



Devising concrete actions to implement the European Energy Dialogue

STUDY



European Economic and Social Committee



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Devising concrete actions to implement the European Energy Dialogue

Study



This study was carried out by Triarii BV following a call for tenders launched by the European Economic and Social Committee. The information and views set out in this study are those of the author(s) and do not necessarily reflect the official opinion of the European Economic and Social Committee. The European Economic and Social Committee does not guarantee the accuracy of the data included in this study. Neither the European Economic and Social Committee nor any person acting on the Committee's behalf may be held responsible for the use which may be made of the information contained therein.

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Executive summary

This study operationalises the concept of a European Energy Dialogue (EED) and describes it such that it can be discussed with the stakeholders that should be involved in its implementation. The objective of the EED is to enable stakeholders to work with civil society by providing the necessary structured and validated approach, to mobilise civil society to be more closely involved and to connect the many dialogues taking place at national, regional, city and local level. To this end the EED will:

- establish and advocate agreed, trusted underlying principles;
- provide a framework to connect and leverage existing initiatives for including civil society;
- support, facilitate and accelerate the process of involving and mobilising civil society;
- address the key issues of public interest.

An EED of this kind will encourage the main stakeholders to include civil society in the energy transition, mobilise civil society, provide guidance for governance on key topics of public interest, develop an informed support base to enable constructive political action, and accelerate the energy transition.

The study describes options for the structure required to drive the EED forward, and then looks into its function, form and shape.

The following functions have been identified within such a structure:

1. Vision holder;
2. Enabler that helps stakeholders to realise the vision by developing methods, tools and guidance;
3. Coordinator that informs, liaises, connects and leverages;
4. Adviser/influencer that develops common positions;
5. Initiator and catalyst that can spark activities;
6. Observatory that monitors the progress made in realising the vision.

The following forms can be used for performing these functions:

- A regulatory framework for those who shape and implement energy transition;
- An organisational entity, staffed with people;
- A network of people and organisations, either as members of the structure or working on a mutually agreed basis (e.g. a franchise).

The structure using these forms to drive the EED could take the following shapes:

- Series of workshops/conferences;
- Information provider;
- Regulatory framework;
- Platform;
- Agency.



The choices regarding function, form and shape will have to be made by the organisation that will set up the EED, and will depend on considerations of effectiveness, feasibility and available budget in relation to the founder.

The study also provides an action plan for establishing an EED structure. The core of the action plan is to bring together the key stakeholders in energy transition in an EED council and let them follow a growth path that gradually incorporates the various functions:

- Passive vision holder
- Active vision holder
- Advisor/influencer
- Enabler, supporter
- Initiator

This growth path will gradually lead to a fully functional and effective EED.

Introduction

This study was carried out by Triarii BV following a call for tender launched by the European Economic and Social Committee (EESC). The information and views set out in this study are those of the authors and do not necessarily reflect the official opinion of the EESC. The EESC does not guarantee the accuracy of the data included in this study. Neither the EESC nor any person acting on the Committee's behalf may be held responsible for the use which may be made of the information contained therein.

The call that is addressed by this study is "Devising concrete actions to implement the European Energy Dialogue".

The study was carried out in accordance with the tender specifications and the proposal submitted by Triarii.

With reference to the proposal that was accepted by the EESC the report contains the following study deliverables:

- Task 1: Operationalisation of the European Energy Dialogue:
 - o Blueprint (renamed: Operationalisation EED);
 - o Frequently Asked Questions;
- Task 2: Involvement of stakeholders:
 - o List of stakeholders;
 - o Analysis of interviews;
- Task 3: Advice on embedding EED in policy development and delivery
- Task 4: Action plan and guidelines

Task 1: Operationalisation of the European Energy Dialogue

There is a need to **operationalise the concept of EED** and describe it such that it can be discussed with the stakeholders that should be involved in its implementation.

The concept of the EED is described in the exploratory opinion¹ adopted by the EESC at its plenary session of 20 and 21 March 2013, in summary:

- The EED is a coordinated multi-level, action-oriented conversation within and across all Member States;
- It will be ambitious and professional, sponsored and funded by stakeholders in the energy chain, linking with existing initiatives and gaining recognition as a trustworthy "social brand" responsive to public needs and concerns;
- The EED will be synonymous with reliable information about energy, and will offer a "negotiation space" where implementation issues can be discussed against a background of societal impact and acceptance, investment and resource strategy and other policy considerations;

¹ EESC opinion "*Exploring the needs and methods of public involvement and engagement in the energy policy field*" (rapporteur: Richard Adams), CES2366-2012_00_00_TRA_AC



- The main indicator of success of the programme will be its adoption in Member States, a measurable influence on policy-making across all forms of energy and a recognised role in stimulating convergence at EU level, with strong links to the post-2020 energy and climate action framework.

