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***Knowledge Sharing Strategy of***

*'GovernEE – Good Governance in Energy Efficiency'*

*CENTRAL EUROPE Project*

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## 1. Knowledge sharing in a transnational cooperation project

This chapter serves the purpose of describing the background and context for the GovernEE Knowledge Sharing Strategy and the related activities, even for those who are not familiar with the background of the project.

Given the broad usage of the term 'knowledge sharing', a working definition for the term is provided to establish common understanding of how it is interpreted in the frame of the GovernEE project. Then a number of special characteristics linked to knowledge sharing and transfer in transnational cooperation projects is outlined. These features need to be taken into account when designing, implementing and evaluating knowledge sharing activities. A brief description of the GovernEE project and the knowledge sharing objectives as outlined in the project documents provides the context for the strategy. Finally, the vision of the GovernEE consortium related to knowledge sharing gives the general direction which related project activities should take.

### 1.1. Introduction: What is knowledge sharing?

Nowadays various networks play a significant role in economic and policy-making processes, and communication among them is vital to maintain the economic and social development. The specific knowledge owned by individual networks can be capitalised on by other groups; therefore, it is necessary to take steps in order to disseminate relevant information. Knowledge sharing can be the main tool to realize communication among specialised networks.

In general, knowledge sharing is defined as the process of exchanging knowledge (skills, experience, and understanding) among different groups and networks. By utilising it, it is possible to promote evidence-based practice and decision-making, as well as to trigger exchange and dialogue among project managers and policy-makers. It consists of activities that aim at sharing expertise and experience among stakeholders in situations in which knowledge sharing may not be an explicit goal, but knowledge and expertise are shared nonetheless.

Knowledge sharing is important for the European Union as it provides the synergy among different projects and programmes funded by the EU. In line with the objectives of transnational programmes, the main purpose of transnational cooperation projects is to facilitate mutual learning in the relevant thematic areas and to adapt the lessons learnt in national and European policies. This goal can only be achieved by using knowledge sharing efficiently in the case of every project.

### 1.2. Special features related to knowledge sharing in a transnational cooperation project

A transnational cooperation project has specific characteristics that significantly determine the methodology and daily operation of knowledge sharing. The following special features need to be taken into account when designing the knowledge sharing strategy:

- *Multi-level stakeholder and target group involvement*

Besides the project partnership which represents various kinds of organisations with different motivation, vision, cultural backgrounds, the project also aims at reaching out to the outside world. Ensuring appropriate transfer of knowledge inside and outside the consortium reinforces the policy impact of the project by the direct engagement of stakeholders who either influence, or are affected by, the policy-making processes in the field of energy issues. This way, the project will not operate as a closed laboratory for some interested organisations, but rather function as a



live, open collaborative platform for exchange of ideas, practices, sharing of visions, bringing together various interests from local, regional, national and EU levels, all for the sake of securing future development initiatives and investments that are beneficial for all concerned.

- o Impacting policy-making and dissemination towards the general public

The ultimate overall goal of the project is to (i) influence policy-making in the field tackled and (ii) raise awareness of the general public. To this end, all efforts made at disseminating project results must focus on addressing and strengthening the commitment of politicians at all levels, particularly those responsible for the uptake of project achievements in the policy-making processes, e.g. Managing Authorities, Ministries in charge of energy issues, local decision-makers that directly execute action plans. Furthermore, project results need to be rendered in an easy-to-understand way for the purpose of efficient communication towards the citizens of the partner cities and beyond.

- o The project manager – policymaker gap: a product of diverse cultures

The project manager – policymaker gap exists because policymakers and project managers differ in training, goals, time sharing and priorities. To narrow this gap - in transnational cooperation projects - knowledge sharing is addressed to closer project managers and policy makers/stakeholders. Often project managers do not know how to create a relationship with the policymakers, how to 'open the door', and do not know the communication channels and proper methods to reach them and raise their awareness. On the other hand policymakers are often faced with the daunting task of sorting through a mountain of information to isolate key knowledge. As a result of the different backgrounds and task allocations, quite often the identified project manager knowledge is disseminated to policymakers only by sending them the edited policy recommendation paper or other materials on paper, but due to the lack of time, effort and enthusiasm no special meeting is organised. Quite often policymakers do not read the papers presenting the gained knowledge as they are too busy to make an effort to check such complicated documents in detail.

- o Evidence-based practice and decision making

For the purposes of this strategy, evidence includes project outputs, experiential knowledge, values, beliefs, and other ways of understanding that project managers, policymakers, and service providers draw upon in their practice and decision making. Evidence-based practice and decision making occur when actions are based on an integrated body of evidence that includes all of the forms of evidence described. By capitalising on the experience of the joint work of a wide partnership, transnational cooperation projects are fully capable of supporting evidence-based decision making. To fulfil the task an efficient knowledge sharing process is needed.

- o Diversity of operational frameworks

Knowledge sharing needs to be embedded in the EU and national level policy-making and regulatory frameworks. Therefore, the action plan for efficient knowledge transfer must be designed with a view to each partner's decision-making processes and guidelines for the local adaptation of the jointly designed tools.

### **1.3. A brief introduction to the GovernEE project**

It is a common challenge in Europe to find ways to control climate change, reduce the emissions of greenhouse gases and meet the Kyoto requirements. Increasing oil and gas prices make it essential to reduce Europe's dependence on primary energy sources and find alternative energy supplies as well as to exploit the existing ones as fully as possible. At the policy making level it is important to design and implement strategies and investments in energy efficiency with the intention of lowering the amount of unexploited energy and ultimately raising the standard of living and saving money. Furthermore, in current times of environmental crises multiplied with financial ones it has become increasingly urgent for policy-makers to enhance the performance of urban development in order to reduce the costs of both energy production and consumption. In



addressing these challenges, a lot of progress can be made in the field of energy efficiency (EE) and the use of renewable energy sources (RES). The main ambition of the project is to establish the framework for a long-term transnational cooperation with the aim of finding joint solutions to the common European and worldwide challenge of improving EE embedded in diverse local environments, with a focus on historical buildings in particular. The directly and indirectly involved stakeholders (municipalities, research and private institutions, energy experts, etc.) from the Central Europe region are all interested in improving the energetic situation at different policy-making levels and they all work towards reaching the ultimate goals mentioned above.

The core problem the project intends to address is related to the inefficient energy systems in public buildings in general and in historical buildings in particular. In line with this, the specific objective of the project is to improve the energy efficiency of public and communal buildings in partner cities with a special focus on historical buildings. The emphasis on the public sector is important in terms of the pivotal role of policy-makers in municipal institutions in highlighting energy issues in sustainable urban development as well as setting good examples. Therefore, the project sets the stage for the improvement of decision-making and planning competences as well as the commitment of policy-makers. These are important aspects of good governance, which is the overarching element of the project. In order to achieve the specific objective, project activities aimed at improving EE are determined by the following thematic areas, all circled around good governance: (1) strengthening the responsibilities of policy-makers and the wider public regarding EE; (2) incorporating energy efficiency measures into decision-making processes of municipalities in a cross-sectoral policy approach; (3) strengthening the planning competences of policy makers by developing integrated urban development plans in which energy efficiency is one of the driving forces.

The GovernEE partnership consists of:

1. Municipality of Hódmezővásárhely, Hungary (Lead Partner);
2. Municipality of Quedlinburg, Germany;
3. District Administration Burgenlandkreis; Germany;
4. Prague 11 Metropolitan District, Czech Republic;
5. Municipality of Bologna, Italy;
6. C.E.T.A. – Centre of Theoretical and Applied Ecology, Italy;
7. CERÉ – Center of Excellence for Renewable Energy, Energy Efficiency and Environment, Austria

#### **1.4. The objectives of knowledge sharing as outlined in the GovernEE project documents**

In light of the GovernEE objectives, the Knowledge Sharing Strategy is meant to facilitate a productive process of knowledge transfer and dialogue between internal and external stakeholders, resulting in solutions that can serve as guidance on energy efficiency policies for all over Europe. Specifically, the strategy aims at the following:

- I. Creating framework conditions for the operation of the Knowledge Network (Competence Centre to be set up by Quedlinburg and 6 Local Focus Groups) during and after the project's lifetime
- II. Methodology for stakeholder identification and engagement and strengthening ownership with regards to project outputs and results



III. Identification, generation and transfer of existing and new knowledge:

- Making better use of knowledge already existing in partner countries and Europe, i.e. identification and processing of existing project results, studies and documents
- Creation of new knowledge: ideas, innovation, knowledge conversion, dissemination processes
- Application of identified knowledge in the production of project outputs

IV. Outline for a transfer programme for the purpose of disseminating project results beyond the partnership and ensuring applicability of accumulated knowledge for future initiatives

The main result achieved through the establishment of the Knowledge Network will be that the diversity of stakeholders guarantees that project results will be sustainable and mutual interest is expected to lead to fruitful future cooperation based on well-developed and well-tested methods and tools.

## 1.5. The vision of the GovernEE consortium as regards knowledge sharing

In line with the above objectives, the GovernEE Knowledge Sharing Strategy stems from the following **VISION** of the GovernEE consortium:

*Knowledge sharing within the GovernEE project envisages that*

- *Ideas, inputs, know-how, experience and knowledge generated by the partnership as well as all relevant stakeholders and target groups are accumulated and widely disseminated within and beyond the project consortium;*
- *The project will have a significant impact on local, regional, national and EU level policy-making, in order to secure financing for projects, initiatives, investments in the field of improving energy efficiency in public buildings, with a special focus on historical buildings;*
- *The project raises awareness about this issue amongst policy- and decision-makers in the spirit of good governance;*
- *The project raises awareness of the general public as regards the problems, challenges as well as solutions tackled and offered by the project;*
- *GovernEE will ultimately become a 'brand name' for energy efficiency in public and historical buildings, playing a pivotal role in future policy-making processes at all levels, through the efficient and effective utilisation of the accumulated knowledge.*



## 2. GovernEE Knowledge Sharing Strategy

### 2.1. Introduction of major target and stakeholder groups relevant to knowledge sharing within and beyond GovernEE

The primary GovernEE stakeholders are the partner organisations themselves. This core stakeholder group will be extended within the framework of the Knowledge Network to ensure transferability of project results. Stakeholders can be grouped according to their role in project implementation and sustainability, based on selection criteria that are as follows:

- Political support and vertical spill-over effect to shape policy-making in relation to energy efficiency issues: national energy authorities (Energia Központ Kht), ministries, energy associations of municipalities (Energie-Cités, Association of Energy Efficient Municipalities in Hungary), UNESCO (its national representation is located in Quedlinburg). Partner cities intend to join and / or cooperate with energy associations in order to assert more influence on policy-making at different levels.
- To ensure continuous funding for larger-scale infrastructural projects: national managing authorities for territorial development programs
- To provide synergy: a common platform will be created including major project owners from Europe who have already implemented or are implementing initiatives in the field of EE.
- Horizontal spill-over effect: involvement of representatives of the wider civic society (e.g. (energy) NGOs, private persons dwelling in historic buildings) guarantees raising awareness and higher commitment of the public in relation to the issue of EE.
- Innovation and feasibility: development of new tools and techniques related to improving EE especially in historical buildings will be connected to SME development. Of special importance is the involvement of architects since their expert inputs will be crucial for the pilots of Bologna and Quedlinburg (e.g. German Framework Centre in Quedlinburg).

