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MEDEAS

MODELING THE RENEWABLE ENERGY TRANSITION IN EUROPE

Project Nr: 691287

Guiding European Policy toward a low-carbon economy. Modelling sustainable Energy system Development under Environmental And Socioeconomic constraints

Deliverable D8.2 (D26) Board of Stakeholders

Version 2.0.0

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Document info sheet

Lead Beneficiary: Centre for Renewable Energy Sources and Saving (CRES)

WP: WP8. Outreach, dissemination and exploitation of results

Task: Task 8.2. Creation of a board of stakeholders as a base of the networking activities

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Dissemination level: Public

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Table of contents

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Abstract

The purpose of this document is to describe the methodological approach, results and next steps for the creation of a Board of Stakeholders and their engagement in the MEDEAS project.

The process for identifying and engaging appropriate stakeholders for contributing to the smooth and successful development of the MEDEAS project is a very challenging task, as it is based greatly on a voluntary basis.

A literature review has been conducted in order to examine proposed approaches for identifying and engaging stakeholders into a specific cause. Based on these findings a methodological approach is proposed and implemented to the MEDEAS project, considering the MEDEAS goals and expectations for involving stakeholders in the project's decision-making procedures.

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Executive summary

This report on the Creation of the Stakeholders Board aims at providing the methodology and details for creating the Stakeholders Board of the project.

In order to create an appropriate Board of Stakeholders that will be relevant to the MEDEAS project goals, it is important to develop a methodological approach that takes into account both MEDEAS main characteristics as well as proposed strategies for the engagement of stakeholders into a specific cause.

For that reason a literature review was conducted on studies that have developed tools and guidelines for stakeholders' analysis and stakeholders' engagement.

The proposed approach for the mapping of the stakeholders and finally creating the Board of Stakeholders comprises in three different stages: **identification, analysis and prioritization**.

The first phase takes into account the project's expectations and facilitates the effective depiction of the stakeholders' characteristics leading to the preliminary identification of the most relevant stakeholders. A first list of potential stakeholders is developed comprising 40 individuals that come from research and universities, governmental authorities, energy authorities and market-oriented sectors with a satisfactory geographic spread.

After the completion of the first stage of the procedure, an analysis of the stakeholders' characteristics and profiles is conducted in order to select the most appropriate and relevant to the MEDEAS project. The development of a **stakeholders' engagement matrix** is proposed as a structured way to depict the most essential characteristics for each stakeholder separately based on the following criteria:

I. **Capacity**: Evaluation of the resource capacity of each stakeholder taking into consideration their knowledge, expertise and technical capabilities.
II. **Willingness**: Evaluation of stakeholders' availability and willingness for participation.
III. **Power**: Evaluation of stakeholders' role into the decision-making procedure, which is essential for the exploitation of the developed model.
IV. **Influence**: Evaluation of the number and the quality of stakeholders' connections, which can influence all the involved parties who are related with the model.
V. **Relevance**: Evaluation of the degree of relevance with the project and the developed model.

The final step of the proposed procedure is the prioritization, which targets to rank the identified and analyzed stakeholders. The ranking of the stakeholders is performed through the calculation of the total score of each stakeholder considering their performance for each criterion. The

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assessment of the stakeholders results into the following categorization: “Very aligned to the project”, “Aligned to the project”, “Less aligned to the project”.

Considering that not all selected stakeholders may be able to contribute to the project after all, it was decided to extend the size of the Board to those stakeholders with a total score higher than 72, i.e. twelve stakeholders.

Moreover, after the completion of the prioritization stage, the obtained ranking was further evaluated, to understand whether the top-ranked stakeholders meet the formal expectations for achieving the project’s specified objectives. The final decision was based on a better representation of countries and disciplines as well as on reasons of particular relevance and interest to the project, as indicated by the MEDEAS project partners.

The next steps include the development of an engagement strategy for the Board of Stakeholders after consideration of the following elements:

1. The stakeholders should be **informed on their exact role, involvement and type of contribution**.
2. The stakeholders should be **informed on the potential benefits** from their participation to the project.
3. The project partners should consider all **available resources** for the stakeholders’ engagement, different **options for their participation** and potential **planned events** that could be used for the parallel organization of a Board of Stakeholders meeting.
4. The project partners should prepare **specific guidelines** for the stakeholders’ contributions before contacting them.

Since the whole involvement of stakeholders in the project is essentially voluntary, it is important for MEDEAS project to stress the benefits for their participation. Furthermore it is important to find ways to ease and support their involvement to the MEDEAS project, considering not only their actual capacity, power and relevance to the project, but also their accessibility, time availability and general willingness to participate.

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Introduction

This report is part of WP8 "Outreach, Dissemination and Exploitation of results" and aims at providing the methodology and details for creating the Stakeholders Board of the project. The main aim for developing this advisory body is to ensure the proper coordination, cooperation and distribution of common gains with all stakeholders.

The specific body will mainly support the development of policy recommendations. An annual meeting (three meetings in total) is planned with the Board of Stakeholders and other key stakeholders and policymakers. These meetings will probably be attached to the project meetings, but this will be specified later in the course of the project after consideration of the available resources, the stakeholders' availability and preferences, as well as new requirements that may arise (e.g. European-wide events and conferences that will attract a larger number of stakeholders, webinars, etc.).

