to clarify the potential and to investigate the possibility of realization. The stakeholder involvement at a very early phase of the project development has an advantage to utilize information channels and to pave the way for co-creation. Cooperation in innovation policy is pivotal and innovations may need more open discussion to achieve wide public acceptance. For example, *general approval is present to geoenery as prominent new RE source, although, there are no reference cases on large scale application (in residential area)*. Implementers of the case study see the need to *develop tools for (technological) innovation concretisation*. Implementers of the case study have indicated that *residents are important in implementation; however, in new areas this is problematic, since no residents exist during the planning phase*.

Implementation: The pilot projects at the implementation phase were on sustainable district heating, design of the biogas plant and application of renewable energy mix at renovation of the town hall. At the implementation phase of the project or action plan the focus of stakeholder involvement is on addressing practical/ technical issues and solving possible conflicts on these grounds. Participation of stakeholders has mainly been organized in small meetings and in medium sized meetings. Outstanding approach of stakeholder involvement has been applied in the case of biogas plant design. Clear and well developed concept of the planning direction has helped to shape the stakeholder involvement by selecting specific approach through series of small working meetings to keep an overview on the process, by informative meetings to spread the idea in an attractive way, and by citizens meeting of wide outreach to convey a purpose-full message. Addressing e.g., owners,

farmers, municipalities, energy- and utility companies, and public interest groups is aimed to form a positive opinion and to avoid criticism from these stakeholders' groups to the project. Implementers of the case study have pointed out that *broad involvement* is seen as a *very supportive and a conflict solving approach using the "hands-on" experience to avert criticism that also can be considered to a certain extent as a solution to most of the conflicts*. Other case study implementers have learned that *some conflicts with inhabitants are easy to solve via discussion and some positive actions, while others (e.g., with those having some business interests) are more complicated*. Close collaboration and consultations among stakeholders are seen as solution to solve the potential conflicts. It is important to *separate the professional expert debate from public hearing*. Implementers of the case study found important to *balance technical aspects on problem-solving, and informal, often value-led stakeholder views with formal institutional public administration*.

4. Evaluation of the stakeholder involvement

As described (Chapter 1.3), innovative approach to the stakeholder involvement in the BEA-APP case studies includes evaluation of the process, goal setting, results and outcomes, satisfaction or meeting of expectations, and the level of innovation. The on-line evaluation survey was answered by 26 respondents. Evaluation by respondents was done by giving individual scores from 1 to 5 assigned to each question of the survey questionnaire (Annex 5). Lower scores were corresponding to less effectiveness, motivation, small extent or satisfaction. Highest scores were attributed to high effectiveness, motivation, efficiency, large extent or satisfaction. An average score to each evaluation question was calculated from the answers of the BEA-APP project partners (50% of answers) and from the answers by other groups of stakeholders (50% of answers), i.e., public authorities, energy producers, experts (consultants), universities and research, and professional associations. Results are presented in Figure 4.1.

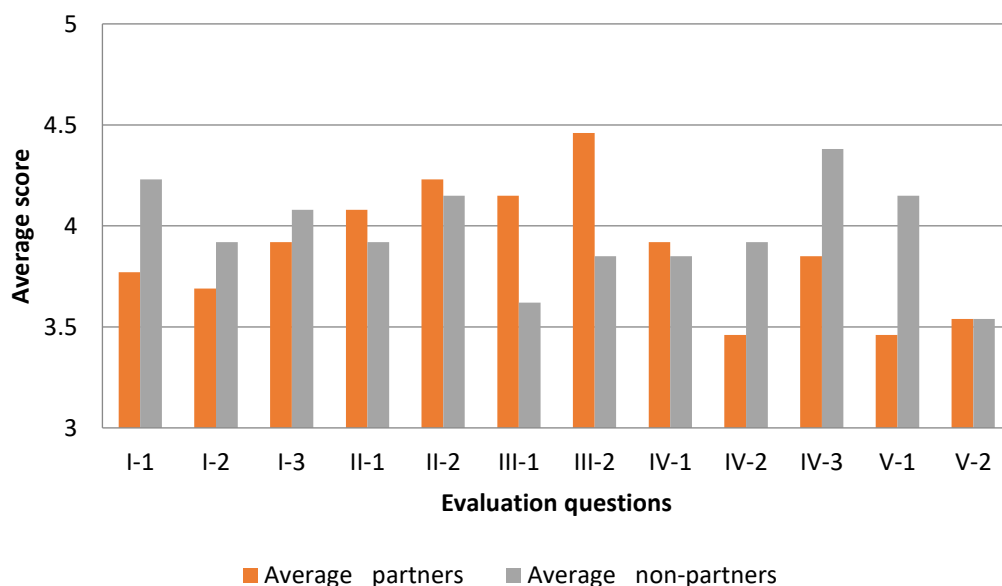


Figure 4.1. Stakeholder involvement in the BEA-APP cases – an average score on evaluation of the process (I-1, I-2, I-3), goal setting (II-1, II-2), results and outcomes (III-1, III-2), satisfaction or meeting of expectations (IV-1, IV-2, IV-3), and the level of innovation (V-1, V-2) .

The average score is used as an indication of the effectiveness, satisfaction and the extent of implementation of different aspects during the stakeholder involvement process. The adapted scale for comparison: >4.5 – very good, 4.0-4.5 – good, 3.5-4.0 – medium, and <3.5 -moderate.

4.1. Process evaluation

The process evaluation on average is higher by other stakeholders (non-partners) as compared to the BEA-APP project partners. The effectiveness of methods and tools used to motivate and involve stakeholders in the pilot case at the respective region has been evaluated as medium (average score 3.77) by the project partners and as good (average score 4.23) by other stakeholders. Various methods and tools were applied to interactive communication at the case studies (refer to Chapter 2). The involvement frequency of stakeholders to address the pilot case at the respective region was evaluated as medium effective by both, the BEA-APP project partners (average score 3.69) and other stakeholders (average score 3.92).

The stakeholder involvement approach by the extent of motivation to innovative thinking and initiatives in their region has been evaluated as medium (average score 3.92) by the project partners and as good (average score 4.08) by other stakeholders. Innovative approach by the BEA-APP project considers early involvement of stakeholders in the process by taking additional steps beyond the formal stakeholder involvement procedures. Overview from the stakeholder meeting reports (refer to Chapter 3) supports the importance of early involvement of stakeholders to the case study implementation.

4.2. Goal setting

Respondents have evaluated the effectiveness of their own contribution to the goal setting for the pilot cases at their region as good (average score 4.08) by the project partners and as medium (average score 3.92) by other stakeholders. The extent that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs was evaluated as good by both, the BEA-APP project partners (average score 4.23) and other stakeholders (average score 4.15). This rather high score would suggest that the stakeholder participation has provided a good help to shape the goal of the pilot cases.

4.3. Results and outcomes from the process

The evaluation of results and outcomes from the process on average is considerably higher by the BEA-APP project partners as compared to other stakeholders. The effectiveness of their own contribution to the achievement of results in the pilot cases at their region was evaluated as good (average score 4.15) by the project partners and as medium (average score 3.62) by other stakeholders. The extent of the stakeholder participation has helped to achieve the results in the pilot cases at their region. Yet again it is notably, that the evaluation of the role of stakeholder participation is evaluated as good (average score 4.46) by the project partners and as medium (average score 3.85) by other stakeholders to the achievement of results. Obviously, the BEA-APP project partners are heavily engaged in the design process of the case study implying the achievement of outcomes and results. Thus, the self-evaluation may be high.