This concept still leaves many aspects of an EED open, and it therefore needs to be operationalised. The EESC-funded literature review “Future national energy mix scenarios: public engagement processes in the EU and elsewhere”² gives some guidance on this operationalisation. This study selected and condensed five ‘better practice’ case study examples that highlight different ways of involving, and communicating with, the public. Its recommendations can be summarised as follows:

- **It calls for an EED that involves civil society:** ‘Business as usual’ will not deliver the energy transition that is needed. Public, energy sector, and government stakeholders will all need to play their part in transitioning to low-carbon economies. Key to this process is the balancing of expert knowledge and ‘everyday’ knowledge. The Commission’s Energy Road Map 2050 has concluded that ‘*Citizens need to be informed and engaged in the decision-making process*’. The European public should play a key role in taking critical, social, ethical, environmental and economic decisions, given the scale and size of long-term investments.
- **It calls for the EED to be channelled and focussed** in order to cope with the diffuse involvement, expertise and capacity of stakeholder groups and civil society.
- **It sets out good reasons for a dialogue that involves civil society:** It allows for greater accountability, transparency, much better ‘take-up’ of necessary change and improved long-term likelihood of more flexible adaption.
- **It provides some guidelines for involving civil society:**
 - o Involvement-led innovation can be a powerful means for agreeing and/or delivering national, regional, city, and local strategic objectives, at a lower cost to the public purse and with less bureaucracy than traditional processes.
 - o National energy mix forums have the potential to play a key role in building trust in the relationship between, and among, statutory and non-statutory civil society stakeholders and policy actors. Inclusive ‘bottom-up’ involvement may be more able to manage technological change than ‘top-down’ decision-making processes.
- **It underlines the ability of civil society to get involved in the EED:** In the right circumstances civil society stakeholders are more than able to analyse, understand, respond to and act on complex data. However, EU states do not currently have any formal mechanisms for their involvement in future energy developments and for linking that involvement to policy and decision-making structures.
- For complex issues with uncertain futures, it seems that the strategic goal of stakeholder involvement in low-carbon energy transition may not be to find the single ‘right technical answer’ to the problem – but rather to **bring people together, and keep them talking** to each other, in order to ensure that better decisions are made in future.

We have concluded that this literature review provides some guidance but does not fulfil the need for an operable EED.

² EESC/COMM/05/2012



On the basis of a desk study, a concise description of the EED was produced (an EED discussion paper) that was then discussed in interviews with the stakeholders. On the basis of these interviews a “blueprint” was first drafted by Triarii and was iteratively improved in discussions with the EESC.

At the start of the interviews, the interviewees did not have a sufficiently clear description of a proposed design for the EED: this description was developed afterwards, on the basis of the first set of interviews. Therefore, a second set of interviews was held at a later stage on the basis of the “blueprint”. The results of these interviews were used to develop the blueprint into the “operationalisation of the EED”. The final result is attached to this draft report as Annex I.

Before the start of the interviews, the interview team also considered what questions it could expect to be asked by the interviewees. Together with the EESC, they produced a list of those questions: an ‘FAQ document’ (Frequently Asked Questions) that is attached to this report as Annex II. This FAQ document was discussed and improved with the EESC and proved to be a good preparation for the interviews. It was expanded during the interview phase.

Task 2: Involvement of stakeholders

The objective of this task was to identify the relevant stakeholders, to engage with them to determine their position with regard to the EED, and to obtain their commitment.

To this end a **list of relevant stakeholders** was drawn up. They were categorised in 2 groups:

- a ‘long list’ of people who were considered relevant
- a ‘short list’ of people who were targeted for interviews.

Both the long list and the short list were compiled together with the EESC and improved throughout the project. The short list is attached to this report as Annex III.

Interviews were held with 16 people on the short list. The interviews were prepared by sending the interviewees the blueprint. A report was drawn up for each interview. If necessary this report was sent to the interviewee for approval. It was agreed with the interviewees that the interview reports were for internal use by the project team only, and they are therefore not attached to this report.

In the proposal it was suggested that an **internet survey** should be conducted among the people on the long list. At the kick-off meeting with the EESC, we concluded that such a survey would have insufficient added value. Therefore the time allocated to the survey was spent in conducting additional interviews.