According to the initial planning of the MEDEAS project the Board of Stakeholders will consist of a minimum of five individuals, who will have an active role and interaction with the project evolution and activities. It is further assumed that each of the stakeholders belonging to the board will, in turn, transfer the knowledge gained and project developments to another 10 contacts.

In order to create an appropriate Board of Stakeholders that will be relevant to the MEDEAS project goals, it is important to develop a methodological approach that takes into account both MEDEAS main characteristics as well as proposed strategies for the engagement of stakeholders into a specific cause.

Based on the literature review, the selected methodological approach and its results are described in the following chapters.

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Stakeholders Analysis in Literature

Many of the literature studies have developed tools and guidelines for stakeholders' analysis and stakeholders' engagement in order to enhance public participation. *In the context of public participation, a stakeholder can be defined as any person, or group, who has an interest in the project or could be potentially affected by its delivery or outputs* (Gray, 2006). In this sense, public participation has five different goals: dissemination of information, consultation, involvement, collaboration and empowering. Although MEDEAS project has quite different targets and reasons for involving stakeholders in the project as described through the five goals above, these studies can be very valuable for developing an appropriate methodological approach for achieving the most efficient participation of stakeholders into the project.

GTZ (Zimmermann, et al., 2007) has published a report on multi-stakeholder management that introduces a tool for stakeholder analysis. The tool aims at supporting the design of participatory systems of cooperation[1] and consists of 10 building blocks. These individual "building blocks" can be used in a flexible way depending on the context and have been found useful for the analysis conducted in the MEDEAS project for the development of the Board of Stakeholders. The building blocks described in GTZ's publication are the following:

1. Identifying key stakeholders
2. Stakeholder mapping
3. Stakeholder profiles and strategic options
4. Power and power resources
5. Stakeholders' interests and scope for action
6. Influence and involvement
7. Force field analysis
8. Building trust
9. Exclusion and empowerment
10. Gender (cross-cutting building block on gender equality in development

Many of the aforementioned "building blocks" can be adapted and incorporated in this MEDEAS task; however the most relevant ones refer to the following:

2. Identification of key stakeholders based on their legitimacy, resources and connections
3. Stakeholders mapping through a visualization of their relationships
4. Power and power resources through identification of their different powers and influence fields
5. Influence and involvement

[1] "Participatory development is defined as a process in which people are proactively and significantly involved in all decision-making processes that affect their lives."

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Likewise, the Robert Wood Johnson Foundation has published a Practical Guide for Engaging Stakeholders in Developing Evaluation Questions (Hallie, et al., 2009), which consists of the following five steps:

- Step 1: Prepare for stakeholder engagement, by collecting all the required information about the object of evaluation.
- Step 2: Identify potential stakeholders, considering their expertise, their responsibilities, their influence degree, their interests, their potential future support, as well as a representation of diverse perspectives and/or experiences.
- Step 3: Prioritize the list of stakeholders in order to determine which stakeholders are most vital, which are important and which would be nice to include.
- Step 4: Consider potential stakeholders' motivations for participating (e.g. commitment to the goals, personal stake, professional development, etc.)
- Step 5: Select a stakeholder engagement strategy considering time restrictions, budget, geographic locations, range of stakeholders' perspectives, existing relationships, stakeholders' availability, stakeholders' number, familiarity and complexity.

This publication has also visualized the process of developing a stakeholders' engagement strategy as depicted in Figure 1.

	Group Meetings		One-on-One Meetings		Surveys
	In-Person	Virtual	In-Person	Virtual	N/A
Short Evaluation Timeline	🟡	🟢	🟡	🟢	🟡
Limited Budget	🟡	🟢	🟡	🟢	🟡
Dispersed Geographies	🟡	🟢	🔴	🟢	🟢
Differing Perspectives	🟡	🔴	🟢	🟢	🟢
Lack of Existing Relationships	🟢	🟡	🟢	🟡	🟡
Limited Stakeholder Availability	🔴	🟡	🔴	🟡	🟢
Many Stakeholders	🟡	🟡	🔴	🔴	🟢
Little Familiarity with Evaluation	🟡	🟡	🟢	🟢	🔴
Complex Program / Initiative	🟡	🟡	🟢	🟢	🔴

🟢 Strategy well-suited 🟡 Strategy sometimes well-suited 🔴 Strategy not well-suited

F

Figure 1 Stakeholder engagement strategy and criteria (Hallie, et al., 2009)

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Torfaen County Borough Council (TCBC) as part of the REVIT project has developed a toolkit that provides guidance on planning for, managing, implementing and evaluating stakeholder engagement and which could be used as a valuable management tool (Gray, 2006). Figure 2 shows the stakeholder engagement planning proposed by TCBC in a form of a flowchart.