4.4. Satisfaction – meeting expectations

Respondents have evaluated on how satisfactory their individual ideas and contribution has been considered for the pilot case. An evaluation of medium satisfaction was present by both, the BEA-APP project partners (average score 3.92) and other stakeholders (average score 3.85). Respondents have evaluated on how satisfactory they consider the capacity of stakeholder participation to influence the innovative planning and the decision making to the pilot case. The BEA-APP project partners obviously were quite critical and have evaluated their satisfaction as moderate (average score 3.46) while the other stakeholders were evaluating their satisfaction as medium (average score 3.92). Respondents have evaluated on how satisfactory they consider the extent of openness in stakeholder collaboration during the planning and decision making in the pilot case. The BEA-APP project partners have evaluated their satisfaction on openness in stakeholder collaboration as medium (average score 3.85) while the other stakeholders were more content and have rated their satisfaction on openness in stakeholder collaboration as good (average score 4.38).

4.5. The level of innovation in stakeholder involvement

Respondents have evaluated to what extent they consider that the stakeholder involvement approach applied in the pilot case in their region was innovative by using a user-centric approach and a co-creation. Evaluation of the approach differs notably: evaluation as moderate (average score 3.46) by the project partners and as good (average score 4.15) by other stakeholders. Lower score by the BEA-APP project partners can possibly be explained by circumstances in several pilot areas where residents (as main stakeholders) were not present due to very early stage of the planning process. Other stakeholders were satisfied with the involvement and dialogue, thus rating higher the involvement approach. Respondents have evaluated to what extent they consider that the stakeholder involvement approach applied in the pilot case in their region was innovative by taking of additional steps beyond the formal stakeholder involvement procedures. In this aspect both, the BEA-APP project partners and the other stakeholders have rated the extent as medium high (average score 3.54).

Key conclusions

Reflection from the BEA-APP project pilot cases highlights the lessons learned on stakeholder involvement and provides recommendations for the process of spatial planning and RE project development:

- Early involvement of stakeholders is a prerequisite for successful planning and implementation process.
- Stakeholders request comprehensive information on technologies, costs and benefits to be presented in an easy understandable, attractive manner.
- Interactive communication methods are suitable in the process of stakeholder involvement to promote cooperation in planning, feasibility/preparatory studies and implementation of RE projects.
- Stakeholders involvement shall bring a confidence to all participating parties that their contribution to the spatial planning and development of RE projects is not waste of time and that individual opinions are considered.

Transferability and replication on innovative stakeholder involvement approaches shall be grounded on key principles: (i) systems perspective, (ii) adoption capacity and (iii) enabling practices to implementation. Experience from the BEA-APP project pilot cases allows us to draw on guidance of methods applicable.

Systems perspective is tailored to create a framework for addressing stakeholders. Innovative form of stakeholder involvement is built on a user-centric approach with application of co-creation and co-planning concepts, multi-stakeholder and multi-disciplinary approach. Interactions between stakeholders identified in each specific case from public, private and civic sectors are the key prerequisite. We have distinguished the stakeholder involvement in the planning (development of the action plan or initiative), feasibility / preparatory studies and the implementation phase of the action plan or the design projects. Successful framework for addressing stakeholders requires a feedback loop option. This provides evaluation of the process, goal setting, results and outcomes, satisfaction or meeting of expectations, and the level of innovation.

Adoption capacity is tailored to mutual or formalized partnerships in addressing stakeholders. These partnerships, however, shall support the individual ideas and contribution from stakeholders. Methods to address stakeholders can differ by the implementation phase of the renewable energy and spatial planning projects. The backbone to stakeholder collaboration is series of meetings of different size and combination of communication tools and methods applied.

- Small meetings (up to 10 participants) are predominantly used to address key group of stakeholders to to keep an overview on the implementation process, expert consultation on specific topics, and discussion on addressing possible conflicts between stakeholder groups.
- Medium sized meetings (few dozen of participants) are aimed to exchange information and knowledge, as well as to extend the circuit of stakeholders by addressing wider range of participants. Interactive communication is ensured by various methods and tools, including presentations and discussions at plenary and group sessions, mind-maps and World Café arrangement, consultation by a survey, convey of information by using of visualization tools and “take-away” materials.

- Larger size meetings are aimed to address wide and diverse target groups, e.g., inhabitants to increase the acceptance on renewable energy application projects. Providing of objective information has been achieved by on-site visits to similar facilities and hands-on experience on operational practice.

A pre-requisite to increased adoption capacity is involvement of appropriate network of experts, both on planning and renewable energy topics. Process on involvement of stakeholders shall be sufficiently coordinated and monitored (e.g., by the assigned co-ordinator, core group of stakeholders).

Enabling practices are tailored to best address the stakeholder needs and expectations including the capacity building of target groups on spatial planning, renewable energy aspects. This involves objective information package for various stakeholder groups, particularly civic organizations and inhabitants. Some training elements are present during the on-site visits and hands-on approach. Tailored set of handouts and attractive visualization methods are suitable enhance the stakeholder involvement.

Annex 1. Template for stakeholder meeting reports



Meetings with stakeholders at the project regions is an important part of the BEA-APP project implementation. The project foresees several stakeholder meetings to be organised in the regions:

- Regional dialogue meetings with focus groups (GOA 2.2.);
- Testing and implementing stakeholder involvement and communication (GOA 3.3 related to regional pilot actions in WP4).

Please prepare a separate report for each stakeholder meeting you organise in your region. We would like to ask you kindly to prepare the reports for the stakeholder meetings already held as well. Brief procedure for filling the template:

- 1) This template is meant to be a short summary reflecting the key issues related to the discussion at the meeting;
- 2) A bullet style report providing main messages is sufficient (no long texts are required);









Collection of lessons learned from stakeholder involvement at partner regions is a continuous process to be reflected in several project results. Therefore, it is important to receive your inputs (reports from stakeholder events) shortly after the event. Thus, we kindly ask you to prepare and send us the report within 1 week after the event has been organised.

In case of any queries about the reporting from stakeholder events, please contact BEF-Latvia (ingrida.bremere@bef.lv and daina.indriksone@bef.lv).

Report from the meeting with stakeholders at the partner region

Title of the event	
Purpose of the event	
Date	
Place (region & town)	
Number of participants	
Stakeholder groups participating	
Main topics discussed	
Were there any conflicting issues? Please specify...	
What tools and methods were used for the discussion? Please specify...	
What have been the main outcomes /agreements/ not resolved issues? Please specify...	
Feedback from participants/organisers on planning/implementation of the regional RES project (e.g., acceptance, resistance, worries, concerns)	
What are the next steps with regard to further stakeholder involvement (e.g., next meetings, consultations)?	

Annex 2. Template for poster presentation on stakeholder involvement

 www.balticenergyareas.eu	<h3>Country and region:</h3>
<h3>Title of the pilot project</h3>	<h3>Stakeholder involvement</h3>
<p><i>Description of the pilot project: goals, activities, results</i></p>	<p><i>Tools and methods used for stakeholder involvement; Potential conflicts and disagreements among stakeholders, solutions found</i></p>
<p><i>Pictures or images (1-3) characterizing best your pilot project</i></p> <div style="text-align: center;">  </div>	<p><i>Illustrative material on stakeholder involvement</i></p> <div style="text-align: center;">  </div>
<p><i>Figure 1. Caption of pictures and images</i></p>	<p><i>Figure 2. Caption of pictures and images</i></p>
<h3>Co-operation links with stakeholders</h3>	<h3>Contacts</h3>
<p><i>Present the groups of stakeholders involved in your pilot project and illustrate cooperation interlinkages between them in addressing the aims of pilot project – graphical design</i></p>	<p><i>Main outcomes from the stakeholder involvement process; What would you suggest to change and what are the lessons learned</i></p>
<p><i>Graphical design</i></p> <div style="text-align: center;">  </div>	<p><i>Name, Surname, Institution, e-mail</i></p>
 EUROPEAN UNION	 Interreg Baltic Sea Region
 EUROPEAN REGIONAL DEVELOPMENT FUND	 PLASSIR
<p><small>BEA-APP is co-financed by the European Regional Development Fund through the Interreg Baltic Sea Region programme</small></p>	

Annex 3. Template for evaluation of stakeholder involvement in pilot cases of the regions



The stakeholder involvement process was organised during the implementation of pilot cases in BEA-APP project partner regions. Innovative approach of stakeholder involvement in BEA-APP includes evaluation of the process, goal setting, results and outcomes, satisfaction/meeting of expectations and on the level of innovation.