The interviews were **analysed**. A summary of the results is included in the stakeholder analysis paper (Annex IV). It should be noted that, due to the small number of interviews, no statistical significance can be assigned to the final results. Nevertheless, from the responses we conclude the following:

1. Among the interviewees there is almost unanimous support for a European Energy Dialogue in general;
2. The interviewees’ views on an EED differ significantly. The views can be subdivided in three groups:



- a. a group of interviewees who are in favour of enhancing the involvement of civil society in the energy transition without specifying exactly what such an EED would be;
 - b. a group (particularly trade unions and NGOs (Non-Governmental Organisations)) that believes that the EED should aim to actually engage with civil society itself (citizens and their NGOs);
 - c. a group (in particular industry) that believes that the EED could best be seen as a dialogue among the stakeholders about public interest issues (a dialogue about citizens without citizens).
3. Many interviewees believe that the EED should focus on the political domain where the energy transition is being shaped, involving the stakeholders involved at that policy level. However some interviewees would like to focus the EED on connecting with citizens, pointing out that this would enhance the dialogues already in existence.
 4. With respect to an EED in the political domain, the focus of the EED according to many people should be on a selected set of public interest themes.
 5. Several interviewees would like an EED that pays attention to processes:
 - a. an EED that supports the process of involving citizens;
 - b. an EED that creates a safe space for a dialogue among stakeholders in order to reconcile differing views;
 - c. an EED that informs people about the energy transition.
 6. Additional recommendations include:
 - a. bearing in mind that the energy transition is only one part of a bigger process of industrial change and that the focus should really be on change management of that bigger process;
 - b. taking into account that the management of the energy transition is crucial for its success. The dialogue should aim to improve the capacity of people and organisations to manage the change.

The blueprint was then rewritten on the basis of these observations, resulting in the “operationalisation of the EED”.

Task 3: Embedding the EED in policy development and delivery

Embedding the EED in European policy would benefit the energy transition. There are several key European policy documents and initiatives with respect to the energy transition with potential relevance to the embedding of the EED:

- The shaping of the Energy Union, in particular the communication on the energy union;
- The communication on “Delivering a New Deal for Energy Consumers”;
- The proposal for the governance of the energy union;
- The recent communication on the SET plan (adopted on 15 September);
- The proposal for the governance of the SET plan;
- Annual forums on various energy-related topics, in particular the citizens’ energy forum in London.



The **communication on the energy union** (“A Framework Strategy for a Resilient Energy Union with a Forward-Looking Climate Change Policy”) sets forth a vision of an Energy Union with citizens at its core, where citizens take ownership. The Energy Union Strategy is based on five dimensions. The involvement of civil society is of general relevance for all of these dimensions; although it is not specifically addressed as a topic in any of them, several public interest themes are incorporated. In particular, the strategy proposes a “new deal” for civil society in its role as consumer, enabling consumers to make informed choices, to buy their energy freely across borders and to switch easily between suppliers. The scope of civil society involvement in the energy transition is rather limited: it does not include initiatives or moves towards the concept of a European Energy Dialogue as proposed by the EESC and operationalised in this study:

- **Enabling** stakeholders to work with civil society in order to establish alignment with civil society at EU and local level, so as to avoid the waste of time that so often occurs when differences have to be resolved afterwards;
- **Mobilising** civil society to become more closely involved, in order to strengthen their role as a driving force of the energy transition;
- **Connecting** the many national, regional, city and local dialogue initiatives that are at present unconnected, so that they can reinforce one another.

The communication on “Delivering a New Deal for Energy Consumers” presents a strategy for serving the interests of energy consumers. It proposes initiatives

- empowering consumers to act
 - o providing better information to consumers
 - o giving consumers a wide choice of action
 - o protecting consumers
- making smart homes and networks a reality
- giving special attention to data management and protection with respect to data linked to energy systems.

The communication thus addresses a number of themes of public interest but it does not include initiatives or moves towards the concept of a European Energy Dialogue as proposed by the EESC and operationalised in this study.

The **governance of the energy transition** was first suggested by the European Commission in its communication on “A policy framework for climate and energy in the period from 2020 to 2030”³. The principles of such a governance system were adopted by the Council of Energy Ministers at their meeting of 26 November 2015. With regard to the involvement of civil society in the energy transition, the Council stated that the energy governance implementation would encourage consultations at national level with civil society and stakeholders. The EESC has stated, however, that the EED should go beyond consultation. Consequently, the governance of the energy transition also does not include initiatives or moves towards the concept of a European Energy Dialogue as proposed by the EESC and operationalised in this study.