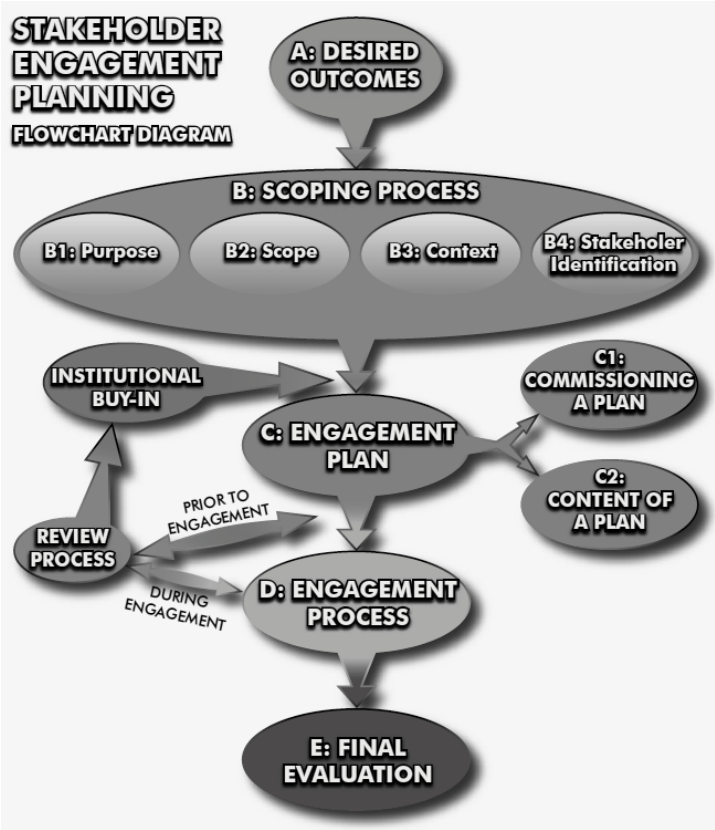

Figure 2 Flowchart of Stakeholder Engagement Planning (Gray, 2006)

BSR (Morris, et al., 2012) has also developed a five-step approach targeted to corporations, for them to initiate and sustain constructive relationships with stakeholders over time and throughout their organization:

1. Engagement Strategy: Set vision and level of ambition of future engagement and review past actions.
2. Stakeholder Mapping: Define criteria for identifying and prioritizing stakeholders and select an engagement Mechanism
3. Preparation: Focus on short and long term goals, determine logistics for the engagement and set the rules
4. Engagement: Conduct the engagement itself, ensuring equitable stakeholder contribution and mitigating tension while remaining focused on the issues
5. Action Plan: Identify opportunities from feedback and determine actions, revisit goals and plan next steps for follow-up and future engagement

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Methodology

The procedure for identifying and mapping the appropriate stakeholders is crucial for the effectiveness and success of the corresponding actions, in which their active involvement is foreseen. In specific, the methodology proposed here has to lead to a specific list of stakeholders, the so-called "Board of Stakeholders", who will contribute efficiently to the fulfillment of the aims and objectives of each project phase.

The proposed procedure for the mapping of the stakeholders comprises in three different stages:

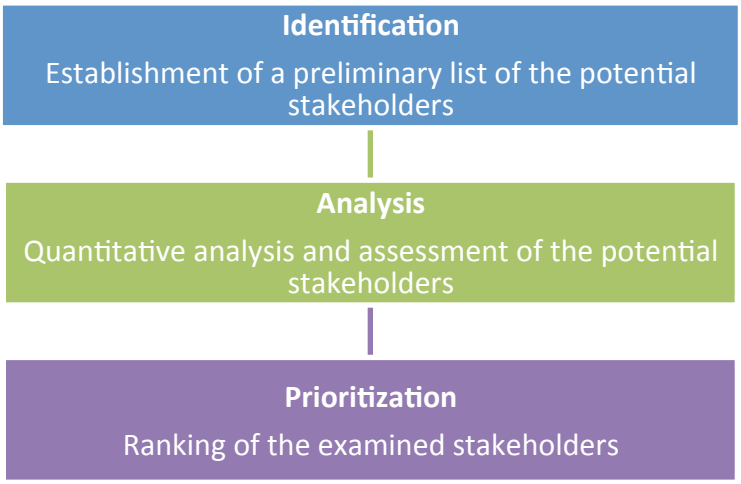

Figure 3 Proposed stages for mapping the stakeholders.

Identification

The first phase of the proposed procedure is the preliminary identification of the most suitable stakeholders taking into consideration the project's characteristics. The detailed analysis of the specific task for creating a Stakeholders' Board including its corresponding goals will facilitate the effective depiction of the stakeholders' characteristics and will lead to an efficient identification of the most relevant stakeholders.

It is essential to realize that the stakeholders may have specific roles and the initial categorization will be formulated according to these roles and the level of involvement.

Furthermore, the stakeholders must be identified from all potential stakeholders' groups, which have either a direct or indirect relation to the project's objectives (e.g. governmental authorities, energy authorities, academia, etc.).

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Finally, it will be beneficial to engage any stakeholder, who may have specific knowledge and interest in the project resulting in a compilation of a list without potential screening and limitations.

Analyzing

After the completion of the 1st stage of the procedure, an analysis of the stakeholders' characteristics and profiles must be conducted in order to select the most appropriate and relevant to the MEDEAS project.

It must be taken into account that the stakeholders may have completely different levels of interest and influence for the project. Nevertheless, it is crucial to ensure that the selected stakeholders will constitute a well-balanced mix of perspectives, experiences and roles relative to the project.