This structured evaluation is aimed to obtain the view both from the project partners and the key stakeholders being involved in the pilot case of each region.

Brief procedure:

1. This evaluation template shall be completed by individual respondents from the project partners and the key stakeholders.
2. The evaluation template is prepared in English and can be translated upon the need into the national language. If the translated template is used, BEF Latvia would need receive the set of answers in English language.
3. BEF Latvia will prepare an online questionnaire form in English. The link will be sent to partners and can be used to obtain the answers.
4. Please make sure that completed evaluation templates are sent to BEF Latvia by **30 June 2018**.

Evaluation template

Region, country:

Respondent *(please, mark the relevant):*

BEA-APP project partners	
Public authorities	
Energy producers	
Investors	
Experts (consultants)	

Universities/Research	
Professional associations	
Environmental NGOs	
Citizen/ societal groups	
Other	

Please answer the question using a scale from 1 to 5

I. Your evaluation on stakeholder involvement process

1. How effective you consider the methods and tools used to motivate and involve stakeholders in the pilot case of your region?

1 Low effectiveness	2	3	4	5 High effectiveness

2. How effective do you consider the involvement frequency of stakeholders to address the pilot case in your region?

1 Low effectiveness	2	3	4	5 High effectiveness

3. To what extent you consider that the stakeholder involvement approach motivates innovative thinking and initiatives in your region?

1 Low motivation	2	3	4	5 High motivation

II. Your evaluation on goal setting

1. How effective you consider your individual contribution to the goal setting for the pilot case in your region?

1 Low effectiveness	2	3	4	5 High effectiveness

2. To what extent you consider that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs?

1 Negligible	2	3	4	5 High

III. Your evaluation on results and outcomes from the process

1. How effective you consider your individual contribution to achieve the results in the pilot case of your region?

1 Negligible	2	3	4	5 Highly effective

2. To what extent you consider that the stakeholder participation has helped to achieve the results in the pilot case of your region?

1 Small extent	2	3	4	5 Large extent

IV. Your evaluation on satisfaction - meeting expectations

1. How satisfactory your individual ideas and contribution has been considered for the pilot case in your region (i.e. the extent that your needs and requirements are traceable in the co-planning process and developed plan)?

1 Not satisfactory	2	3	4	5 Very satisfactory

2. How satisfactory do you consider the capacity of stakeholder participation to influence the innovative planning and the decision making to the pilot case in your region?

1 Not satisfactory	2	3	4	5 Very satisfactory

3. How satisfactory do you consider the extent of openness in stakeholder collaboration during the planning and decision making in the pilot case of your region?

1 Not satisfactory	2	3	4	5 Very satisfactory

V. Your evaluation on the level of innovation in stakeholder involvement

1. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by using a user-centric approach and co-creation?

1 Small extent	2	3	4	5 Large extent

2. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by taking of additional steps beyond the formal stakeholder involvement procedures?

1 Small extent	2	3	4	5 Large extent

VI. Your impressions/stories about the stakeholder involvement in the pilot case of your region

Annex 4. Stakeholder involvement plans including the schedule of interaction

Green industrial areas in Mecklenburg-Vorpommern, Germany

NR.	Planned time/ place	Title	Scope/ type	Short info	
1	22.09.2016 Schwerin	1st Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern"	Pilot case	Agreement on cooperation and further development of this topic in dialogue with the participants	
2	17.10.2016 Schwerin	1st Workshop "Project network in Mecklenburg-Vorpommern"	Network, synergies	Stakeholders involved in other projects in Mecklenburg-Vorpommern	
3	13.12.2016 Schwerin	2nd Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern "	Pilot case	Definition, criteria & certifications for green industrial areas, Requirements for the selection of suitable areas. Nominated industrial areas	
4	16.03.2017 Schwerin	3rd Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern "	Pilot case	Criteria for green industrial areas, Marketing strategy, Possibilities of financing/funding Presentation of different industrial areas by the responsible mayor	
5	30.05.2017 Dummerstorf	Consultation of key stakeholders/local actors for the establishment of green industrial areas	Pilot case	Confirmation of the selection as pilot area	
6	13.06.2017 Neustrelitz		Pilot case	Elaboration of an area profile in cooperation with the local authorities and actors	
7	13.06.2017 Torgelow		Pilot case	Mentoring by EM M-V	
8	14.06.2017 Ludwigslust		Pilot case	Marketing, local situation and planned development of the industrial areas located in the region Southwest-Mecklenburg Situation in the Hamburg Metropolitan Region and their approach concerning the establishment of green industrial areas	
9	27.06.2017 Neustadt-Glewe		Pilot case	Confirmation of the selection as pilot area	
10	27.06.2017 Hagenow		Pilot case	Elaboration of an area profile in cooperation with the local authorities and actors	
11	28.06.2017 Grevesmühlen		Pilot case	Mentoring by EM M-V	
12	04.07.2017 Schwerin		2nd Workshop "Project network in Mecklenburg-Vorpommern"	Network, synergies	"Presentation of the status of BEA-APP Discussion and feedback on drafts Further development of the synergies in Mecklenburg-Vorpommern"

13	19.07.2017 Schwerin	4th Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern "	Pilot case	Selection of pilot areas and area profiles Implementation of the state initiative Compilation of sources of funding on regional, state and EU level Tender process marketing company (marketing strategy)
14	29.11.2017 Schwerin	5th Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern "	Pilot case	Requirement catalogue for the membership in the state initiative Next steps for the implementation of the state initiative
15	February/March 2018	Combination of round table discussion on stakeholder involvement and regional dialogue meetings	"Innovative stakeholder involvement (WP 3.2)	Presentation and testing of innovative forms of stakeholder involvement Presentation of the planning criteria and discussion on their integration into regional planning processes
16	February/March 2018	6th Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern"	Pilot case	Presentation of the current status of the state initiative and discussion on the next steps for the implementation of green industrial areas in Mecklenburg-Vorpommern

Urban planning for solar energy in Lund, Sweden

NR.	Planned time/ place	Title	Scope/ type	Short info
1	April 2016	Startup meeting with County Administrative Board of Skåne	Network, project output wp2	Stakeholders addressed by the regional strategy in the longer perspective, how to involve renewable energy in regional strategy
2	May 2016	Initial meeting with City of Lund	Network, project output wp4	Stakeholders addressed by the regional strategy in the longer perspective, solar energy planning in new urban area
3	June 2016	Meeting City of Lund area	Network, project output wp4	Stakeholders addressed by the regional strategy in the longer perspective, solar energy planning in new urban
4	September 2016	Meeting Lunds University	Network, project output wp4	Short introduction of the BEA-APP project and the pilot Introducing the urban area in question, Lund Sydväst. Experience from solar energy installations in urban planning
5	September 2016	Startup meeting with planning group solar energy planning new urban area City of Lund	Network, project output wp4	Short introduction of the BEA-APP project and the pilot Introducing the urban area in question, Lund Sydväst. Experience from solar energy installations in urban planning by Lund University. Thoughts