The following table summarises the major stakeholder and target groups, highlighting their needs and common objectives, providing information as to an estimated number of involved parties and also key messages that will be the starting point for tailor-made communication and dissemination activities:

Target groups, stakeholders	Identified needs / objectives	Quantification	Key messages
Local, regional and national authorities responsible for energy issues	Need (1) to develop and test solutions to measure energy efficiency, (2) to identify and evaluate possible alternative energy sources to boost EE in public and historical buildings, (3) to develop guidelines for improved policy-making related to EE	7 local and 7 regional/national public authorities responsible for policy decision making on energy efficiency linked to 7 partner regions	Contribute to greening your city by making your public and historical buildings more energy efficient  Save on energy as much as you can  Become a privileged city by becoming more energy conscious
Energy providers	Need for knowledge	7 energy producers	By opening to



and distributors responsible for the production and delivery of energy	and expertise on how to integrate innovative and alternative solutions in existing production and distribution systems	and distributors in the partner areas	alternative and innovative solutions, you can make your work more efficient
Citizens living in the partner regions and cities who are potential users of newly developed methods, tools and solutions	Need to develop an "energy-conscious" approach and behaviour which can lead to increased sense of responsibility at the level of the wider public	Around 1,2 million citizens living in the cities involved by the project	Our climate changes – effects may be detrimental – you can make a difference – be conscious of the environment and energy consumption
Managing Authorities of Territorial Development Programmes (e.g. Objective 1/2 Funds)	Authorities defining development strategies which will be the basis for national or regional level funding programs with scope for investment in the field of energy efficiency. They need updated information and inputs for strategy development	7 Managing Authorities in the 7 partner countries	Distribute funding to initiatives that aim to reduce energy consumption in public and historical buildings, the large energy consumers in the building sector – the decision is at your hand, support future progress
Existing networks, projects, initiatives	Existing energetic networks, initiatives gather a large gamut of stakeholders and interested parties and they may have a large impact on shaping European policies in energy issues. They also play a major role in bringing together various viewpoints. They have a stake in extending stakeholder participation, broadening policy the scope of their work.	cc. 10 networks and initiatives on a European scale	By joining forces it is possible to have a wider impact on policy issues in energy efficiency
The private and knowledge sector including SMEs which is involved in	Developers of technology, e.g. SMEs need to see that concrete steps	Around 100-150 SMEs from the CENTRAL area, and 10-15 larger	Use your knowledge, use your innovative ideas and search all the



the development of new methods, tools and solutions	are adopted by policy makers promoting the introduction of EE measures based upon renewable energy sources in order to valorise their innovations and create larger market for their products	companies (EU level or international) active in the field of renewable energy technology	possibility to cooperate for a better energetic future – point out the market potentials for the public sector
Decision makers at local and regional level in the CENTRAL area outside the project partnership, at national and at EU level responsible for developing and implementing strategies for energy efficiency and the exploitation of RES	Decision makers in Central Europe need to receive further motivation to launch projects on energy efficiency. Motivation can best be gained from more in depth knowledge on feasibility of new EE measures.	60 regions and numerous cities and agglomerations of the CENTRAL Europe Area	Progress for a successful Europe will be achieved through openness, innovation, and the ability of continuous learning – let's learn from one another.

## 2.2. Levels of knowledge sharing within and beyond GovernEE: creating a foundation for a sustainable cooperation

Based on the Knowledge Sharing Strategy, partners will set up a Knowledge Network for the purpose of facilitating efficient transfer of experience, know-how and results within and beyond the GovernEE partnership. Six partners will establish a Local Focus Group each to ensure the bottom-up involvement of all relevant stakeholders. Quedlinburg, having considerable experience with management of historical buildings, will set up a Competence Centre. From a structural point of view, partner level Local Focus Groups will operate under the guidance and supervision of the Competence Centre. Practically this means that partners can obtain all information, know-how, project outputs and results in a structured way. Furthermore, the Competence Centre will play an advisory role with regards to stakeholder engagement and transferring project results and also will serve the purpose of an access point to GovernEE results for the outside world.

The establishment of the Knowledge Network will be achieved in the first year of project implementation so that the network can in practice play a pivotal role in collecting and systemising information about project progress (including outputs) and disseminating results using the stakeholder methodology and transfer programme.

With regards to knowledge sharing, GovernEE aims to take an innovative approach in terms of implementation structure by adopting the so called Triple Helix approach, whereby relevant players from the public, knowledge and private triangle may be involved in project implementation through the Knowledge Network to be set up.

The levels of knowledge sharing with different direct target groups, the roles and tasks of GovernEE partners in knowledge sharing and the establishment, operation and management of the Competence Centre and the Local Focus Groups, are outlined in more detail in the following sub-sections.



### 2.2.1. Structure of the GovernEE knowledge sharing strategy

The knowledge strategy consists of 4 levels with different direct target groups.

1. The first level deals with the identification, sharing, monitoring and dissemination of learnt knowledge inside the GovernEE partnership, i.e. among the project staff. The main goal of this level is to make the implementation of the project activities and outputs better, more professional, with the help of efficient knowledge sharing. In line with this, the project employees at all partner institutions are the target group of this level of knowledge sharing.
2. The second level focuses on the Local Focus Groups, which provide a society based multi-sectoral and multi-stakeholder involvement locally, in order to guarantee a true transfer of know-how. In line with the activities covered by the GovernEE partnership, target groups of GovernEE are experts, specialists, professionals dealing with the problem of EE at municipal level, namely:
  - Policy sector: civil servants within local/regional public authorities;
  - Representatives of NGOs from the economic/environmentalist sector;
  - Organisations representing the business sector;
  - Local/regional decision-makers;
  - National administrations;
  - Managing Authorities for Objective 1 and 2 programmes.
3. From the project results' and core outputs' point of view the most important level of knowledge sharing is the third level. In this phase, project coordinators and Steering Committee members are committed to disseminate the project results to important policymakers regionally and at EU level.
4. The fourth level is based on the Competence Centre, which is expected to store the accumulated knowledge inside and outside GovernEE network. By doing so, it will be able to serve as a doorway to the wide public outside GovernEE.

### 2.2.2. The tasks and roles of project partners in knowledge sharing

The GovernEE partners are expected to take an active role in knowledge sharing. This will take two forms:

- I. Systematic transfer of information, knowledge and ideas linked to the delivery of outputs
- II. Playing an active role in mobilising their own network at local, regional, national and EU level

#### 2.2.2.1. Transfer of knowledge linked to the delivery of outputs

Coordination of the project as a whole and thematic work in particular, and also related to this, ensuring the appropriate flow of information, are the primary responsibility of the Lead Partner in close cooperation with work package (WP) leaders. Direct cooperation in this sense refers to the ongoing communication and the direct reporting channel between WP leaders and the Lead Partner.

WP leaders of the GovernEE project are as follows:

- WP1 Management and coordination: Lead Partner
- WP2 Communication and dissemination: Lead Partner



- WP3 Transnational strategic framework for improved governance: Bologna
- WP4 Testing the strategic framework: CERE with Burgenlandkreis

Besides this general internal management framework, a systematic coordination of various activities and the production of the numerous outputs must be guaranteed. Regarding the transfer of information (both existing knowledge and knowledge to be created in the project frame) related to the delivery of project outputs, emphasis is laid on determining the critical path of implementation with concrete points of synergy, which are to ensure the appropriate utilisation of the relations between various activities and work packages.

Points of synergy related to phases of project implementation are necessary to ensure that work packages and various activities work towards achieving the project objectives in a complementary and coherent way.

Below is a summary of points of synergy with related project activities, tasks and responsible activity leaders. The major points of synergy (i.e. transnational project events) are indicated in bold letters, and some related ones (i.e. concrete connections between activities in different WPs) in italics.

Phases of implementation	Points of synergy	Activities concerned	Related tasks	Activity leaders concerned
Preparatory phase	<b>1<sup>st</sup> transnational workshop, month 12, Udine</b>	A 3.4: Knowledge sharing strategy and preliminary study	- Discussion, evaluation and determine further work plan linked to Knowledge Network	Quedlinburg (LP+CERE)
		A 3.1: Ex-ante analyses	- Prepare for finalisation	CETA
		A 3.2: Strengthening public responsibilities	- Prepare for starting	CERE
		A 3.3: Decision-making and planning	- Prepare for legal, financial and public procurement guidelines - Discussion, evaluation of benchmarks for EE and RES feasibility studies - Prepare for starting elaboration of rest of outputs	Bologna (CETA)
		A 4.1-4.4: Pilots	- Evaluate preparation for pilots, set concrete tasks to finish preparation, incl. training material for the training pilot - Prepare for launching the ICT pilot	CETA LP Bologna+Quedlinburg CERE
	<i>Link between decision-making and planning competences</i>	A 3.3 and A 4.3 (+ related A 4.1)	- Discuss how to utilise findings of the A 3.3 study (benchmarks for EE and RES feasibility	CETA with Bologna+Quedlinburg