Considering the above, a procedure is proposed to effectively select stakeholders based on the utilization of specific criteria in the **stakeholders' engagement matrix**. The stakeholders' engagement matrix provides a structured way to depict the most essential characteristics for each stakeholder separately.

The proposed analysis aims at the qualitative assessment of specific stakeholders' characteristics such as their expertise, their willingness for participation and the overall contribution expected by their involvement in the MEDEAS project.

The selected criteria that must be evaluated for each potential stakeholder are presented in the following.

I. **Capacity**: Evaluation of the resource capacity of each stakeholder taking into consideration their knowledge, expertise and technical capabilities.
II. **Willingness**: Evaluation of stakeholders' availability and willingness for participation.
III. **Power**: Evaluation of stakeholders' role into the decision-making procedure, which is essential for the exploitation of the developed model.
IV. **Influence**: Evaluation of the number and the quality of stakeholders' connections, which can influence all the involved parties who are related with the model.
V. **Relevance**: Evaluation of the degree of relevance with the project and the developed model.

All the above-mentioned criteria will be assessed on the basis of the following scale:

1: Low, 2: Medium, 3: High

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Table 1 outlines the stakeholders' engagement matrix for the selected criteria, which must be evaluated for the initial indicative categorization of the identified groups.

Table 1 Stakeholders' engagement matrix

Category	Stakeholder name	Capacity	Willingness	Power	Influence	Relevance
Central government authorities	1.					
	2.					
	3.					
Energy authorities	1.					
	2.					
	3.					
Universities	1.					
	2.					
	3.					
Research centers	1.					
	2.					
	3.					
NGO	1.					
	2.					
	3.					
Consultancy firms	1.					
	2.					
	3.					
Experts	1.					
	2.					
	3.					
Other (please specify)	1.					
	2.					
	3.					

Prioritizing

The final step of the proposed procedure is the prioritization, which targets to rank the identified and analyzed stakeholders.

The ranking of the stakeholders will be performed through the calculation of the total score of each stakeholder (i) through the following equation, taking into consideration the performance for each criterion:

$$Total\ Score_i = Score_{i,Capacity} * Score_{i,Willingness} * Score_{i,Power} * Score_{i,Influence} * Score_{i,Relevance}$$

The assessment of the stakeholders will be carried out according to the following classification rules:

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1. If the score is higher than 54 then the specific stakeholder can be characterized as "Very aligned to the project".
2. If the score is between 24 and 54 then the specific stakeholder can be characterized "Aligned to the project".
3. If the score is lower than 24 then the specific stakeholder can be characterized "Less aligned to the project".

For example, if a stakeholder has been evaluated with the following scores for the examined criteria:

- $Score_{i,Capacity} = 1$
- $Score_{i,Willingness} = 2$
- $Score_{i,Power} = 3$
- $Score_{i,Influence} = 2$
- $Score_{i,Relevance} = 2$

then the total score will equal 24 and according to the above-mentioned classification rules, the analyzed stakeholder can be evaluated as "Aligned to the project".

It is noted, that the importance assessed here refers merely to each stakeholder's relevance and contribution potential to the MEDEAS project.

After the completion of the prioritization stage, it is recommended to examine and evaluate the obtained ranking. In specific, it needs to be evaluated whether the top-ranked stakeholders meet the formal expectations for achieving the project's specified objectives.

A reassessment can then follow and if necessary an introduction of additional criteria can be considered. For example, in order to attain a well-balanced mix in terms of field of expertise, a second filter can be applied in order to ensure a fair representation of all desired fields of expertise in the final Board of Stakeholders.

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Development of the Stakeholders Board

As mentioned before, the MEDEAS Board of Stakeholders aims at providing guidance and insight on major decisions that need to be taken throughout the project by following the project's progress and the scientific discussions around the transition to a low-carbon economy.

In specific, the Board of Stakeholders will have a twofold role: first of all, the involved stakeholders will support the project by reviewing the major project outcomes (deliverables, results, recommendations, etc.) at different times and phases of the project and second they will form an external opinion and assistance in policy issues. That is, they will advise on the definition of scenarios and pathways, on technical issues in regards to model development and integration of different parameters as well as on methodologies to assess impacts.

Identification of candidate stakeholders

The procedure for developing the Board of Stakeholders has started already since the first months of the project through the first step of the aforementioned approach, the identification of stakeholders. This step resulted into the elaboration of an initial list of candidate stakeholders.

The criteria set to identify appropriate stakeholders and establish this initial list were focused on the main pillars of the project.

First of all, the Board of Stakeholders should consist of a well-balanced mix of experts in the **different fields of the project**, which are the following:

- Model development: The project partners should identify stakeholders that origin from a scientific/research background
- Policy making: The project partners should identify individuals with an expertise in decision making, policy analysis and consultancy
- Model customization: The project partners should identify stakeholders experienced in adapting scientific tools to the actual requirements and constraints of the system and boundaries that need to be modeled.

To make it more precise, the stakeholders should origin from a representative sample of governmental authorities, energy authorities, energy utility companies, universities, research centers & institutions, consultancy firms, experts and NGOs.

Moreover, since the MEDEAS project aims at a wide dissemination of the produced tool, it was deemed necessary to form a **geographically largely dispersed group** of individuals, who would have influence and power to different geographical regions.