				around the table Next steps
6	September 2016	Meeting County Administrative Board Skåne	Network, project output wp2	Short introduction of the BEA-APP project and the pilot Introducing the urban area in question, Lund Sydväst. Experience from solar energy installations in urban planning
7	October 2016	Meeting City of Lund	Network, project output wp4	How to limit this pilot project to a certain area, in the new urban area? It will not be possible to investigate the solar energy potential for the whole new urban area.
8	January 2017	Meeting City of Lund	Network, project output wp4	Regional energy strategy
9	February 2017	Meeting County Administrative Board	Network, project output wp2	Skåne, regional energy strategy, Solar energy planning in new urban area
10	March 2017	Meeting City of Lund	Network, project output wp4	Solar energy planning in new urban area
11	April 2017	Startup meeting City of Lund	Network, project output wp4	Solar energy planning in new urban area
12	April 2017	Inspirational meeting City of Lund	Network, project output wp4	Solar energy planning in new urban area
13	May 2017	Inspirational meeting nr2 City of Lund	Network, project output wp4	Solar energy planning in new urban area
14	September 2017	Meeting with expert consultant	Network, project output wp4	Presentation of 3D model and solar potential for new area
15	October 2017	Stakeholder conference	Network, stakeholders WP2	Renewable energy production and distribution combined with spatial planning
16	December 2017	Meeting with environmental strategy officer at city of Lund	Network, project output wp4	Discussion on project's input to the strategy of city
17	March 2018	Innovative dialogue stakeholder meetings	Stakeholders WP2	solar energy
18	June 2018	Meeting with Skånes Energiting	Media work	Annual energy conference organised by Skåne Energy Agency, reaching out to 200-300 participants. This year we will launch the new regional energy and climate strategy
19	Spring 2018	Meetings City of Lund	WP4	Solar energy planning knowledge transfer to new city area

Increasing RES share energy mix: offshore wind power and district heating, Blekinge, Sweden

NR.	Planned time/ place	Title	Scope/ type	Short info
1	03.05.2016 Karlshamns harbour	Meeting "Karlshamns hamn"	Network, synergies	Presentation of the project and identification of synergies with other stakeholders, Stakeholders involved in the OW, WP 4.5 (Taggen) project
2	14.09.2016 Ronneby	Work meeting in WP 4 regarding residual heat in district heating	Pilot case	Presentation of the project. Cooperation between involved companies and stakeholders
3	27.09.2016, Sölvesborg	Work meeting with municipality Involvement	Network, synergies	Presentation of the project and identification of synergies with the municipality. Detailed plans for the OW project, presentation of BEA-APP for stakeholders
4	18.10.2016, Ronneby Miljöteknik	Stakeholders meeting	Pilot case	Knowledge searching about the energy available for heat recovery. Presentation of prerequisites for both projects, Kv Kilen and the Alfa Laval heat recovery
5	17.03.2017 Karlskrona	Meeting with the preparation panel for Climate Cooperation in Blekinge	Pilot case	Stakeholders involvement from Associated partner in Blekinge and Energy Agency for Southeast of Sweden to quicken the Climate Work. Presentation of the project, project delays and how it affects the regional process with environmental aims.
6	30.11.2016, Ronneby at Alfa Laval	Stakeholders meeting	Pilot case	Presentation of BEA-APP and knowledge searching about the amount of energy available for heat recovery. The casting process with the electrically powered ovens in the factory was described
7	01.12.2016, Sölvesborg	Wind power meeting	Pilot case	Presentation of the project, and Sustainable Nogersund, Stakeholders involved in the OW, WP 4.5 (Taggen) project
8	09.02.2017, Ronneby at Alfa Laval	Stakeholders meeting	Network, synergies	Knowledge searching about the amount of energy available for heat recovery, examples of a project in Lund and Helsingborg
9	22.02.2017, in Karlskrona	New direction and instruction	Network, synergies	New circumstances after Blekinge Offshores rejected application. A new project manager had been employed at the Energy Agency for Southeast of Sweden.
10	22.03.2017, Alfa Laval, Blekinge	Meeting on Heat recovery from Alfa Laval	Network, synergies	New circumstances, due to Alfa Laval is overload with work. Alfa Laval ask for a small report of what have been produced so far, for getting more motivation within the company to work on the project (It

				was delivered in May)
11	23.03.2017 Karlskrona	Steering Committee meeting for Climate Cooperation in Blekinge	Pilot case	Stakeholders involvement from both public sector and business sector in Blekinge. Presentation of the project and how to integrate the planning criteria from BEA-APP with the regional RES plan.
12	31.03.2017, in Sölvesborg	Blekinge Day	Network, synergies	Hanö bay and wind power; the acceptance process and preparations for the project; what can we learn from Blekinge Offshore? The future of wind power in the Hanö Bay with the government's wind power coordinator (GWPC)
13	04.04.2017 Karlskrona	Meeting with the preparation panel for Climate Cooperation in Blekinge	Pilot case Integrate the planning criteria (2.2) with the regional RES plan	Stakeholders involvement from Associated partner in Blekinge and Energy Agency for Southeast of Sweden. Discussion about difficulties with the delay of the planning criteria in 2.2 and how it affects the revision of the regional RES plan.
14	11.05.2017 in Ronneby	Sun Event	Network, synergies	Presentation of BEA-APP, and presentation of the coming planning criteria
15	09.11.2017 Ljungby	Big seminar and exhibition in Southeast Sweden about Climate and Energy issues	Information, networking	Stakeholders involved in other projects in Southeast of Sweden, as well as public and business sector. Presentation of the project (jointly with Energy Agency for Southeast Sweden)
16	15.11.2017, Ronneby miljöteknik, Blekinge	Stakeholders meeting	Network, synergies	Discussions about the new prerequisites in the project. Alfa Laval's is high workload, which has resulted in the Ronneby case going on too low speed. A discussion if BEA-APP can use its money for a consultant for doing the feasibility report or not.
17	23.11.2017	Meeting with the preparation panel for Climate Cooperation in Blekinge	Work meeting regarding RES concept	Stakeholders involvement from Associated partner in Blekinge and Energy Agency for Southeast of Sweden. Work meeting regarding the updated RES concept for Blekinge
18	23.11.2017	Meeting with the preparation panel for Climate Cooperation in Blekinge	Work meeting regarding RES concept	Work meeting regarding the updated RES concept for Blekinge, with actions, stakeholder's involvement from Associated partner in Blekinge and Energy Agency for Southeast of Sweden

19	11.12.2017, Kalmar län, Oskarshamn	Discussion on Comprehensive plan	Network, synergies	Discussion about the proposal of a new Comprehensive plan, Oskarshamns municipality. Planning conditions, and how renewable energy is taken into account in the comprehensive plan
20	23.01.2018	Input to the planning criteria and RES in spatial planning	Network, synergies	Presentation of the project, input about the planning criteria and RES in spatial planning and spatial planners in the municipalities in Blekinge. Digital survey and perhaps individual or all together follow up face to face or by phone
21	13.02.2018	Workshop with related initiatives	Network, synergies	A strategic dialogue with related initiatives, where different stakeholders have exchanged experiences

Geoenergy use in a new residential area in Äänekoski city, Finland

NR.	Planned time/ place	Title	Scope/ type	Short info
1	09.02.2016	Into meeting about the BEA APP project	Informative event	Information to decision makers concerning application, Project presentation to Regional Board
2	19.4.2016/Jyväskylä	Seminar to municipal land use planners in Central Finland	Municipal land use planners	Project presentation with the focus on RE to involve municipal land use planners to the project scopes
3	19.4.2016/Jyväskylä	Seminar on possibilities of international cooperation	To activate regional stakeholders for international cooperation	BEA-APP was presented as an example of international cooperation project (Interreg) to support regional strategy
4	10.5.2016/Jyväskylä	Municipal managers meeting	Information	Short introduction to BEA- APP project and its scopes for the municipal managers
5	19.5.2016/Saarijärvi	Meeting with regional energy counselling	Network, synergies	Information on the possibilities of BEA-APP, with the focus on climate change mitigation and adaptation strategy renewal for land use planning and energy councillors
6	25.5.2016/Östersund, Sweden	Midnordic Committee, Energy and environment group meeting	Network, information	Short introduction to BEA- APP project for Energy and environment specialists in committees work group "energy and environment"
7	30.6.2016/Jyväskylä	Regional Council of North Carelia study visit in Jyväskylä	Information, synergies	Short introduction to BEA- APP project Regional land use planners of North Carelia