	<i>and building pilots</i>		studies) in the implementation of building pilots	
Initial monitoring phase	<b>2<sup>nd</sup> transnational workshop, month 16, Naumburg</b>	A 3.4 Knowledge Network	- Follow-up discussion on the establishment of the Knowledge Network	Quedlinburg (LP+CERE)
		A 3.1 Ex-ante analyses	- Finalisation of the analyses	CETA
		A 3.2: Strengthening public responsibilities	- Monitoring of initial phase of output production	CERE
		A 3.3: Decision-making and planning	- Final assessment of legal, financial and public procurement guidelines - Monitoring of initial phase of elaboration of rest of outputs	Bologna (CETA)
		A 2.3: Permanent showroom	- Discussion and planning related to the establishment of permanent showrooms	Burgenlandkreis
		A 4.1-4.4: Pilots	- Monitoring of initial phase of pilot implementation	CETA LP Bologna+Quedlinburg CERE
	<i>Link between findings related to strengthening public responsibilities and energy days</i>	A 3.2 and A 2.3	- Discuss how to utilise findings of the A 3.2 studies (Guidelines for EE commitment and strategy to shape public attitude) in the implementation of the energy days	CERE Burgenlandkreis
	<i>Link between decision-making and planning competences and building pilots</i>	A 3.3 and A 4.3	- Discuss how to utilise findings of the A 3.3 studies (Legal, financial, public procurement guidelines) in the implementation of building pilots	Bologna Quedlinburg
Mid-term phase and publicity	<b>3<sup>rd</sup> transnational workshop, month 23, Bologna</b>	All activities	- Mid-term evaluation of project progress	All
		A 2.3 Energy days	- Final planning or evaluation of the first	Burgenlandkreis



			round of energy days - Plan to organise the 2 <sup>nd</sup> round of energy days building on the outcome of the 1 <sup>st</sup> round	
		A 3.2 Strengthening public responsibilities	- Discuss draft version of guidelines for energy awareness - Discuss finalisation of Guidelines for EE commitment and strategy to shape public attitude	CERE
		A 4.3 Building pilot	- Discuss how tailor made energetic plans will feed the transnational feasibility study, and also assess how the findings of pilot testing are used in the elaboration of these studies	Bologna Quedlinburg
		A 4.5 Monitoring	- Launch monitoring activities	CETA
	2 <sup>nd</sup> PB meeting	All activities	- Channelling mid-term partner level policy-making inputs into project implementation	All
	1 <sup>st</sup> milestone study visit	A 4.3 Building pilot	- Inputs from all partners regarding the implementation of building pilot (Bologna)	Bologna All
	<i>Link between findings related to strengthening public responsibilities and training pilot</i>	A 3.2 and A 4.4	- Discuss how to utilise findings of the A 3.2 studies (Guidelines for EE commitment and strategy to shape public attitude) in the implementation of the training pilot	CERE
	<i>Link between decision-making and planning competences and monitoring activities</i>	A 3.3 and A 4.5	- Discuss how to utilise findings of the A 3.3 study (Monitoring system and financial evaluation framework) in monitoring activities	CETA
Final monitoring phase	<b>4<sup>th</sup> transnational workshop, month 28, Prague</b>	All activities	- Prepare for finalisation	All
		A 2.3 Energy days	- Prepare for 2 <sup>nd</sup> round of energy days	Burgenlandk reis



		A 3.3 Decision-making and planning	- Discuss how the Guide for EE and RES in historical buildings will feed into the long-term research programme	Bologna CETA
		A 4.2-4.4 Pilots	- Evaluate pilot implementations	CETA LP Bologna+Qu edlinburg CERE
		A 4.5 Monitoring	- Interim evaluation of monitoring activities - Discuss methodology of how pilot results will feed into the transnational strategic toolkit (A 3.3)	CETA Bologna
		A 4.3 Building pilot	- Discuss how tailor made energetic plans will feed the final version of transnational feasibility study, and also assess how the findings of pilot testing are used in the elaboration of final version of these studies	Bologna Quedlinburg
	<i>2<sup>nd</sup> milestone study visit (month 30)</i>	A 4.3 Building pilot	- Inputs from all partners regarding the implementation of building pilot (Quedlinburg)	Quedlinburg All
	<i>Link between results of training pilot and finalisation of strengthening public responsibilities</i>	A 4.4 and A 3.2	- Discuss how pilot results will feed into the guidelines for energy awareness	CERE
	<i>Link between building pilot and decision-making and planning competences</i>	A 4.3 and A 3.3	- Discuss how tailor made energetic plans can feed into modal plans for utilising RES in local environment (i.e. local strategies and action plans) - Discuss how the transnational feasibility study will feed into the final version of Guide for EE and RES in historical buildings	Bologna Quedlinburg



Closing phase	<b>5<sup>th</sup> transnational workshop, month 34, by CERE</b>	All activities	- Final evaluation of production of outputs	All
		A 3.3. Transnational strategic toolkit	- Prepare for finalisation	Bologna
		A 4.5 Monitoring	- Final evaluation of monitoring activities	CETA
	<i>3<sup>rd</sup> PB meeting</i>	All activities	- Channelling partner level policy-making inputs into finalisation of project results	All
Final publicity	<b>Final event, month 35, LP premises</b>	A 3.3 Transnational strategic toolkit	- Presentation of the toolkit to wider audience, politicians, stakeholders	All

### 2.2.2.2. Extended network of partner organisations

Another aspect of partners' role in knowledge sharing is mobilising their existing networks for the purpose of capitalising on already available knowledge and also disseminating project results. This role of partners is mostly related to the establishment and operations of the Local Focus Groups. However, it also goes beyond that as partners are expected to contribute to establishing and maintaining contacts with associations, organisations, networks that they are members of or have working relations with, and that will not necessarily be part of the Local Focus Groups. As part of developing the knowledge sharing strategy and also as a result of it, partner organisations are and will be requested to provide contact information about their existing professional network and utilise their existing working relations with these organisations, for the purpose of exchange of ideas and knowledge and also of disseminating project achievements.

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The composition of the Local Focus Groups, the groups of stakeholders at partner level constituting a major part of the GovernEE Knowledge Network, is outlined in the subsequent chapters in more detail. Here, suffice it to mention the number of already identified associated institutions of GovernEE that have already been well informed of the status of implementation and whose continuous support the partnership definitely counts on:

DARFÜ (Southern Great Plain Regional Development Agency)	Municipality of Hódmezővásárhely
Association of Energy Efficient Municipalities	Municipality of Hódmezővásárhely
Energia Klub Kht (NGO)	Municipality of Hódmezővásárhely
Stadtwerke Quedlinburg (City owned local energy supplier)	Municipality of Quedlinburg
German Commission for UNESCO	Municipality of Quedlinburg
Municipality of Naumburg	District Administration Burgenlandkreis
Municipality of Weissenfels	District Administration Burgenlandkreis
Municipality of Zeitz	District Administration Burgenlandkreis
City of Tulln	CERE
Municipality of BadVöslau	CERE
Municipality of Ziersdorf	CERE
LEGAMBIENTE (Italian organization for environmental protection)	CETA
ANCI Association of Italian Municipalities	CETA
ITALIA NOSTRA National Association for the Defence of Environmental Heritage	CETA
ICLEI (Bologna is a founding member)	Municipality of Bologna
EUROCITIES (Municipality of Bologna is a member)	Municipality of Bologna
Italian Local Agenda 21	Municipality of Bologna
Working Group on Energy A21 for Kyoto	Municipality of Bologna
Regional Authority of the Region Emilia Romagna	Municipality of Bologna
ICIE: Cooperative institute for innovation	Municipality of Bologna
Jihomestská majetková a.s (Control Centre for housing and non-residential resources)	Prague 11 Metropolitan District

To support networking and dissemination activities, the project implementation plan and budget includes € 3600 per partner allocated to the participation in thematic workshops, events and conferences. It is envisaged that partner organisations arrange to be speakers at the selected events in order to boost project publicity. Some suggestions for potential events are suggested in the preliminary study 'Best practices of European Energy Knowledge Networks' prepared by CERE. The final selection will be made by the partnership. Partners organisations are responsible for duly preparing for their participation (e.g. with presentation material).

### 2.2.3. Establishment, management and operation of Local Focus Groups



### 2.2.3.1. General characteristics of Local Focus Groups

The Local Focus Groups (LFGs) serve as local pillars for the Competence Centre and thus constitute an essential part of the Knowledge Network. LFGs work to maximise the impact of the transnational exchange of practice between partner organisations and cities. LFGs can ensure that ideas emerging from the project are realistic and can test their viability at local level. They also have the potential, as part of the Knowledge Network, to take key messages about managing sustainable and energy conscious cities to a far wider audience. By mobilising stakeholders, defining needs, supporting the elaboration of project outputs and following up on the efficient utilisation of these outputs, they have the potential to become a long-lasting legacy once the GovernEE project is finished.

The responsibility for building effective LFGs, bringing together appropriate stakeholders, rests firmly with each GovernEE partner. The membership of each LFG will be tailored to suit the specific circumstances. There is no magic formula – a LFG's activities and composition depend upon the national policy-making and regulatory systems and the nature of local needs and experience. In any case, LFGs should be mobilised and reinforced during the project life-cycle, and eventually assume ownership of the outcomes.

General objectives for Local Focus Groups:

- Help clarify the particular needs or concerns of the partner /'city' in relation to the project topic.
- Help identify (to mobilise and disseminate to stakeholders) what the city can offer to the project in the form of good practice, existing tools, site visits, policies and other experience. Help ensure that this knowledge is reflected in the project outputs.
- Help disseminate the findings of the project to a wider local audience and ensure that end-users have a voice in the decision-making process.
- Act as project champions and help to mobilise the political and institutional support required to ensure that the delivered project outputs lead to real change.

General tasks for Local Support Groups:

- Support the development of project documents, studies
- Support the implementation of pilots
- Supervise or be a member of the GovernEE training programme (Activity 4.4 – Training and coaching pilot)
- Identify and validate project inputs or outputs such as case studies
- Take part in exchange activities through meetings and online contact
- Periodic meetings, especially to contribute to partners' input to project workshops and to get feedback from workshops to ensure dissemination of results and outputs
- Comment on final outputs
- Act as local project champions and lobby for changes
- Organise local dissemination events
- Obtain media coverage

### 2.2.3.2. Possible scenarios for the structure and composition of Local Focus Groups

Although the final structure and composition of the LFGs may vary from partner to partner in light of local needs and circumstances, this strategy aims at outlining some basic potential scenarios for cooperation, in order to give orientation to partner organisations. These scenarios are outlined as follows:

This project is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF



### Scenario 1: LFG as a roundtable

The partner organisation identifies and selects important stakeholder and target group organisations whose inputs and ideas are considered to be vital for the final delivery of project – and most importantly, partner level – outputs, and who are willing to work closely together during – and potentially also after – project implementation. These selected organisations work mostly in the form of regular LFG meetings. They discuss key issues at certain milestones and give advice as to the further steps in project implementation based on a common platform or consensus. This kind of cooperation may be most successful if the stakeholder group consists of organisations that have similar or complementary roles / functions as regards the project themes, and therefore, whose close cooperation derives from the nature of their activities.

A possible composition of a LFG following this scenario:

- Local and regional municipalities (from the region of the partner organisation)
- Energy provider from the region
- Regional energy agency

### Scenario 2: LFG as a consultation and expert forum

In this case, a core group of stakeholders is composed of motivated staff members (potentially from various departments) of the partner organisation and potentially 1-2 external people. These core members keep regular contact with the identified stakeholders, mostly by utilising their own existing networks and working relations. Meetings, workshops may be held regularly, but not necessarily with the participation of all identified stakeholders, but rather in the form of thematic meetings with the participation of the necessary thematic experts. This kind of cooperation may prove successful if the stakeholder group consists of organisations with diverse operational backgrounds (from municipalities to energy providers to larger civil society) to cover the largest possible palette of target groups and stakeholders. In this case, due to the diversity of interests and expertise, it is not feasible to create a common stakeholder platform; rather, particular expert opinions and viewpoints may be solicited and incorporated in the production of project outputs.