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Finally, all involved stakeholders should have the following **characteristics**:

- They have a direct interest and/or involvement in the project's objectives and main outcomes
- They have proven experience in the fields of research, policy making, policy analysis, etc.
- They are able and willing to support and advise in resolving the main issues arising during the development of the MEDEAS tool
- They are able and willing to support the development of policy recommendations
- They are able and willing to participate in meetings for discussion of MEDEAS outputs and results
- They have proven visibility and influence in their fields of expertise

Figure 4. Characteristics of the board of the Stakeholders

Considering the aforementioned criteria, it was decided that each MEDEAS partner would propose a minimum of 3 potential stakeholders, ensuring that they have an adequate number of the characteristics mentioned above. Furthermore the consortium's geographic spread would, by some means, meet the requirement for covering a satisfactory range of countries represented in the Stakeholders Board.

The initial list of stakeholders that was established according to the described procedure consisted of 31 individuals and was completed in M2 of the project. The whole list that was delivered as Milestone 2 of the project can be found in Appendix I.

As depicted in Figure 5, the initial list consisted of a relatively well balanced mix of individuals from academia and research as well as policy makers (government authorities, experts, etc.). In specific, 10 stakeholders came from research and universities, 9 stakeholders came from governmental authorities and 12 stakeholders came from market-oriented sectors.

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Figure 5. Distribution of Stakeholders by field of expertise

On the other hand, the distribution of the identified stakeholders by country of origin did not result into the best expected geographic spread (Figure 6). In specific, there were a large number of stakeholders from Spain and the UK, while the rest of Europe was at a lesser extent represented.

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Figure 6. Distribution of Stakeholders by counry of origin

Taking into consideration the aforementioned findings each project partner was asked to propose additional stakeholders in order to enhance the list and include more countries. The final list consisted of **41 stakeholders** covering also Belgium, Germany and Norway on top of the aforementioned countries of the initial list and can be found in Appendix II.

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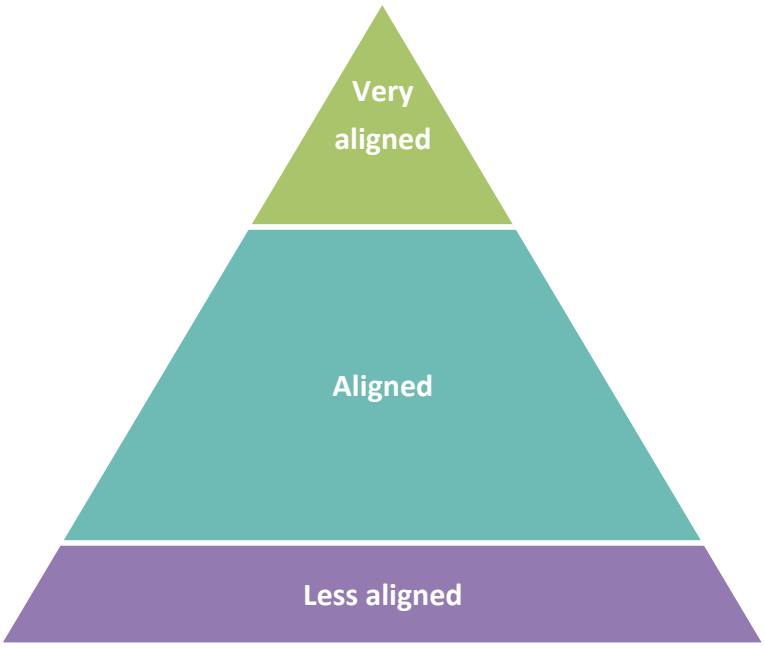
Analysis and prioritization of candidate stakeholders

The next step after the identification of candidate stakeholders was to assess the five criteria described earlier for each of the proposed stakeholders. This process was undertaken in parallel by each MEDEAS partner for their corresponding proposed stakeholders.

Since the assessment is based on a purely subjective estimation of the ranked criteria and moreover it is not conducted by a sole evaluator but by 11 different individuals (the project partners) it is expected that the resulting ranking may not be quite as realistic because of the different understanding each partner may have on the criteria and on the respective evaluation scale (1: Low, 2: Medium, 3: High).

For this reason, after receiving all assessments, the complete list with the total and individual scores for all stakeholders was circulated for another round to all MEDEAS partners, for them to visualize where each stakeholder stands and get the opportunity to modify their evaluation, if required.

This reassessment process resulted into a few but necessary changes and the prioritized list was finalized. According to the methodological approach presented earlier, twelve stakeholders were ranked as “very aligned to the project”, eighteen as “aligned to the project” and eleven as “less aligned to the project”.



As mentioned in the introduction, the initial planning of the MEDEAS project foresaw that the Board of Stakeholders would consist of a minimum of five individuals. However, having in mind that not all selected stakeholders may be able to contribute to the project after all, it was decided

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to extend the size of the Board to those stakeholders with a total score higher than 72. The stakeholders with a total score higher than 72 account to twelve stakeholders.

Four of these top stakeholders come from market-associated fields, three from governmental authorities, three from research and two from energy authorities.