				Regional Council.
8	27.3.2017/Jyväskylä	Seminar "Future energy policy in Jyväskylä"	Information	Presentation to municipal election candidates about climate change mitigation and adaptation work in Central Finland - focus on BEA-APP work related to renewing CC mitigation strategy.
9	3.9.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To introduce updating process of the Climate Change Mitigation program of the Central Finland and to discuss it
10	4.9.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To introduce and participate Forest Council of Central Finland to the Climate Change Mitigation program of Central Finland and discuss it
11	11.9.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	Introduce to regional transport planning group an overview of the Climate Change Mitigation program preparation in Central Finland and discuss it
12	12.9.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To introduce and participate Sustainable lifestyle co-operation group of the Region to preparing of the Climate Change Mitigation program of the Central Finland
13	26.9.2018/ Jyväskylä	Climate change day for Municipals in Central Finland	Information	To introduce preparing of the Climate Change Mitigation program of the Central Finland and to present climate change mitigation work tools for municipalities
14	1.10.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To work with the content of the Climate Change Mitigation program of the Central Finland
15	22.10.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To introduce Central Finland members of Finnish Parliament to preparing of the Climate Change Mitigation program of the Central Finland
16	23.11.2018/ Jyväskylä	Seminar "Climate change mitigation strategy updating in Central Finland"	Information	To introduce the Climate Change Mitigation program of the Central Finland to Regional board

NR.	Planned time/ place	Title	Scope/ type	Short info
1	22.09.2016 Schwerin	1st Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern"	Network, synergies	Agreement on cooperation and further development of this topic in dialogue with the participants
2	17.10.2016 Schwerin	1st Workshop "Project network in Mecklenburg-Vorpommern"	Network, synergies	Presentation of the project and identification of synergies with other projects/initiatives
3	13.12.2016 Schwerin	2nd Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern"	Network, synergies	Definition, criteria & certifications for green industrial areas. Requirements for the selection of suitable areas. Nominated industrial areas
4	26.01.2017/ Rõuge, Võru county, Estonia	Expert meeting of renovation draft plan of the Rõuge village hall	Pilot case	Discussion of working draft of renovation and input for upgrading of the renovation draft plan and design. The agreement for further drafting and designing. Statements and inputs by the local authority. The list of issues and comments (responses by the architect)
5	16.02.2017/Rõuge, Võru county, Estonia	Meeting on Rõuge Ööbikuoru landscape planning	Pilot case	Fine-tuning the planning concept and upgrading the terms of references for drafting landscape plan, including the sites of the Rõuge energy park and energy trail Amendments in terms of references Priority list and 'wish list' of landscaping proposals. Shared view of site development
6	23.02.2017/Rõuge, Võru county, Estonia	Public hearing of renovation draft plan of the Rõuge village hall	Pilot case	Presenting the draft of renovation to the public, consulting with users and interest groups, using awareness raising and participatory planning methods, getting feedback and input for upgrading of the renovation draft plan and design. Key issues discussed publicly. The list of issues to be elaborated further.
7	16.03.2017 Schwerin	3rd Regional dialogue meeting "Green industrial areas in Mecklenburg-Vorpommern"	Network, synergies	Criteria for green industrial areas. Marketing strategy. Possibilities of financing/funding Presentation of different industrial areas by the responsible mayor
8	14.07.2017/Rõuge, Võru county, Estonia	Masterplanning meeting on Rõuge Ööbikuoru landscape planning	Pilot case	Final drafting the masterplan, including the RES engineering and demo units Upgrading and amending masterplan

9	17.08.2017/Rõuge, Võru county, Estonia	Meeting on Rõuge Ööbikuoru landscape planning	Pilot case	Focus-meeting on technology selection and Environmental Impact Assessment, assessing, presenting and discussing possibilities to deploy RES in floodlighting, hydropower demo units, viewing tower for upgrading the energy trail Setting environmental requirements, how to process permitting.
10	20.09.2017/Tartu, Estonia	Meeting and technical visit of brand-new kindergartens in Tartu	Pilot case	Assessment of design, construction and initial deployment of PV and other integrated RES in the Tartu new kindergartens. Assessing construction process and setting monitoring plan
11	28.09.2017/ Tartu, Estonia	Public lecture in the Tartu city museum on spatial models of Tartu	Pilot case	On recently adopted general plan of Tartu city: contemporary trends in the urban energy, housing forecast, urban allocation and density policies, intensified functions in the city region Explaining and elaborating urban functions, urban energy, RES deployment, integrating with housing

Sustainable DH System in Kaunas, Lithuania

NR.	Planned time/ place	Title	Scope/ type	Short info
1	19.07.2017/ Kaunas Region, Kaunas	Meeting with representatives of Kaunas DH company – AB "Kauno energija"	Pilot case	Discuss spatial planning issues, conflicts while developing new and reconstruction of old biomass boiler-houses, operating DH network
2	October 2017 Kaunas Region, Kaunas	Meeting with representatives of Energy Department of Kaunas Municipality	Pilot case	Discussion on spatial planning issues related to bioenergy development
3	8 December 2017, Kaunas	Meeting with representatives of Energy Division of Kaunas City Municipality and spatial planners	Pilot case	Discussion with spatial planners and representatives of Kaunas Municipality regarding spatial planning problems concerning different RE projects.
4	1-2 February 2018, Kaunas	Conference "Thermal Engineering and Technologies 2018" organized by Kaunas University of Technology	Pilot case	Presentation of main ideas and outcomes of the BEA-APP project
5	5 period 2018	Regional dialogue meeting with focus groups	Pilot case	Conflicts between investors of RES objects and community and it's possible solutions

Sustainable energy in public spaces located in the town centres of the Central Functional Zone in the West Pomeranian Voivodeship, Poland

NR.	Planned time/ place	Title	Scope/ type	Short info
1	30.08.2016 Tarnowo	1. round table meeting	Pilot, information	Presentation of BEA-APP project and possibility of gaining wider knowledge about RES in CFZ. Beginning of the co-operation with local government units by BEA-APP project"
2	11.10.2016 Warszawa	Meeting of Group for EU Strategy for BSR	Pilot, information	Presentation of the BEA-APP for national and regional experts in the field of energy and Baltic cooperation
3	14.12.2016 Drawsko Pomorskie	2. round table meeting "Profits for local government units gained from RES"	Pilot, information	Presentation of profits gained from RES by local government units. Presentation of BEA-APP project. Gaining active stakeholders for pilot project. Developing the SWOT analysis for CFZ, many useful information about RES and energy policy had been provided, project BEAAPP gained interest of the participants
4	31.03. 2017 Szczecin	X Science and Technology Conference: RES as a chance for sustainable development	Pilot, information	Presentation of on-going projects in the field of RES, including BEA-APP Project. Presentation of possibilities for private investors in the RES-investments. Presentation of ongoing scientific projects.
5	26.04.2017 Drawsko Pomorskie	3. round table meeting	Pilot, information	Meeting and presentation of Regional RES Concept in Central Functional Zone, main outcome was a time plan and scope of the Concept
6	13.07.2017 Świdwin	1 regional dialogue meeting	Pilot, information	Signing the Letter of Intent with local authorities; presentation of I part of Regional RES Concept; discussion on the presented Diagnosis
7	26.10.2017 Szczecin	4. round table meeting	Pilot, information	Further development of RES Concept and form of co-operation with municipalities during the development of individual recommendations. Chance of knowledge exchange between different stakeholders.
8	07-08.12.2017 Świdwin, Łobez, Drawsko Pomorskie	5. round table meeting (2-day meeting organised in Central Functional Zone in three cities for all the	Pilot, information	Discussion on recommendations for RES development in the municipalities, which will be