Potentially, LFG members will be selected from among the following types of stakeholders and target groups:

- o Local politicians
- o National/regional politicians
- o Managing Authority representative
- o Energy providers
- o SMEs in the field of EE and RES (e.g. installers)
- o Energy agencies
- o Energy auditors
- o Financial institutions
- o Economic developers and planners
- o ESCO companies
- o Professional and technical experts (e.g. architects, engineers, environmental experts)
- o Ownership associations
- o Associated institutions (see previous section)
- o Members of the civil society



### 2.2.3.3. Establishment of Local Focus Groups

As regards the establishment of LFGs, there are some fundamental organising principles that should be taken into account. These principles are as follows:

- Partners should aim for quality rather than quantity. A core group of motivated people may be a lot more efficient than a large number of passive listeners.
- It is important to build outwards from what already exists. Duplicating or upsetting effective existing structures should be avoided. In many cases a completely new group will be best, in others it may be better to rely on existing structures.
- A core group of 10 people maximum is recommended. Where more people are interested, a larger open forum can be organised as well.

As part of the work related to the elaboration of the knowledge sharing strategy and setting up of the Knowledge Network (Activity 3.4), the following activities have been targeted with regards to the establishment of the Local Focus Groups:

1) Preliminary identification of potential stakeholders who will become members of the Local Focus Group. Partner organisations to set up a LFG are:

- Municipality of Hódmezővásárhely
- District Administration Burgenlandkreis
- Municipality of Bologna
- Prague 11 Metropolitan District
- CETA
- CERE

2) Consultations with potential LFG stakeholders, prior to the time the Knowledge Network (i.e. 6 LFGs and 1 Competence Centre) is finally set up and the final version of the Knowledge Sharing Strategy has been approved and adopted. The aim of these consultations is to discuss cooperation in the frame of LFG and LFG's possible contributions to project implementation. Quedlinburg is also expected to hold LFG consultations with stakeholders in the frame of the Competence Centre.

3) Stakeholder assessment: In the final phase of establishing the GovernEE Knowledge Network, each partner organisation has been asked to complete a stakeholder assessment form. The purpose of this document is to help finalise LFG composition by identifying primary and secondary stakeholders, their interests and how they may be affected by the project evolution, their capacity and motivation to bring about change and also possible actions needed to address stakeholder interests. The completed stakeholder assessment forms will be an integral part of the final version of the knowledge sharing strategy. The strategy, together with the stakeholder assessment forms, will be discussed and evaluated at a transnational project workshop. On the basis of this evaluation, partner organisations will finalise the composition of their LFGs, and if necessary, they will have a chance to amend their assessment forms, to contact additional organisations and finally, to have a LFG operational by end-May 2011.

### 2.2.3.4. Intervention points for Local Focus Groups

Although there is considerable flexibility regarding the operation of LFGs (e.g. the major documents or milestones linked to which LFG inputs are solicited and LFG meetings are summoned), some indication is warranted as to the major points of intervention. As a rule of thumb, the following indications should be considered when planning the LFG work plans:



- LFG inputs and ideas should be solicited linked to each major phase of implementation as outlined in section 2.2.1.1, i.e. preparatory phase, initial monitoring phase, mid-term phase and publicity, final monitoring phase, closing phase and final publicity.
- LFG inputs are especially important whenever partner level documents or studies are created. Such documents are:
  - articles to be published
  - ex-ante evaluation reports and potential estimations
  - local action plans linked to Activity 3.3
  - pilot studies
- LFGs should actively be involved in the implementation of pilot actions
- LFGs should supervise, and also LFG members could be potentially involved as participants in the training and coaching pilot
- LFGs should be involved in the design and execution of the local showrooms and energy days
- LFG engagement is necessary in the production of communication materials, such as media appearances, press releases and press conferences, newsletters. LFG should also be consulted with regards to the participation in thematic events.
- LFGs should be the local execution bodies of the overall project monitoring

### 2.2.3.5. Collaboration with the Local Focus Groups

#### 1) Working together

The benefits of the Local Focus Groups (LFGs) will be maximised if all those involved work together as creatively as possible. Some bureaucratic procedure are necessary but should be kept to a minimum. LFGs are encouraged to make the most of the wide range of new methods for collaborative working now available.

The format and style of meetings and events should be carefully planned to provide a welcoming and inclusive atmosphere for participants as well as achieving the given objectives. To run efficient 'meetings' (which can include teleconferences, or scheduled online collaborations, covered in the next section), an agenda should be circulated in advance, specifying if there are any additional documents to be printed or read beforehand. Following each meeting, a summary report should be circulated to all participants, as well as any members who were not able to participate or who will benefit from the information.

Good quality facilitation of meetings and events is essential to create the conditions necessary for effective participation and collaboration. Facilitation expertise needs to be recognised and may need to be procured.

The budget used for the operation of the LFGs (€ 8 300 – 13 000 per partner) can be used for capacity building purposes such as training of members, hiring facilitators, refreshments at meetings, translation of materials and travel. Workshops where participants are treated as equals will often be more useful than formal meetings dominated by expert presentations. The success of the LFG will depend on many factors but a critical aspect is how well the meetings are run. Get all members to explore and discuss the way meetings themselves will be organised.

*Methods for working together in addition to regular meetings and consultations– some examples:*

#### ➤ Community planning events

This project is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF



Carefully structured collaborative events at which all stakeholders, including the local community, work closely with specialists from all relevant disciplines to make plans for the future of that community or some aspects of it. These events can vary in length and format.

➤ **Hands-on planning**

Method of community involvement where small groups make plans for the future using table top plans or flexible cardboard models

➤ **Interactive displays**

Visual displays which allow people to participate by making additions or alterations to them

➤ **Open house events**

Events designed to allow those promoting initiatives to present them to a wider public and secure reactions in an informal manner. This is halfway between an exhibition and a workshop

➤ **Reconnaissance trips**

Direct inspection of area under consideration by mixed team of locals and technical experts, on foot or by bus, also known as field visits or walkabouts

➤ **Vision fair**

People vote on their favourite visions. Vision statements or images are exhibited. People use coloured sticky dots to indicate which visions they would like to pursue. They may also make personal pledges to take action.

## 2) **Working apart**

Keeping a project moving along requires good communication, both when the group is meeting face-to-face and between meetings, so careful thinking about complementary activity is recommended. The GovernEE project is also about finding ways for people, to work together effectively. Take advantage of the huge potential offered by innovations in online and remote collaboration.

Groups should agree protocols for communicating at the outset, including communication methods, frequency and confidentiality. For instance:

**Telephone:** When is it acceptable to use mobile numbers? Are people prepared to have their phone numbers circulated? Can teleconferences be used in place of some meetings?

**Email:** How often can it be assumed people check their email? Who should be copied into emails? How large can attachments be?

**Internet:** Can it generally be assumed that all those involved will have access to the internet, the ability to use search engines and the capacity to read and produce documents in Microsoft Office software? Training and induction will often be needed for new online tools and ways of working.

**Online collaboration:** New online facilities for networking are constantly being developed. Partners should not be afraid to experiment but should rely on tried and tested approaches when deadlines approach.

*Methods for working apart - some examples:*

➤ **Email**

This is the most straightforward way of communicating but involves the danger of overload. Group software (social networking or project management) may be better.

➤ **Online file storage**



Create an online library of shared documents for people to access (e.g. Google Groups or Yahoo Groups are two free, easy-to-use versions).

➤ **Project management software**

Can reduce email traffic, provide forum space, host documents in central location and manage tasks (e.g. Zoho projects, Basecamp, Project Pier)

➤ **Skype**

For free or cheap calls for teleconferencing by internet, a programme needs to be installed on all computers (administrator access often required) and may require some familiarization.

➤ **Teleconferencing**

Simple to use, and can be useful at all stages

➤ **Online training platforms**

To create / access training modules online

➤ **Web 2.0 tools**

Includes a range of new tools for sharing material and working online:

- Online forums and networking sites
- CrowdVine (for bookings and agendas for meetings)
- Delicious (for bookmarks)
- Flickr (for photos)
- Slideshare (for powerpoints)
- SurveyMonkey (for online surveys)
- Weblogs and blogs (for opinion and news)
- Wikis (for editing and libraries)
- Youtube (for videoclips)

## **2.2.4. Establishment, management and operation of the Competence Centre**

### **2.2.4.1. General description of the GovernEE Competence Centre**

The Competence Centre, the focus point of the GovernEE Knowledge network, is expected to serve two major purposes: (i) storage of accumulated knowledge, outputs and results; (ii) a doorway to the 'world' outside GovernEE. Its overall objective is to collect and systemise information about project progress and disseminate results, specifically tailored to the target groups addressed.

Consultations linked to the setting-up and operation of the Competence Centre in the City of Quedlinburg has already started. This preparatory phase is meant to create the operational framework for the centre, based on already existing structures, e.g. Deutsches Fachwerkzentrum Quedlinburg e.V. (German Framework Centre). Besides the considerable networks of the City of Quedlinburg, the fact that the German representation of the UNESCO is situated in the city, guarantees that the outcomes of project results will be input to the related discussions at national and EU levels. Furthermore, the operation of the Competence Centre is meant to be a "model" for other regions, as there is a potential in channelling findings of pilots and developed tools and methodology in the local vocational training and education via the German Framework Centre - Quedlinburg.

### **2.2.4.2. The structure of the GovernEE Competence Centre**

The operational framework of the GovernEE Competence Centre will have three different branches, each with its specific focuses:



- GovernEE Workshop
- GovernEE Forum
- GovernEE Showcase

The GovernEE partnership will use these three branches to classify the flow of information that is received, delivered and disseminated. These three branches are virtual platforms (i.e. sub-sites within the GovernEE project website) for the accumulation and dissemination of knowledge tailored to the specific target groups of the project.

### **(i) "GovernEE Workshop" – developing learning methods and building an extended partnership**

GovernEE could become a true learning centre for the partner cities and regions involved.

Project partners will not only have the opportunity to open themselves to new ideas and technological solutions, but the innovative methodologies established within the GovernEE project (toolbox, aspects of good governance, etc.) will also contribute to creating a permanent learning and training centre on energy efficient public and historical buildings within each one of the partner cities and regions.

One branch of the Competence Centre will therefore be called "GovernEE Workshop". It will be delivering news and information on the production of outputs during project implementation and will also function as an open virtual platform for exchange of ideas and knowledge. The "GovernEE Workshop" sub-site will be created for the purpose of facilitating communication within the partnership including Local Focus Groups, as well as communication with the relevant policy-making levels via the LFGs, to complement personal workshops, meetings and consultations within the GovernEE project. In this sense, "GovernEE Workshop" will be a direct access point to local, regional and national level policy-making.

This "workshop" branch will also put forward all the specificities of the methodology used within the framework of GovernEE as a whole and by each partner individually. "GovernEE Workshop" will indeed highlight the way each city manages to stimulate the local partnerships on energy efficient solutions, by linking Local Focus Groups across the project partnership, and also creating bridges between local projects, initiatives and ideas.