Moreover, in terms of geographical spread, four come from the Southern Europe, four from Western Europe, three from Eastern Europe, and one from Northern Europe[2].

Although, all European regions are represented in the top stakeholders, some unbalances in overrepresentation of individual countries were observed. Therefore, it was decided to swap some of these stakeholders with stakeholders outside the top-twelve, but still ranked as "aligned to the project".

In addition to that, the top stakeholders did not include anyone coming from an NGO. Although NGO representatives seem less relevant as policy makers, they could be definitely considered important for the MEDEAS project for enhancing its overall impact.

Considering the above, the decision to rearrange the stakeholders that would form the Board was based on the following:

- Better representation of countries and disciplines
- Particular relevance and interest to the project, as indicated by the MEDEAS project partners.

The complete Board of stakeholders will be finalized after the MEDEAS partners contact the selected stakeholders and ensure their commitment and willingness to participate in the project. Moreover, the remaining stakeholders will also be involved in the project by different means, such as web-based dissemination of project results, web-based surveys, etc.

Engaging Stakeholders

The next steps include the engagement of stakeholders in order to achieve the expected results, i.e. to receive the desired contribution to the MEDEAS project and the initiation of a fruitful dialogue in different phases and aspects of the project.

The engagement strategy that will be adopted in the MEDEAS project should first of all consider stakeholders' potential motivations for participating and exchanging views on MEDEAS outcomes and planning.

[2] The European regions are selected here as used for statistical processing purposes by the United Nations Statistics Division

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The stakeholders involved will have the opportunity to contribute their thoughts to a field very relevant to their expertise and therefore will be able to have their voices heard. Bringing together stakeholders of related or even different backgrounds will also provide an opportunity to meet and network with others who share common interests. This is considered particularly important for MEDEAS project as it creates the ground for developing new insights and learning.

These principles must be taken into account when deciding on the engagement details of the Board of Stakeholders.

As regards the approach for engaging Stakeholders, the following elements must be considered:

1. The stakeholders should be **informed on their exact role, involvement and type of contribution**: Every stage of their involvement in the different phases of the project should be clearly determined and communicated to them (e.g. recommendations on technical/methodological issues and on policy issues, proof-reading of deliverables or other reports, decision making, etc.).
2. The stakeholders should be **informed on the potential benefits** from their participation to the project by relating their participation to their potential own motivations and expectations (e.g. networking opportunities).
3. The project partners should consider:
    a. all **available resources** for the stakeholders engagement, such as budget availability for partially or fully covering their travel costs.
    b. different **options for their participation**: in-person meetings, virtual meetings (webinars), email-exchange, etc.
    c. **planned events** that could be used for the parallel organization of a Board of Stakeholders meeting for providing an additional motivation to the stakeholders to participate (e.g. organization of a parallel meeting during the EU Sustainable Energy Week in Brussels, so that the stakeholders will have the opportunity to attend other conferences or workshops as well).
4. The project partners should prepare **specific guidelines** for the stakeholders' contributions before contacting them. For example, a questionnaire should be drafted and sent beforehand to the stakeholders, which will consist of specific questions or topics, for which the opinion of stakeholders is expected.

Moreover, it is important to consider potential challenges and obstacles that may be met during their engagement. The most common ones, as outlined in (Hallie & Jones, 2009) include the following:

- Time Limitations of stakeholders
- Differing Opinions, Priorities, and Information Needs
- Stakeholder Tensions
- Differing Knowledge of Evaluation
- Stakeholder Indifference
- Stakeholder Accessibility

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Conclusions

The process for identifying and engaging appropriate stakeholders for contributing to the smooth and successful development of the MEDEAS project is a very challenging task, as it is based greatly on a voluntary basis.

Thus the stakeholders should be carefully identified and selected considering not only their actual capacity, power and relevance to the MEDEAS project, but also their accessibility, time availability and general willingness to participate.

Moreover, the MEDEAS project has to identify all potential obstacles for their smooth participation as well as ways to overcome them.

It is important to have a good understanding of the selected stakeholders' background and role in order to approach them and engage them in an appropriate way. In specific, it is important to organize each communication with the stakeholders in a way that it will attract their interest and will not overwhelm them with information and/or workload that would risk their involvement whatsoever. The optimum number and occasions for asking the stakeholder's input should be agreed and preserved.

Moreover, as their whole involvement in the project is essentially voluntary, it is important for MEDEAS to stress the benefits for their participation, but also find ways to ease and support their involvement to the MEDEAS project.