		stakeholders)		written in the RES Concept
9	13.02.2018 Szczecin, Westpomeranian Voivodship	Consultation meeting with stakeholders from the Central Functional Zone in West Pomeranian Voivodship	Pilot, information	Discussion and evaluation of the „Individual recommendations for energy planning, conversion to the low-emission economy and improvement of the air quality for the communities in the CFZ”
10	11.04.2018 Połczyn-Zdrój, Westpomeranian Voivodship	3rd regional dialogue meeting	Pilot, information	Presentation of the issues connected with the deep the modernization of buildings under the heritage conservator and health resort protection with using RES
11	27.10.2018	4th Dialogue Meeting	Pilot, information	The conference was dedicated to renewable energy sources and the possibilities of their use on a macro scale - in the area of Central Functional Zone of West Pomeranian Voivodeship (CFZ) and micro - in the areas of public spaces.
12	September 2018 Szczecin	4. Regional dialogue meeting	Pilot, information	Presentation of Regional RES Concept

Odsherred biogas plant and other pilot projects in Zealand, Denmark

NR.	Planned time/ place	Title	Scope/ type	Short info
1	May 2017/RUC, Roskilde - Region Zealand	Transnational meeting	Information	Sharing experiences and knowledge, as well as developing ideas for establishing renewable energy with experts and partners. Cooperation across regions and know-how regarding cooperation opportunities
2	June.2017/Samsø	Biogas as a Dynamo in Circular Economics	Information	Information about our work in BEA-APP and experience about biogas. Knowledge of socio-economic opportunities for biogas
3	Sep.2017/Solrød	Citizens' meeting at Solrød Biogas	Information, pilot case	Information about Solrød Biogas and BEA-APP
4	01.11.2017	Scandinavian Biogas conference 2017	Pilot case	Work on cases. Get cooperation and knowledge exchange regarding biogas

5	Nov. 2017	Visit by municipal staff from Latvia	Information, pilot case	Knowledge sharing about municipalities' cooperation with energy companies to establish renewable energy across the regions of the project
6	dec. 2017	Visit from project partner from Estonia	Information, pilot case	Policy/planning-relevant recommendations
7	10.01.2018 Odsherred Municipality	Stakeholder meeting	Information, pilot case	Development of case - involvement of stakeholders, meeting with a farmer (possible future owner of the biogas plant), Technical Director in Odsherred Municipality, Municipal Climate Worker Odsherred Municipality and RUC.
8	07/02/2018	Stakeholder meeting	Information, pilot case	Round table discussions with stakeholder: Odsherred Utility, Technical Director in Odsherred Municipality (Torben Greve), Municipal Climate planners Odsherred Municipality and RUC.

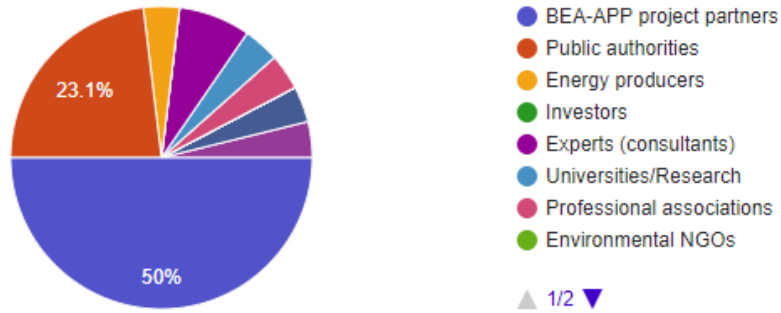
Municipal energy action plans in Zemgale, Latvia

NR.	Planned time/ place	Title	Scope/ type	Short info
1	07.04.2017, Jelgava	Meeting of Energy Working Group	Informing	Introduction with the BEA App project, first discussion on Energy Action Plan 2018-2025 of Zemgale Planning Region
2	07.04.2017, Jelgava	Meeting of Energy Working Group	Informing	Discussion on elaboration of the Energy Action Plan 2018-2025 of Zemgale Planning Region
3	13.11.2018. Jelgava	Meeting of Energy Working Group	Informing	Informing the group members with the Energy Action Plan 2018-2025 of Zemgale Planning Region
4	22.01.2019, Jelgava	Meeting of the Zemgale Development Council	-	Energy Action Plan 2018-2025 of Zemgale Planning Region approved

Annex 5. Evaluation results

Respondents:

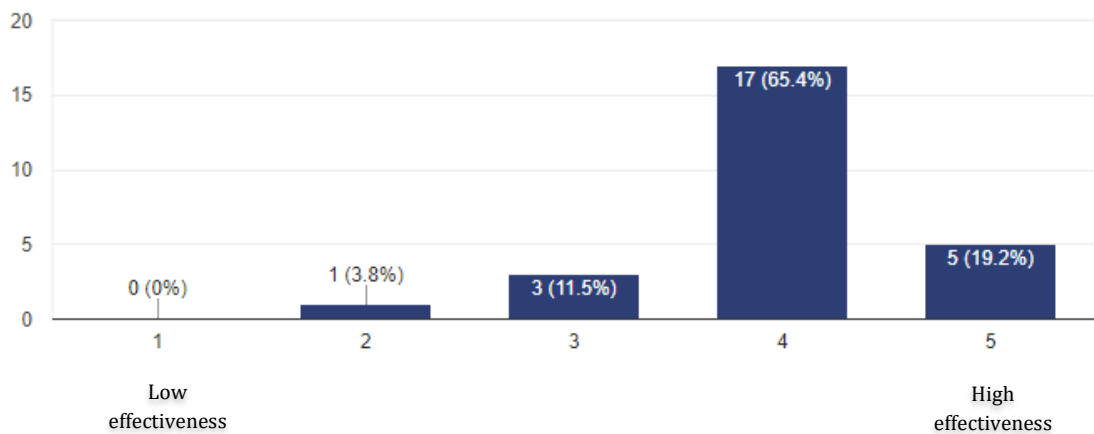
26 responses



I Your evaluation on stakeholder involvement process

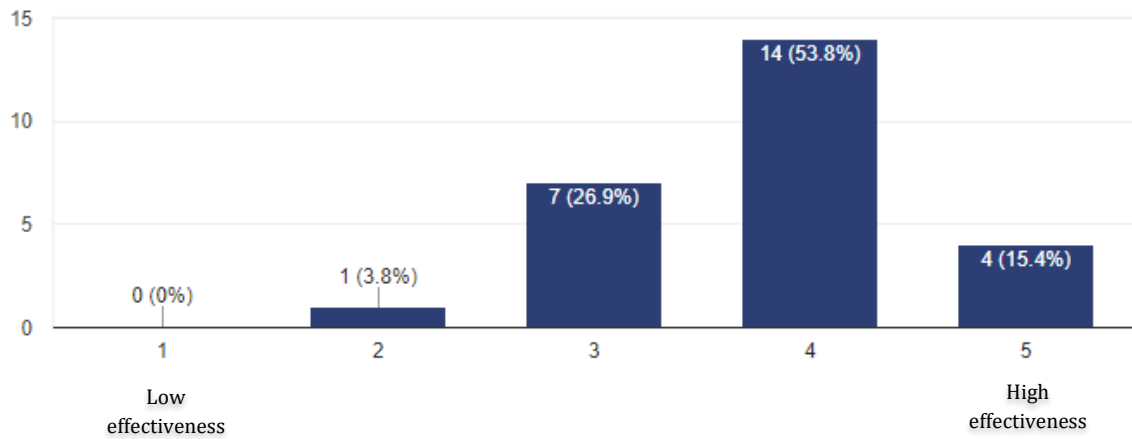
1. How effective you consider the methods and tools used to motivate and involve stakeholders in the pilot case of your region?