### **(ii) "GovernEE Forum" – opening doors and finding inspiration**

GovernEE is also about exchanging information and sharing knowledge beyond the partner regions on the good practices, tools, methodologies identified and jointly developed by the consortium.

In this sense GovernEE will develop a second branch called "GovernEE Forum". It will constitute a space for dissemination and communication beyond the GovernEE partnership, serving the purpose of a virtual platform to share knowledge and exchange ideas with European networks, similar projects / initiatives, and especially EU level policy-making. It will be an excellent platform to provide continuous information about pilot implementation and the interim/final results of the strategy-building process of the project, to the finalisation of which external inputs will be most beneficial.

Therefore, "GovernEE Forum" will aim at opening the partnership beyond the cities and regions involved and to create bridges with other cities, relevant networks, initiatives and associations. This forum will also welcome news from other sources that concern the domain of interest of the GovernEE partnership.



By optimally utilising the "GovernEE Forum", GovernEE will remain up to date with the latest events, initiatives, innovations, and it will constitute a resource centre for all cities interested in sustainable, energy efficient solutions for public and historical buildings.

### **Relevant EU networks**

European and international organisations (e.g. Climate Action Network Europe, Climate Municipal Network for Energy Efficiency, European Council for an Energy Efficient Economy, European Alliance of Companies for Energy Efficiency in Buildings) will channel their inputs into the Competence Centre of the Knowledge Network. Providing for a direct and interactive role to these stakeholder "types" in the implementation will enable them to make direct use of GovernEE outputs.

More information on the networks relevant for the implementation of GovernEE may be obtained from the preliminary study 'Best practices of European Energy Knowledge Networks' prepared by CERÉ. Concrete actions towards collaboration with relevant European networks will be based on the informative analyses in this study.

### **Past and current projects and initiatives**

The GovernEE project capitalises on the following similar projects and initiatives:

- **New4Old**: to create a network of light-house Renewable Energy Houses (REH) and capacity building among architects and planners through guidelines and training activities in the field of building integration of RES and EE into historical buildings (IEE)
- **RUSE** - Redirecting Urban areas development towards sustainable energy: to create a stronger link between urban development and sustainable energy issues through a network of expertise (West INTERREG IIIC)
- **RECORA** - Renewable Energy Cooperation of Rural Areas: to develop practical guidelines and tools for renewable energy projects (East INTERREG IIIC)
- **Regenergy** - Network of Pioneering Communities and Regions Working on Innovative Heat Energy (East INTERREG IIIC)
- **ENERCYREGIO** - Action Program for Strengthening the EE and Source Saving by Sustainable Local development in European Regions: to establish and implement an action program for a coordinated and focused increase in EE, energy savings and use of RES at the municipal level (East INTERREG IIIC)
- **BEEN** - Baltic EE Network for the Building Stock: to develop strategies and tools to promote EE refurbishment of residential building (Baltic Sea Region INTERREG IIIB)
- **CER2** - Central European Region Cluster for Energy from Renewables Network (CADSES): to boost regional development through environmental friendly energy, regional resource development and rational use of energy (CADSES INTERREG IIIB)

Only the most relevant initiatives and projects have been listed related to the timely issue of improving EE and optimal use of RES. In the planning phase, GovernEE capitalized on the approaches, methods and results (e.g. link between urban development and policy making, development of tools, strategies, networks and regional resources to sustain achievements and share experience) of the above mentioned projects. The main source of inspiration was the IEE project New4Old, whose focus was on the integration of RES in historic buildings. Its ambitions were very similar to those of GovernEE, but the methodology and the objectives were different. New4Old was mainly a research project, while GovernEE intends to work towards concrete measures to improve policy-making in the field of EE (e.g. the connection between improved monitoring systems and boosting EE in historic buildings).



In the implementation phase, the GovernEE partnership aims at finding the common platform for cooperation with relevant, currently running projects from the CENTRAL Europe programme, to ensure complementarity and cross-fertilisation. This will be a challenging task given the project's focus on the inefficiency of heating systems in the public and communal sector, which is an area that has not been given enough attention at the project level despite the fact that public sector is a major energy consumer. In addition to the definite focus of the project, an innovative feature of GovernEE is its holistic and integrative approach ensuring that the offered solutions respond to all aspects of responsible policy-making, a prerequisite for sustainable development. With the overarching element of good governance the emphasis is shifted from network development, research and technological innovation to making decision-makers active stakeholders in improving policy-making towards a more energy-conscious approach of governance. This way the ultimate goal of project results becoming a major source and input for policy discussions on improved EE will be achievable.

In light of the overall approach of GovernEE, the following CENTRAL Europe (INTERREG IVB) projects have been selected for potential cooperation:

- **4BIOMASS**
- **RUBIRES**

Common platform:

- International survey on innovative alternative energy sources (output 3.1.3)
- Transnational feasibility study on EE in historical buildings using RES (output 4.3.1)
- Knowledge Network: Competence Centre and Local Focus Groups

- **COACH BioEnergy**
- **SEBE**

Common platform:

- Establishment and operation of the Knowledge Network: Competence Centre and Local Focus Groups

- **EnergyCity**
- **EnSURE**

Common platform:

- Potential estimation regarding energy efficiency (output 3.1.2)
- Cross-sectoral strategic toolkit to improve energy efficiency in public (historical) buildings
- ICT system to measure energy efficiency in public buildings
- Pilot actions to improve EE in historical buildings using RES (PV panels and building / insulation materials)

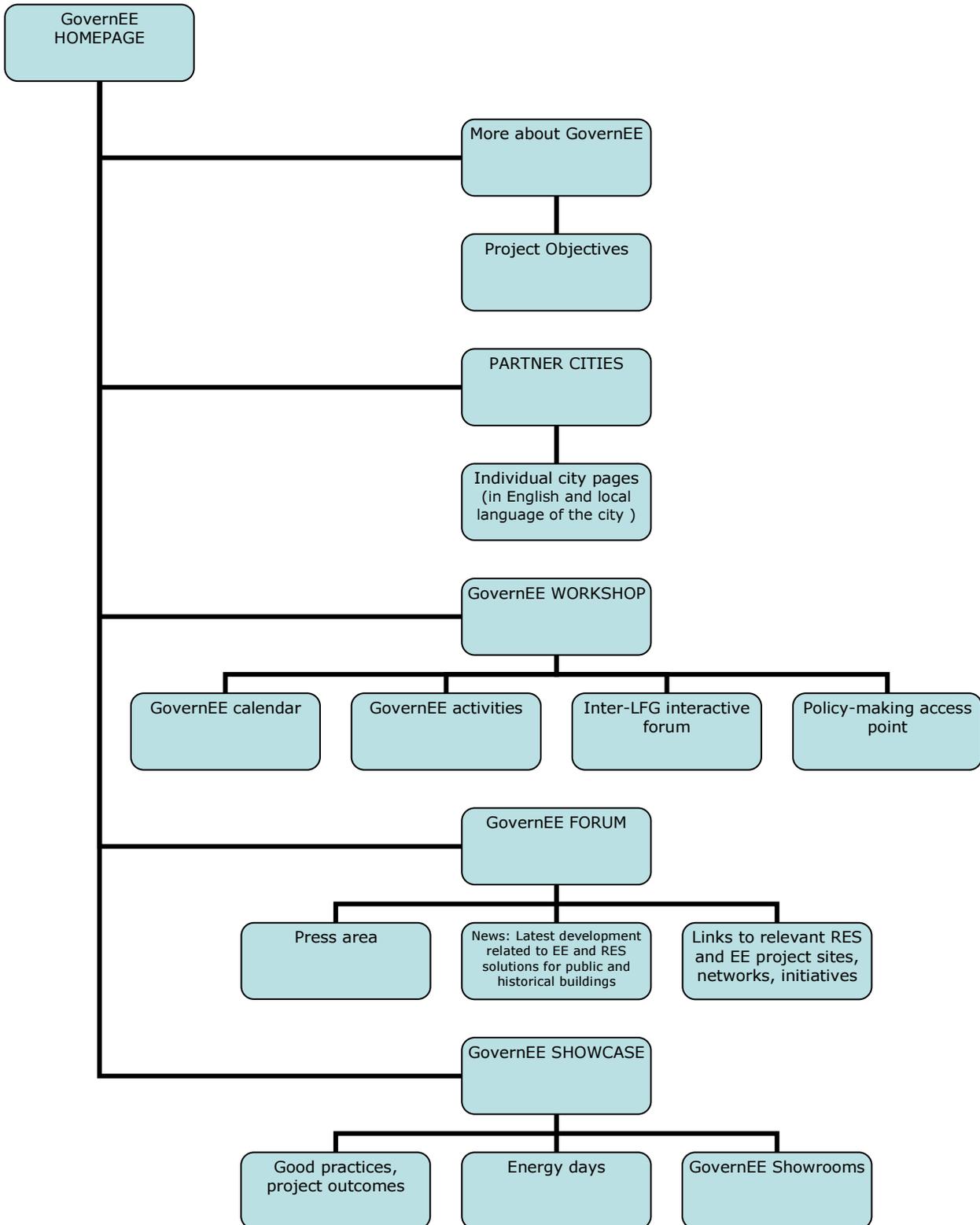
### **GovernEE Showcase – promoting good practices and project achievements**

The third branch of the Competence Centre will be called "GovernEE Showcase" and will aim at collecting, presenting and disseminating good practices, innovative solutions and tools developed within the GovernEE partner cities but also beyond, and to disseminate them as widely as possible. A specific effort will be made to present project findings in a new way, keeping in mind one of the main core objectives of GovernEE, which is transferability of knowledge.



The "GovernEE Showcase" will therefore be more than just promotion; it will also focus on finding the right way to transfer knowledge. In light of this, project outcomes will be systemised and communicated in a user friendly manner, always tailored to the specific target groups addressed (e.g. politicians, technicians, directors of public institutions, larger civil society, etc). Although the showcase will serve dissemination purposes towards all major target groups and stakeholders, it will lay a special focus on the general public. In this regard, the energy days and local showrooms targeting the broader public, the citizens, will be promoted and their results disseminated here. Also, the "GovernEE Showcase" will be linked to the awareness raising activity (Activity 3.2, related strategy building) of the project.