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 691287

List of Tables

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 691287

List of Figures

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Appendix I: Initial list of stakeholders

	Name	Position	Organization	Type-field of expertise	*if other please define*	Country	Medeas partner
1	Ricard Solé	Research professor	ICREA (Catalan Institution for Research and Advanced Studies)	Research centers & institutions		Spain	CSIC
2	Pau Noy	Assistant to the CEO	Transport Metropolitans de Barcelona, TMB, bus and metro local operator	Other	Energy as far as transport consumption is concern, Electromobility, mobility management	Spain	CSIC
3	Joan Ramon Morante	Director of IREC (catalan Institute of Energy Resources)	IREC (Catalonia Institute for Energy Research)	Experts	To be confirmed	Spain	CSIC
4	Pavel Nováček	Assistant Professor	Palacký University Olomouc	Universities		Czech Republic	MU/ Hnuti DUHA
5	Lukáš Rečka	Associate Researcher	Centre for Environment, Charles University Prague	Universities	and Research centers & institutions	Czech Republic	MU/ Hnuti DUHA
6	František Marčík	Energy and environment analyst	Glopolis - Prague Global Policy Institute; Czech Green Party - Energy specialist	Research centers & institutions	and NGO	Czech Republic	MU/ Hnuti DUHA
7	Andreas Exner	Assistant Professor	Universität Wien	Energy authorities		Austria	MU

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	Name	Position	Organization	Type-field of expertise	*if other please define*	Country	Medeas partner
8	Boryana Kamenova	Director, ''Climate Change Policy'' Directorate	Ministry of Environment and Waters	Central government authorities		Bulgaria	BSERC
9	Konstantin Stamenov	Executive Director	Bulgarian Federation of Industrial Energy Consumers	Other	Consumers' organization	Bulgaria	BSERC
10	Dimitar Kuyumdjiev	Director, "Reliability of Energy System" Directorate	Ministry of Energy	Central government authorities		Bulgaria	BSERC
11	Dr. Luca Pardi	President	ASPO-Italy Italian chapter of the Association for the Study of Peak Oil & Gas	Other	association for the study of peak oil	Italy	UNFI-INSTM
12	Angel Cediel	Head of transport department	National Spanish Institute for Energy Diversification and Saving	Energy authorities		Spain	CIRCE
13	Ramon White	Head of intuitional relationships	ENDESA	Other	Electric Sector	Spain	CIRCE
14	Carmen Cebrian	Environmental Unit responsible	City of Zaragoza	Local government authorities		Spain	CIRCE
15	Emilio Menedez	Professor	University of Madrid	Universities		Spain	CIRCE
16	Juan Avellaner	Energy Strategy Consultancy	IDEA, UNEF, SOLIKER	Experts		Spain	CIRCE
17	Ashok Kumar Chapagain	Senior researcher	WWF, Woking UK	NGO		UK	IIASA

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	Name	Position	Organization	Type-field of expertise	*if other please define*	Country	Medeas partner
18	Prash Kapoor	Principal Industry Specialist	International Finance Corporation (IFC), The World Bank	Other		US	IIASA
19	Yannis Vougiouklakis	Senior Expert	Technical Assistance for the Reform of the Renewable Energy Sector in Greece Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Consultancy firms		Greece	CRES
20	Sebastian Mirasgedis	Senior researcher	Institute for Environmental Research and Sustainable Development, National Observatory of Athens	Research centers & institutions		Greece	CRES
21	Vicky Sita	Director of Energy Policy and Energy Efficiency Division	Ministry of Environment and Energy	Central government authorities		Greece	CRES
22	Jeremy Legget	Director	Solarcentury	Experts		UK	ARU
23	Craig Bennet	CEO	Friends of the Earth	NGO		UK	ARU
24	Nick Molho	Executive Director	Aldersgate Group	Experts		UK	ARU
25	Matthew Bell	CEO	Climate Change Committee	Energy authorities		UK	ARU
26	David Hone	Head of Climate Change	Shell	Energy Utility Companies		UK	ARU
27	Phillip Sellwood	Chief Executive	Energy Savings Trust	Research centers & institutions		UK	ARU

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	Name	Position	Organization	Type-field of expertise	*if other please define*	Country	Medeas partner
28	Heidelinde Adensam	Head of the Division Energy Balances and Energy Efficiency	Federal Ministry of Science, Research and Economy	Central government authorities		Austria	AEA
29	Erwin Schmid	Head of Department of Economics and Social Sciences	University of Natural Resources and Life Sciences, Vienna	Universities		Austria	AEA
30	Johannes Schmidt	University Assistant in Department of Economics and Social Sciences	University of Natural Resources and Life Sciences, Vienna	Universities		Austria	AEA
31	Kurt Kratena	Head of the Centre of Economic Scenario Analysis and Research, S.L. (CESAR),	Centre of Economic Scenario Analysis and Research, S.L. (CESAR), (until 2015 Austrian Institute of Economic Research, now consultant at the Austrian Institute of Economic Research)	Research centers & institutions		Austria/ Spain	AEA

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Appendix II: Updated list of stakeholders

Type-field of expertise		Name	Position	Organization	Country	Medeas partner
EU representative	1	Dario Tamburrano	MEP (member of the European parliament)	ITRE Committee on Industry, Research and Energy; D-RU Delegation to the EU-Russia Parliamentary Cooperation Committee	Belgium	INSTM
Central government authorities	2	Heidelinde Adensam	Head of the Division Energy Balances and Energy Efficiency	Federal Ministry of Science, Research and Economy	Austria	AEA
	3	Boryana Kamenova	Director, ''Climate Change Policy'' Directorate	Ministry of Environment and Waters	Bulgaria	BSERC
	4	Dimitar Kuyumdjiev	Director, "Reliability of Energy System" Directorate	Ministry of Energy	Bulgaria	BSERC
	5	Vicky Sita	Director of Energy Policy and Energy Efficiency Division	Ministry of Environment and Energy	Greece	CRES
	6	Gianni Girotto.	Senatore della Repubblica Italiana	Committee on Industry, trade, Tourism, Energy	Italy	INSTM
Local government authorities	7	Carmen Cebrian	Environmental Unit responsable	City of Zaragoza	Spain	CIRCE
Energy authorities	8	Andreas Exner	Assistant Professor	Universität Wien	Austria	MU
	9	Angel Cediel	Head of transport department	National Spanish Institute for Energy Diversification and Saving	Spain	CIRCE
	10	Matthew Bell	CEO	Climate Change Committee	UK	ARU