26 responses



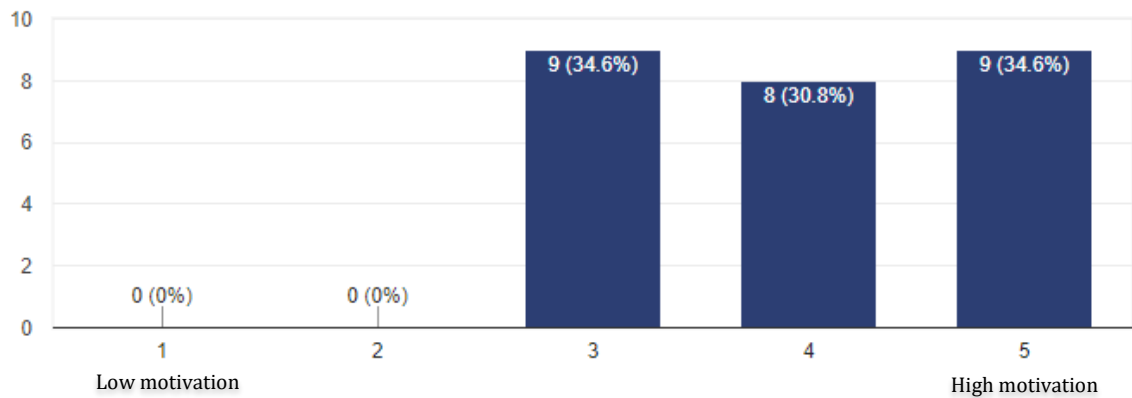
2. How effective do you consider the involvement frequency of stakeholders to address the pilot case in your region?

26 responses



3. To what extent you consider that the stakeholder involvement approach motivates innovative thinking and initiatives in your region?

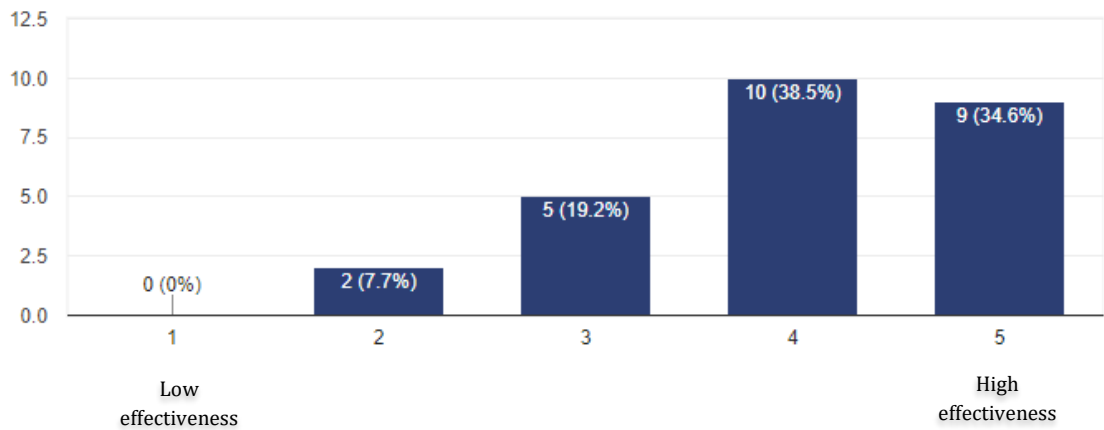
26 responses



II Your evaluation on goal setting

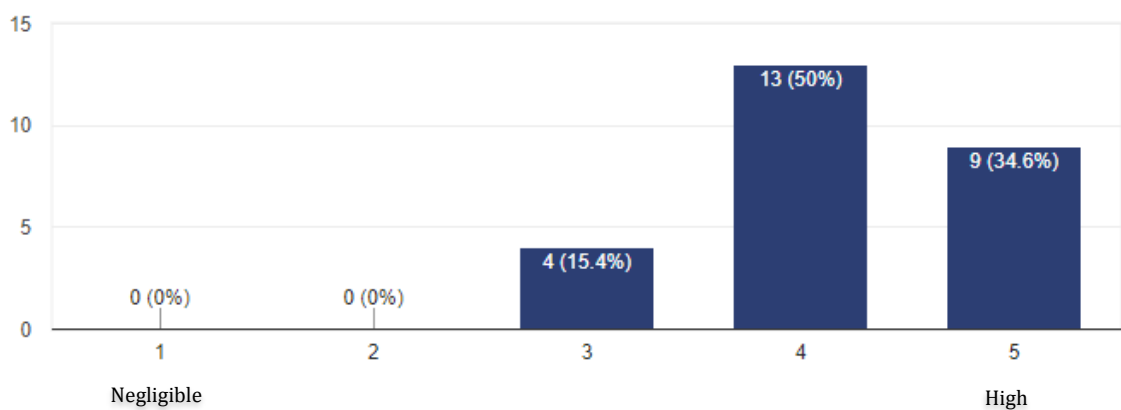
1. How effective you consider your individual contribution to the goal setting for the pilot case in your region?

26 responses



2. To what extent you consider that the stakeholder participation has helped to shape the goal of the pilot case to meet the local needs?

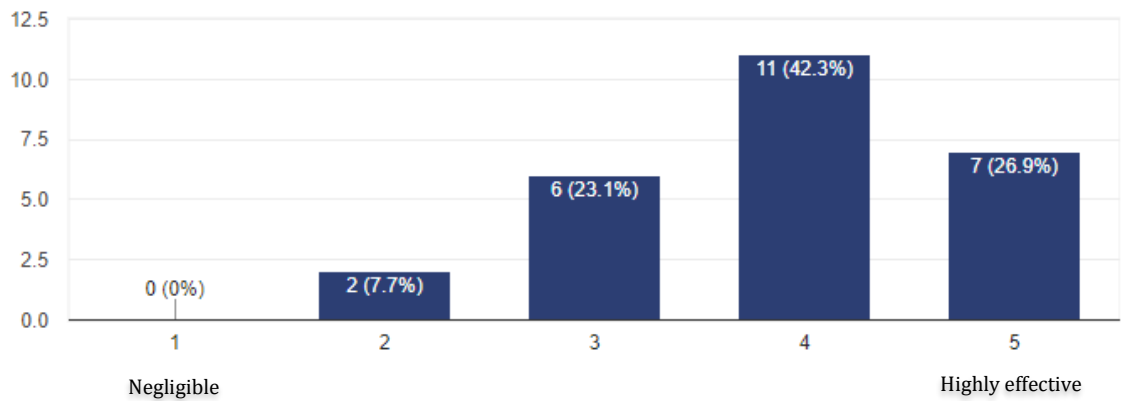
26 responses



III Your evaluation on results and outcomes from the process

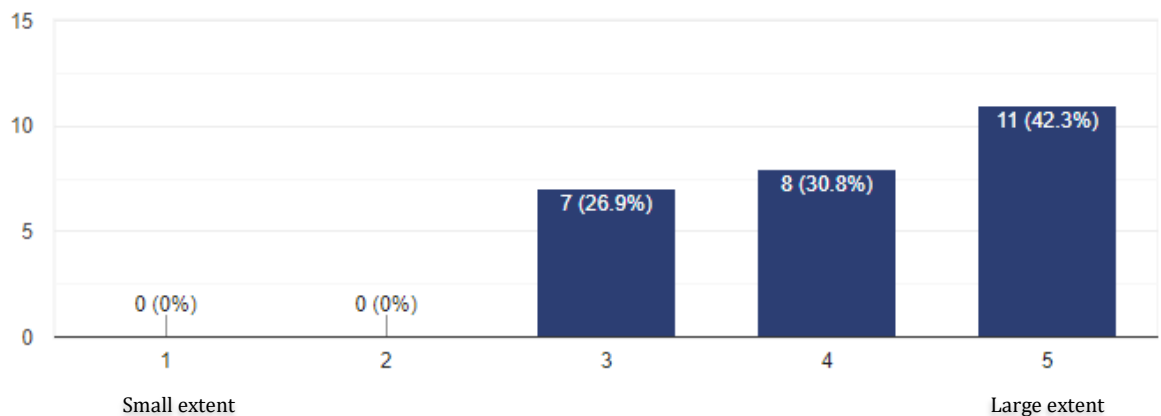
1. How effective you consider your individual contribution to achieve the results in the pilot case of your region?