An initial representation of the three branches of the GovernEE Competence Centre is outlined as follows:



### 2.2.5. GovernEE knowledge sharing and GovernEE communication activities

The communication strategy of the GovernEE project is outlined in detail in the GovernEE Communications and Publicity Plan. The Communication Plan and the Knowledge Sharing Strategy need to be considered together for the sake of optimal efficiency of communication,



dissemination and knowledge transfer. To achieve this, the objectives of knowledge sharing and those of project level communication have been harmonised. Also, efficient knowledge transfer is largely supported by the selected communication tools, the most important of which are as follows:

- 14 Media appearances by partners
- 12 Press and media coverage for mid-term campaigns
- Final conference
- 14-14 Press conferences and press releases
- 7 Articles
- 6 Newsletters
- 12 Web appearances
- 12 participations in thematic events
- Launch and final phase communication packages
- 1 Project website

It is important to note that knowledge sharing and transfer should be ensured through the systematic exchange of experience and ideas, utilising these envisaged communication tools. Below is a brief description of the most important of these that will be of special importance in GovernEE knowledge sharing:

- A project website has been created and will be maintained throughout the project's implementation as the most important tool of informing and communicating with the broader public. This website will host the virtual Competence Centre with its three branches targeting different types of stakeholders.
- As local live platforms of the Competence Centre, six showrooms will be set up in each partner city, serving as key tools to involve and disseminate knowledge and project results to relevant local/regional stakeholders.
- To enhance the coverage of the Competence Centre and showrooms, a mid-term and final phase joint information and media campaign will be organised at project level. As a local level element of this, 6 mid-term and 6 final Energy Days will be organised by each partner locally, based on a commonly defined message and methodology and aiming to raise awareness of the public through personal involvement and first hand experiences. These dissemination events will be accompanied by strong media coverage (press conferences, press releases, TV and radio appearances).



### 3. Ensuring sustainability of project results

#### 3.1. Network structure within and beyond the project's lifetime: maintenance of the Knowledge Network

It is the primary purpose of the project to lay the ground for large-scale development and infrastructure initiatives in the future, related to improving energy efficiency in public buildings in general and historical buildings in particular. The approach of good governance (improved decision-making and planning competences and decision-makers' strengthened public responsibility) being an overarching element in GovernEE puts sustainability in the centre of attention. The focus on governance means that GovernEE will create the necessary institutional conditions: preparedness, regulatory frame, human capacity and knowledge of policy- and decision makers to adopt and, following the project lifetime, implement strategies on EE in public and historical buildings. Technological and financial feasibility means that GovernEE is looking at all relevant innovative technologies in absolute synergy with financial sustainability: the challenge of financing high initial costs, systems of financial incentives, costs of maintenance, and most importantly: search for and activation of EU and national financing/funding sources (European Investment Bank, Objective 1 and 2 of the Structural Funds, European Investment Fund, etc) for the purpose of preparing applications to fund large scale investments.

An important factor for sustainability is to keep up the strong transnational cooperation following the project's lifetime. The main tool for this will be the Knowledge Network. Access to project results managed by the Competence Centre in Quedlinburg and a Local Focus Group in each partner region will be open for all partner organisations and other interested parties and stakeholders in Europe. The Knowledge Network will have a specific section in the project's website and communication related to its operation will be organised through transnational seminars, published in relevant platforms and magazines. It is surely the intention of the operating partners to maintain this resource and lobby centre after the project lifetime and partners will work jointly on maintaining it.

The GovernEE Knowledge Network is an initiative within the project's frame. However, its primary purpose is not to become an institutionalised network in its own right. Rather, it is a cooperation platform for project partners and local, regional, national and European stakeholders, interested parties, to promote and facilitate sharing of expertise, transnational support as well as dissemination and collection of information relevant to improve policy-making in the project field. The diversity of stakeholders guarantees that project results will be sustainable and mutual interest is expected to lead to fruitful future cooperation based on well-developed and well-tested methods and tools. Through the Knowledge Network, stakeholders of energy production and distribution become connected to consumers in an efficient manner, which is the prerequisite for good governance guiding decision-making processes so that the issue of energy efficiency is given due consideration.

#### 3.2. Ensuring financial sustainability

The Local Focus Groups and the Competence Centre will be hosted by the partner organisations. Financing is guaranteed during project lifetime (staff and administration costs, external expertise, promotion costs and costs related to meetings and events). The budget per partner related to Activity 3.4 'Setting up of the Knowledge Network' is as follows, based on the modified GovernEE budget:

LP	Quedlin-	Burgenland-	Prague	Bologna	CETA	CERE	TOTAL
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		<b>burg</b>	<b>kreis</b>					
Preliminary study and Knowledge Sharing Strategy	17 300		2 800	5 466	3 000		10 925	<b>39 491</b>
Setting up and operation of LFGs	8 300		11 000	11 000	12 000	13 000	12 050	<b>67 350</b>
Setting up and operation of the Competence Centre	500	10 150	500	4 666			15 525	<b>31 341</b>
<b>TOTAL</b>	<b>26 100</b>	<b>10 150</b>	<b>14 300</b>	<b>21 132</b>	<b>15 000</b>	<b>13 000</b>	<b>38 500</b>	<b>138 182</b>

After project implementation partners will go on operating the network either from their own staff cost or with the help of the contribution of local stakeholders.



## 4. Monitoring GovernEE Knowledge Sharing Strategy

Monitoring of the Knowledge Sharing Strategy is the Lead Partner's role with the active participation of Quedlinburg (activity leader) and CERÉ. Monitoring activities include evaluating the usefulness of knowledge sharing objectives, the success of engagement of various target groups and stakeholders, and the effectiveness and efficiency of the applied communication tools.

Main instruments of the monitoring process:

- Quantitative evaluation of LFG activities based on LFG work plans, linked to progress reports
- Evaluation of LFG members' feedbacks (interviews collected and evaluated).
- Reports for the Political Board (interim and final)
- Discussion and evaluation by project partners in the frame of transnational project meetings.

On the occasion of the last Steering Committee meeting, as part of the final evaluation of the knowledge sharing activities, the consortium decides about the operational framework of the Knowledge Network after the project lifetime.



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## 5. Work plan in relation to the GovernEE knowledge sharing activities

The detailed work plan related to the establishment and operation of the Knowledge Network is an annex to the Knowledge Sharing Strategy (Annex 2).



## 6. Conclusions

In light of the special features related to knowledge sharing in a transnational cooperation project (section 1.2), the knowledge sharing strategy is indeed an inevitable document. It not only needs to provide a good framework for synthesising outputs and project results of diverse nature, but is also supposed to respond to such factors as multi-level stakeholder engagement, diversity of policy and decision-making structures of partner regions, the challenge in closing the gap between project management and policy-making and the diversity of operational frameworks.

The GovernEE Knowledge Sharing Strategy has set out to provide practical guidelines for the work related to efficiently impacting policy-making and disseminating project results, while taking into account all the challenges and factors accompanying the joint work of a large transnational partnership. The strategy has managed to

- create synergies between project activities and outputs
- provide a framework for the operation of the Local Focus Groups and the Competence Centre, the constituents of the GovernEE Knowledge Network
- identify the major stakeholders and key target groups whose ideas and inputs are necessary for the delivery of final project results
- create a platform for opening up to the world outside of the GovernEE partnership

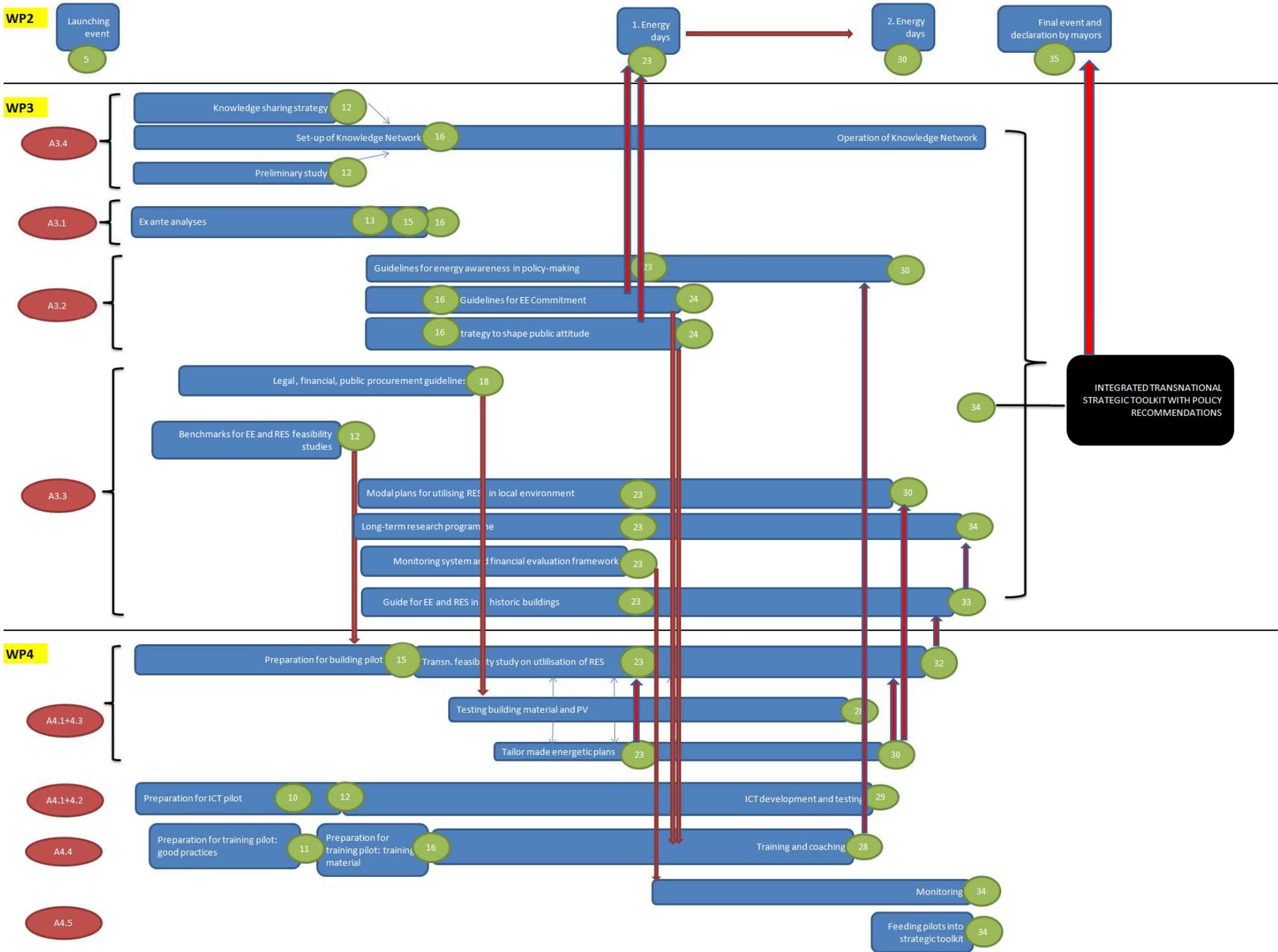
All this has been done with a view to the vision of the GovernEE consortium that the project will have a significant impact on European policy-making and also awareness raising in the field of energy efficiency in public and historical buildings, by providing tangible solutions to the identified challenges.

The GovernEE partnership sets out to work towards achieving the project objectives with the active participation of the identified stakeholders and target groups, through the operation of the Knowledge Network. Significant efforts will be made to utilise this network in the optimal way, also bearing in mind the potential of creating a 'brand name' for GovernEE in European policy-making.