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 691287

Type-field of expertise		Name	Position	Organization	Country	Medeas partner
Research centers & institutions	11	Kurt Kratena	Head of the Centre of Economic Scenario Analysis and Research, S.L. (CESAR),	Centre of Economic Scenario Analysis and Research, S.L. (CESAR), (until 2015 Austrian Institute of Economic Research, now consultant at the Austrian Institute of Economic Research)	Austria/ Spain	AEA
	12	František Marčík	Energy and environment analyst	Glopolis - Prague Global Policy Institute; Czech Green Party - Energy specialist	Czech Republic	MU/ Hnuti DUHA
	13	Jan Christoph Minx	Head of Working Group	Mercator Research Centre on Global Commons and Climate Change	Germany	MU
	14	Sebastian Mirasgedis	Senior researcher	Institute for Environmental Research and Sustainable Development, National Observatory of Athens	Greece	CRES
	15	Ricard Solé	Research professor	ICREA (Catalan Institution for Research and Advanced Studies)	Spain	CSIC
	16	Iñaki Arto	Research professor	Basque Centre for Climate Change	Spain	UVa
	17	Begoña María-Tomé Gil	Head of the Department of Energy and Climate Change.	Instituto Sindical de Trabajo, Ambiente y Salud de Comisiones Obreras.(Research Institute linked to workers' union.)	Spain	UVa
	18	Phillip Sellwood	Chief Executive	Energy Savings Trust	UK	ARU
Universities	19	Erwin Schmid	Head of Department of Economics and Social Sciences	University of Natural Resources and Life Sciences, Vienna	Austria	AEA

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Type-field of expertise		Name	Position	Organization	Country	Medeas partner
	20	Johannes Schmidt	University Assistant in Department of Economics and Social Sciences	University of Natural Resources and Life Sciences, Vienna	Austria	AEA
	21	Pavel Nováček	Assistant Professor	Palacký University Olomouc	Czech Republic	MU/ Hnuti DUHA
	22	Lukáš Rečka	Associate Researcher	Centre for Environment, Charles University Prague	Czech Republic	MU/ Hnuti DUHA
	23	David Wheat	Associate Professor	University of Bergen	Norway	MU
	24	Emilio Menedez	Professor	University of Madrid	Spain	CIRCE
	25	Klaus Eisenack	Professor	Humboldt-Universität zu Berlin, Resource Economics Group	Germany	MU
Experts	26	Richard Fuchs	Journalist	Deutsche Welle	Germany	MU
	27	Joan Ramon Morante	Director of IREC (Catalan Institute of Energy Resources)	IREC (Catalonia Institute for Energy Research)	Spain	CSIC
	28	Juan Avellaner	Energy Strategy Consultancy	IDEA, UNEF, SOLIKER	Spain	CIRCE
	29	Pedro Prieto	Retired	Ex-vice-president of the Spanish Association for the Study of Energetic resources (AEREN); Member of the Scientific committee for the Environment ((CiMA); and Council member of the association for the Study of Peak Oil and Gas (ASPO)	Spain	CSIC
	30	Jeremy Legget	Director?	Solarcentury	UK	ARU
	31	Nick Molho	Executive Director	Aldersgate Group	UK	ARU

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Type-field of expertise		Name	Position	Organization	Country	Medeas partner
Energy Utility Companies	32	Ramon White	Head of institutional relationships	ENDESA	Spain	CIRCE
	33	David Hone	Head of Climate Change	Shell	UK	ARU
Consultancy firms	34	Yannis Vougiouklakis	Senior Expert	Technical Assistance for the Reform of the Renewable Energy Sector in Greece Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Greece	CRES
NGO	35	Rodrigo Irurzun Martín de Aguilera	Coordinator of the Department of Energy and Climate Change.	Ecologistas en Acción. (Spanish Enviromental NGO) and ECOOO (Energy Consultant firm)	Spain	UVa
	36	Ashok Kumar Chapagain	Senior researcher	WWF, Woking UK	UK	IIASA
	37	Craig Bennet	CEO	Friends of the Earth	UK	ARU
Transport	38	Pau Noy	Assistant to the CEO	Transport Metropolitans de Barcelona, TMB, bus and metro local operator	Spain	CSIC
Consumers' organisation	39	Konstantin Stamenov	Executive Director	Bulgarian Federation of Industrial Energy Consumers	Bulgaria	BSERC
Association	40	Dr. Luca Pardi	President	ASPO-Italy Italian chapter of the Association for the Study of Peak Oil & Gas	Italy	UNFI-INSTM
Other	41	Prash Kapoor	Principal Industry Specialist	International Finance Corporation (IFC), The World Bank	US	IIASA

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