26 responses



2. To what extent you consider that the stakeholder participation has helped to achieve the results in the pilot case of your region?

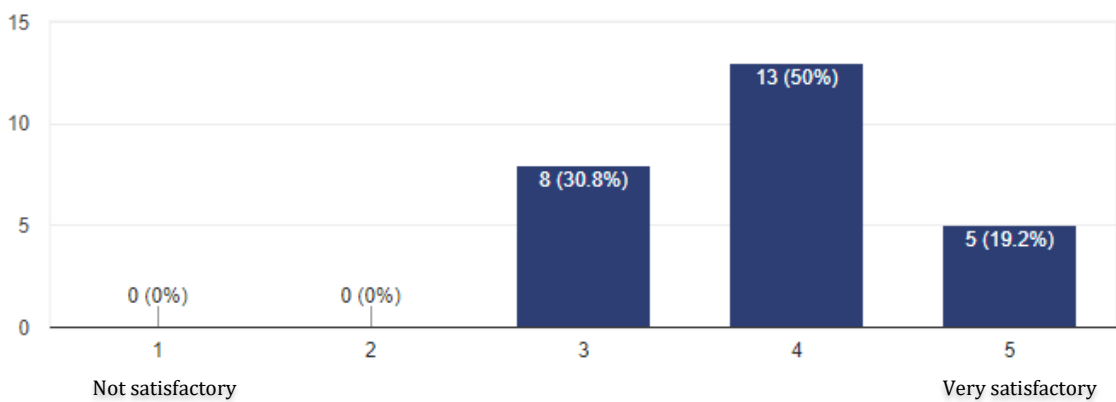
26 responses



IV. Your evaluation on satisfaction – meeting expectations

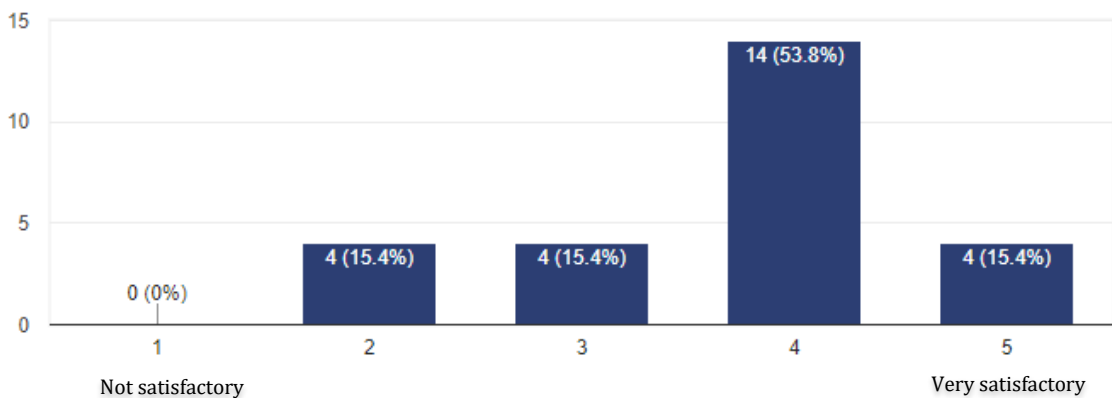
1. How satisfactory your individual ideas and contribution has been considered for the pilot case in your region (i.e. the extent that your needs and requirements are traceable in the co-planning process and developed plan)?

26 responses



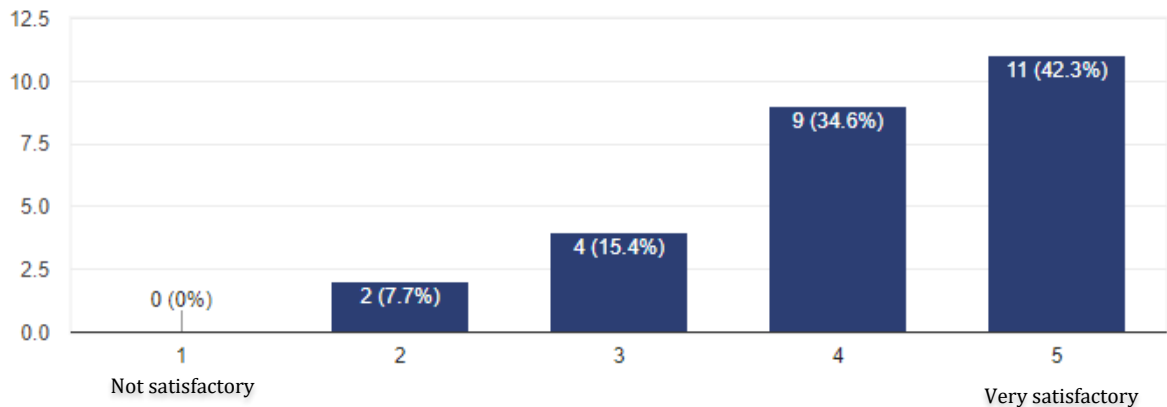
2. How satisfactory do you consider the capacity of stakeholder participation to influence the innovative planning and the decision making to the pilot case in your region?

26 responses



3. How satisfactory do you consider the extent of openness in stakeholder collaboration during the planning and decision making in the pilot case of your region?

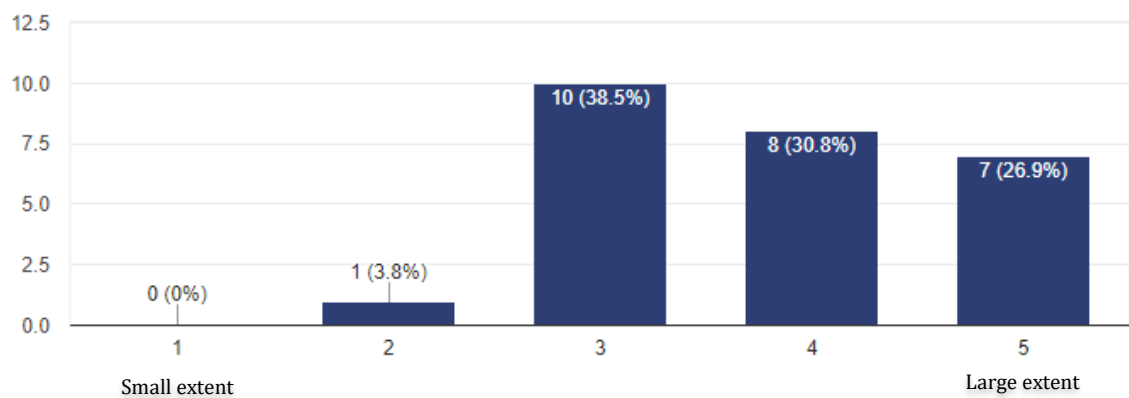
26 responses



V Your evaluation on the level of innovation in stakeholder involvement

1. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by using a user-centric approach and co-creation?

26 responses



2. To what extent you consider the stakeholder involvement approach applied in the pilot case of your region was innovative by taking of additional steps beyond the formal stakeholder involvement procedures?

26 responses