## 7. Annexes

The following documents are attached to the Knowledge Sharing Strategy and form an integral part thereof:

Annex 1: Synergies between activities and outputs



## Annex 2: Work plan related to knowledge sharing activities

Action	Output	Related tasks	Who	When	Documents needed	Budget
Preparation of the preliminary study, best practices of network operations	3.4.1	Drafting the study	CERE	by end-April 2011	1 study prepared	€ 10 925 (staff + admin costs) <i>including stakeholder assessment</i>
Preparation of the Knowledge sharing strategy	3.4.3	Drafting the strategy	LP	by end-April 2011	1 strategy prepared	€ 17 300 (staff, admin, external expertise) <i>including stakeholder assessment</i>
		Stakeholder assessment	LP Quedlinburg Burgenlandkreis Prague Bologna CETA CERE	draft: by end-April 2011 final: by end-May 2011	1 Stakeholder assessment form per PP	<b>TO BE SUPERVISED (costs may be reduced and reallocated e.g. to work related to LFG and/or Competence Centre):</b> - Staff costs for Burgenlandkreis, Prague and Bologna; - Admin cost for Burgenlandkreis; - External expertise for Prague - No related costs planned: CETA and Quedlinburg
Setting up and operation of the Local Focus Groups	3.4.2	LFG composition finalised	LP Burgenlandkreis Prague Bologna CETA CERE	by end-May	List of LFG members to be provided for LP	€ 8300 - € 13 000 / PP - staff costs: establishing and keeping contact with LFG members, moderation of LFG meetings, preparation of meeting documents, summaries, etc. - Admin costs: related to staff costs - External expertise: moderation of LFG meetings, training / team-building for LFG members, external support for elaborating technical documents for LFG meetings, etc. - meeting costs: organisation and catering for LFG meetings and workshops, local events - promotion costs: preparation of marketing material, leaflets, etc to be further disseminated by LFG members at local/regional level, promotional material for local LFG events
		Planning LFG work for each reporting period		By the end of the 2nd week of each reporting period	LFG work plan	
		Follow-up on LFG work		Together with partner level report to be submitted to LP	- Descriptive report on the implementation of LFG work plan - Agenda of LFG meetings - Minutes and summary reports of LFG meetings - Verification documents linked to all kinds of LFG consultations (e.g. attendance archived e-mails, minutes of phone consultations, etc) - Summary of agreements, conclusions, etc to be incorporated into project outputs/documents	
		Establishing and keeping contacts with EU level stakeholders (networks, projects, other initiatives, etc)	LP, CERE All other PPs related to their own networks	Establishing contacts: by end-August Then maintaining contacts throughout project lifetime	- Documentation of establishing and maintaining contacts	



Setting up and operation of Competence Centre	3.4.2	Responsibility for the operation of the CC	Quedlinburg	<ul style="list-style-type: none"> <li>- Discussion with German Framework Centre and contract thematic expertise: by end June</li> <li>- Determine the content structure of the CC: by end August</li> <li>- Continuous update of the CC</li> <li>- Info point for the CC (continuous)</li> </ul>	<ul style="list-style-type: none"> <li>- Specification of required thematic expertise</li> <li>- Document describing the thematic structure of the CC</li> <li>- Updating and info point are continuous activities, summary of the work done to be part of the progress reports</li> </ul>	<p>€ 10 150</p> <ul style="list-style-type: none"> <li>- staff costs: operation of info point, supervision of documents, studies to be uploaded to the CC</li> <li>- Admin costs: related to staff costs</li> <li>- External expertise: external support for elaborating technical documents to be uploaded to CC</li> <li>- meeting costs: organisation and catering for meetings linked to info point work (especially at local, regional and national level)</li> <li>- promotion costs: preparation of marketing material, leaflets, etc to be disseminated in connection to the CC</li> </ul>
		- Design work related to establishing the CC - Thematic support for CC	CERE	<ul style="list-style-type: none"> <li>- Contract expertise for design: by end-June</li> <li>- Web design finalised: by end-September</li> <li>- Continuous support for thematic development</li> </ul>	<ul style="list-style-type: none"> <li>- Specification for web-design</li> <li>- 3 branches of the CC created</li> <li>- Expert inputs for content development</li> </ul>	<p>€ 15 525 staff and admin, allocation of some € 6 000 needed to external expertise (web-design work)</p>
		Overall supervision	LP	<ul style="list-style-type: none"> <li>- Continuous supervision, but major inputs linked to the establishment of CC</li> </ul>	<ul style="list-style-type: none"> <li>- Expert inputs</li> </ul>	<p>Costs may be increased</p>
		Overall supervision	Burgenlandkreis	<ul style="list-style-type: none"> <li>- Continuous supervision, but major inputs linked to the establishment of CC</li> </ul>	<ul style="list-style-type: none"> <li>-Expert inputs</li> </ul>	<p>Costs may be increased</p>
		Thematic support for the establishment and operation of CC	Prague	<ul style="list-style-type: none"> <li>- Expert inputs for content development for CC: by mid-August</li> <li>- Continuous input linked to the operation of CC</li> </ul>	<ul style="list-style-type: none"> <li>-Expert inputs</li> </ul>	<p>€ 4666 staff and external expertise costs</p>



Annex 3: Stakeholder assessment forms:

LP Municipality of Hódmezővásárhely

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
1. Tamás Weszely	<b>Counsellor of the Municipality</b>		<b>We are in contact</b>
2. János Ádok - director of a service provider company of the city (Hódmezővásárhelyi Vagyonkezelő és Szolgáltató Zrt.)	<b>Not already contacted</b>		<b>We will send him an invitation letter.</b>
3. Ferenc Varga - head of district heating of Hódmezővásárhely (Hódmezővásárhelyi Vagyonkezelő és Szolgáltató Zrt.)	<b>We work together with him an other EU project.</b>	<b>District heating</b>	<b>We will send him an invitation letter.</b>
3. Ferenc Fejes Égáz-Dégáz Natural Gas Distributor Company	<b>Not already contacted</b>	<b>He work at energy field (natural gas)</b>	<b>We will send him an invitation letter.</b>
4. Judit Nagyné Bánfi Dr - Director of a secondary school	<b>Not already contacted</b>	<b>Economical operating of the school</b>	<b>We will send her an invitation letter.</b>
<b>Secondary stakeholders</b>			



<b>5. Association of Energy Efficient Municipalities</b>	<b>Already contacted, but we haven't contact person to GovernEE</b>	<b>EE</b>	
<b>6. Energia Központ Kht. - national energy authority</b>	<b>Not already contacted</b>		
<b>7. Energy Club</b>	<b>Not already contacted</b>	<b>academic specialisation politics institute</b>	



PP2 Municipality of Quedlinburg

## Stakeholder interest analysis

For understanding the various interested parties

Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>1 Municipality of Quedlinburg</b>	<b>Reduction of energy consumption and heating costs, increase of energy efficiency measures. Elaboration of concepts, guidelines and strategies</b>	<b>Qualified and interested staff. Cost reduction/financial reorganisation of the public budget</b>	<b>Training of persons in charge for energy supply and energy efficiency. Training of facility managers (schools, town halls, museums) Raising awareness of decision makers.</b>
<b>2 Housing Industry GmbH of Quedlinburg "Wohnungswirtschafts GmbH Quedlinburg"</b>	<b>Reduction of energy consumption and heating costs, increase of energy efficiency measures. Elaboration of concepts, guidelines and strategies</b>	<b>Qualified and interested staff. Cost reduction/financial reorganisation of the company budget</b>	<b>Training of persons in charge for energy supply and energy efficiency. Training of facility managers (Company buildings and buildings in management)</b>
<b>3 Public services "Stadtwerke Quedlinburg"</b>	<b>Reduction of energy consumption and heating costs, increase of energy efficiency measures. Elaboration of concepts, guidelines and strategies</b>	<b>Qualified and interested staff. Cost reduction/financial reorganisation of the company budget</b>	<b>Training of persons in charge for energy supply and energy efficiency. Training of facility managers (Company owned buildings and buildings in management)</b>



<b>4</b> Staff of public authorities	<b>Improvement of working conditions</b>	<b>Realisation of energy efficiency measures</b>	
<b>Secondary stakeholders</b>			
<b>5</b> Other cities and communities	<b>Cost reduction</b>	<b>Usage of project experiences</b>	<b>Realisation of own measures</b>
<b>6</b> Architects in Quedlinburg	<b>Cost reduction</b> <b>Advising clients</b>	<b>Usage of project experiences</b>	<b>Realisation of own measures</b>
<b>7</b> Redevelopment agency "BauBeCon Sanierungsträger GmbH"	<b>Cost reduction</b> <b>Advising clients</b>	<b>Usage of project experiences</b>	<b>Realisation of own measures</b>



PP3 District Administration Burgenlandkreis

## Stakeholder interest analysis

For understanding the various interested parties

Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>1 Burgenlandkreis</b>	<b>Reduction of energy consumption and heating costs, increase of energy efficiency measures. Elaboration of concepts, guidelines and strategies</b>	<b>Qualified and interested staff. Cost reduction/financial reorganisation of the public budget</b>	<b>Training of persons in charge for energy supply and energy efficiency. Training of facility managers (schools, main buildings of the administration) Raising awareness of decision makers.</b>
<b>2 Municipalities Naumburg, Weißenfels, Zeitz</b>	<b>Reduction of energy consumption and heating costs, increase of energy efficiency measures. Elaboration of concepts, guidelines and strategies</b>	<b>Qualified and interested staff. Cost reduction/financial reorganisation of the public budget</b>	<b>Training of persons in charge for energy supply and energy efficiency. Training of facility managers (schools, town halls, museums) Raising awareness of decision makers.</b>
<b>3</b>		<b>Reduction of manpower requirements for the registration of consumption</b>	<b>Usage of ICT Systems</b>
<b>4 Staff of public authorities</b>	<b>Improvement of working conditions</b>	<b>Realisation of energy efficiency measures</b>	<b>Building insulation, installation of new windows, improvement of thermal insulation in summer</b>

**Secondary stakeholders** Interessen und wie von dem Problem betroffen



<b>5</b> <b>Other cities and communities</b>	<b>Cost reduction</b>	<b>Usage of project experiences</b>	<b>Realisation of own measures</b>
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PP4 Prague 11 Metropolitan District

## Stakeholder interest analysis

For understanding the various interested parties

Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>1 Prague 11 Metropolitan District</b>	<b>Energy saving, reduction of energy consumption, new strategies, good practises</b>	<b>Qualified staff of Prague 11</b>	<b>We are in contact.</b>
<b>2 Housing associations and flats owners associations in Prague 11</b>	<b>Reduction of energy consumption</b>	<b>executive head, Experience with revitalization blocks of flats</b>	<b>We are in contact.</b>
<b>3 Primary schools of Prague 11</b>	<b>Reduction of energy consumption</b>		<b>We are in contact.</b>
<b>4 Kinder Gardens of Prague 11</b>	<b>Reduction of energy consumption</b>		<b>We are in contact.</b>
<b>Secondary stakeholders</b>			
<b>5 Metropolitan Districts of Prague (Prague has 22 Metropolitan District)</b>			<b>Not already contact.</b>
<b>6 City of Prague</b>			<b>Not already contact.</b>



PP5 Municipality of Bologna

## Stakeholder interest analysis

For understanding the various interested parties

Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>1</b> <b>IBC (institute for cultural heritage)</b>	<b>Documentation and promotion of cultural heritage conservation. Historical Architectural connected to energy saving. Linkage between maintenance and environmental target</b>	<b>Historical competence to evaluate the cultural heritage and the compatibility of RES and EE intervention on building</b>	<b>Help to involve the regional board and historical building property</b>
<b>2</b> <b>Sovrintendenza beni culturali (regional board of the ministry of cultural heritage and environmental conservation)</b>	<b>Preservation of cultural heritage. Interested to implement a case study methodology to define the specific process of RES and EE intervention on historical building</b>	<b>Cultural heritage preservation Authority</b>	
<b>3</b> <b>Associations of small and medium enterprises</b>	<b>Innovation on RES and EE intervention finalized on historical building compatibility</b>	<b>Involvement of companies and suggestion of available technical solution</b>	<b>Meeting and public presentation. Management of special event on local show-room</b>
<b>4</b> <b>Environmental Association of citizens</b>	<b>Diffusion of EE and RES. Involvement on energy day and public events</b>	<b>Building capacity of push the energy transition</b>	<b>Public events. Involvement on energy day and training activity of competence centre</b>
<b>Secondary stakeholders</b>			
<b>4</b> <b>University of Bologna, DIENCA (department of energy and nuclear engineering and environment control)</b>	<b>Design and innovation Involvement on design of intervention and action on energy saving</b>	<b>Energy audit, building design to apply EE and RES on Historical buildings</b>	<b>Involvement on energy day and training activity of competence centre.</b>



<b>5</b> <b>ICIE (co-operative institute for innovation)</b>	<b>Design and innovation Involvement on ideation of intervention and action on energy saving</b>	<b>Energy audit, building design to apply EE and RES on Historical buildings</b>	<b>Energy audit, building design to apply EE and RES on Historical buildings</b>
<b>6</b> <b>ENEA (national agency for new technologies, energy and sustainable economic development)</b>	<b>Technology transfer by national experience.</b>	<b>Specific laboratory activities</b>	<b>Presentation and innovation and involvement on competence centre</b>
<b>7</b>			



PP6 C.E.T.A. Centre for Theoretical and Applied Ecology

Stakeholder interest analysis For understanding the various interested parties			
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>LOCAL REGIONAL AND NATIONAL AUTHORITIES</b>			
<b>1 Ministry for the Arts – arch. Pasqua Recchia</b>	<b>Invited to have an oral presentation in the TW-Udine</b>	<b>The ministry developed the Guidelines about energy efficiency in historic buildings</b>	<b>We'll meet she in the next months</b>
<b>2 Regional councillor – Luca Ciriani</b>	<b>Invited to have an oral presentation in the TW-Udine</b>		
<b>3 Region Friuli Venezia Giulia – Planning direction – Dario Danese</b>	<b>Development of the new regional energy plan</b>		<b>We'll meet him in the next weeks</b>
<b>4 Region Friuli Venezia Giulia – Energy and environment direction – Petris</b>	<b>Development of the new regional energy plan</b>		<b>We'll meet him in the next weeks</b>
<b>5 Province of Gorizia – Environment councillor – Mara Cernic</b>	<b>Member of the political board</b>	<b>Actually under Local elections</b>	
<b>6 Province of Udine – energy and environment councillor – Stefano Teghil</b>	<b>Invited to have an oral presentation in the TW-Udine</b>	<b>Already involved in energy efficiency actions</b>	
<b>7 Province of Pordenone</b>			<b>We'll meet councillors and directors of the Province in the next weeks</b>
<b>8 Carnia Mountain Community – Michele Colusso</b>	<b>Already involved in the local energy plan</b>	<b>At the moment under an external commissioner</b>	



<p><b>n Municipalities (San Vito al Tagliamento, Muggia, San Dorligo della Valle, Romans d'Isonzo anche Capriva del Friuli, Cormòns, Farra d'Isonzo, Gradisca d'Isonzo, Mariano del Friuli, Medea, Moraro, Mossa, San Lorenzo Isontino, Villesse) and many others</b></p>	<p><b>Already involved in local energy plans and EU project proposals (some of them under valuation)</b></p>		
<p><b>CITIZENS, CITIZENS' ORGANISATIONS</b></p>			
<p><b>1 Confconsumatori regionale - Augusto Truzzi</b></p>	<p><b>Not already contacted</b></p>		
<p><b>2 Federconsumatori - Presidente Edo Billa</b></p>	<p><b>Not already contacted</b></p>		
<p><b>3 Adiconsum c/o CISL responsabile Giuseppe De Martino</b></p>	<p><b>Not already contacted</b></p>		
<p><b>4 Adusbef - AVV FEDERICO CAPALOZZA</b></p>	<p><b>Not already contacted</b></p>		
<p><b>5 Codacons - Responsabile Raffaele MAGNO</b></p>	<p><b>Not already contacted</b></p>		
<p><b>6 WWF Friuli Venezia Giulia - Presidente Roberto Pizzetti</b></p>	<p><b>Already involved in education activities about energy efficiency and renewable energy sources</b></p>		
<p><b>7 LEGAMBIENTE FRIULI VENEZIA GIULIA – cfr Elia Mioni</b></p>	<p><b>Already involved in education activities about energy efficiency and renewable energy sources</b></p>		
<p><b>ENERGY AGENCIES</b></p>			
<p><b>1 Agenzia Per l'Energia del Friuli Venezia Giulia – presidente Loreto/Loris Mestroni</b></p>	<p><b>Not already contacted</b></p>		
<p><b>PRIVATE AND KNOWLEDGE SECTOR</b></p>			
<p><b>1 INU - Massimo Fadel</b></p>	<p><b>Already involved in dissemination activities</b></p>		
<p><b>2 ANAB – Giuseppe Liotta</b></p>	<p><b>Involved in the organisation of the TW-Udine</b></p>		



<b>3 National association for the thermic insulation - Presidente Ing. Valeria Erba; energy certification</b>	<b>Not already contacted</b>		
<b>4 Local engineers and architects association</b>	<b>Not already contacted</b>		
<b>BUILDING OWNERS AND MANAGERS ASSOCIATIONS</b>			
<b>1 Uppi, GORIZIA Presidente FIGAR CLAUDIO Uppi, UDINE presidente TOMMASINO PAOLO Uppi trieste Presidente MARINELLI MANUELA Uppi PORDENONE presidente KOWALSKI LADISLAO</b>	<b>Not already contacted</b>		
<b>S3secondary stakeholders</b>			
<b>ENERGY PROVIDERS</b>			
<b>1 energy provider Acegas Aps</b>	<b>Not already contacted</b>		
<b>EXISTING NETWORKS, PROJECTS, INITIATIVES</b>			
<b>1 ENERPLAN – Area Science Park</b>	<b>Not already contacted</b>		
<b>2 GENESI – SITI – Ing. Olivero Sergio</b>	<b>Invited to have an oral presentation in the TW- Udine</b>		
<b>3 EnergyCity – OGS – ing. Rita Blanos</b>	<b>Already contacted</b>		



PP7 Center of Excellence for Renewable Energy, Energy Efficiency and Environment – CERE

## Stakeholder interest analysis

For understanding the various interested parties

Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
<b>1 City of Vienna</b>	<b>SEP (Urban Energy Efficiency Programme)</b>	<b>The program is based on technical energy efficiency measures and awareness-raising activities</b>	<b>Ms Ing. Ursula Heumesser (MA 20)</b> ursula.heumesser@wien.gv.at  <b>Ms Dipl Ing Beate Ebersdorfer</b> beate.ebersdorfer@wien.gv.at
<b>2 City of Vienna</b>	<b>PUMA (Programm Umweltmanagement im Magistrat der Stadt Wien) Environmental program in the magistrate of city Vienna</b>	<b>Synergies in other projects of the city (for example new public management, ecology of schools, facility management, climate protection program)</b>	<b>Mr Dominik Schreiber (Wiener Umwelthanwaltschaft)</b>  dominik.schreiber@wien.gv.at
<b>3 Upper Austria Energy saving association (O.Ö. Energiesparverband)</b>	<b>Organisation for communities private households and companies in the section of Energy</b>	<b>Upper Austria Energy saving association is the first contact point at the energy sector for private households, companies and communities in the range of renewable energy and energy efficiency</b>	gerhard.dell@esv.or.at



<p><b>4 Austria Energy consumer association (Österreichischer Energiekonsumenten-Verband (ÖEKV))</b></p>	<p><b>OeEKV is an organisation with over four hundred members and more than 56 years of experience in energy consulting for trade, industry, service enterprises and supporting experts in federal organisations.</b></p>	<p><b>Benefit of the Energy markets, Reduce the Energy costs and contribution for the Environmentalism, CO2 platform for certificate intervention and consulting, events on topic Energy</b></p>	<p>urban@oekv-energy.at</p>
<p><b>5 Austria`s Energy (Österreichs E-Wirtschaft)</b></p>	<p><b>Represent interests of the Austrian energy opposite politic, maintenance and publicity</b></p>	<p><b>Energy Economy, climate protection, liberalization, power market</b></p>	<p>b.schmidt@oesterreichsenergie.at</p>
<p><b>6 EA Austrian Energy Agency (Österreichische Energie Agentur)</b></p>	<p><b>National Center for Excellence for Energy in Austria</b></p>	<p><b>Energy saving, efficient use of energy, energy economy, energy prices</b></p>	<p><b>Dr Fritz Unterpertinger</b> office@energyagency.at</p>
<p><b>Secondary stakeholders</b></p>			
<p><b>7 Grazer Energy Agency (Grazer Energieagentur)</b></p>	<p><b>Thermografy- und consulting for more Energy Efficiency in residential buildings</b></p>	<p><b>Reducing energy losses, reducing costs,</b></p>	<p>office@grazer-ea.at</p>
<p><b>8 Vienna Energy (Wien Energie)</b></p>	<p><b>Wien Energie is Austria's largest energy provider and responsible for supplying energy to around two million people.</b></p>	<p><b>Environmental &amp; innovation, power production, energy efficiency, cooling with energy</b></p>	<p>office@wienenergie.at</p>
<p><b>9 VERBUND AG</b></p>	<p><b>Electricity Producer and provider in Austria</b></p>	<p><b>Provider in the European Energy exchange</b></p>	<p>johann.sereinig@verbund.at</p>