3

COM(2014) 15 final.



The **SET plan** is in essence a plan to develop technologies (Strategic Energy Technologies). It addresses several public interest themes (e.g. reducing the cost of key technologies) but does not include initiatives or moves towards the concept of a European Energy Dialogue as proposed by the EESC and operationalised in this study.

Likewise, the **proposal for the governance** of the SET plan does not refer to actions for involving civil society, nor does it contain specific actions in that direction. The proposal does however invite selected parties to submit their views on the management of the delivery of the SET plan.

The European Commission has set up several symposiums in the field of climate and energy, the most relevant of which is the **Citizens' Energy Forum**, which has held annual meetings in London since 2007. It aims to create competitive, energy-efficient and fair retail markets for consumers. It has established several working groups covering topics such as vulnerable consumers, price transparency, and consumers as energy market agents. Similarly to the communication on the Energy Union, the forum emphasises the importance of an Energy Union with citizens at its core but focuses its considerations on the consumer-related aspects of civil society. It does not focus on the importance of enabling stakeholders to work with civil society in order to create alignment with civil society, on mobilising civil society to become more closely involved, as is necessary in order to strengthen its role as a driving force in energy transition or on connecting the many national, regional, city and local dialogue initiatives that are at present unconnected, so that they can reinforce one another.

From the above we conclude that the key policy documents and initiatives

- do address a number of public interest themes that are particularly relevant to civil society in its role as a consumer and prosumer (an energy-producing consumer).
- do not address dialogue with civil society as envisaged by the EESC and operationalised in Annex I, and also provide little scope for such a dialogue.

EESC has asked for suggestions of how to incorporate public engagement under the wider EED process into the governance system to be established by the European Commission. In view of the above we suggest the following:

- It would be beneficial to the energy transition for the concept of an European Energy Dialogue, as proposed by EESC and operationalised in this study, to be integrated into the policy framework.
- This concept of an EED should go beyond serving civil society only in its role as a consumer and should accelerate the energy transition by:
 - o enabling stakeholders to include civil society in the choices to be made in the energy transition,
 - o mobilising civil society in order to achieve a higher level of participation
 - o connecting the many national, regional and local dialogues so that they can reinforce one another
- Current policy provides very few opportunities for embedding such an EED. We suggest responding to the opening that was identified by responding to the SET Plan Steering Group's invitation to submit ideas for the delivery of the SET plan.



- Additional initiatives need to be undertaken in order to create opportunities for embedding the EED in future policy. In particular the EED should be further discussed with Maroš Šefčovič (the commissioner responsible for the energy union) and his cabinet.

Task 4: Development of action plan and guidelines

The proposal stated that a draft action plan would be developed to provide input for a workshop with key stakeholders. In the course of October, the EESC planned to organise a large conference for the launch of the EED at the end of the year and suggested that the action plan and its workshop be used as preparation. Consequently, the planning of the workshop was moved to November. However, in November the EESC cancelled its plan to organise the conference. At the same time it became clear that it would probably be difficult to get good attendance at the workshop due to the COP21 meeting in Paris. Therefore, together with EESC it was decided to cancel the workshop and instead to send the draft action plan, together with the operationalised description of the EED, to a selected set of people that had previously been interviewed. Their input was used to finalise the action plan.

The action plan is included as Annex V.

- In line with the proposal, the core of the action plan is to bring together in an EED council the key stakeholders in the energy transition and to support them in developing actions to realise the EED. The action plan does not address the actions that these stakeholders would develop but leaves that to the EED council.
- The action plan is based on a growth path, recognising that an EED will first have to prove its added value in order to achieve its full functionality and volume.
- The action plan is further based on the concept of subsequently developing function, form and shape as described in Annex I: first it needs to be determined which functionalities an EED needs to fulfil, after which the form is to be decided and finally the structure can be given shape. These choices will have to be made by an EED council. The action plan describes the actions needed to establish such an EED council and those needed to help them implement the first steps of the growth path. Actions for later steps are not described in the action plan, as they need to be based on the way in which the EED council implements stages 1 and 2 of the growth path.



Annex I: Operationalisation of the EED

1.1 Introduction

The concept of a European Energy Dialogue (EED) was introduced by the European Economic and Social Committee (EESC) in 2012. The EESC is structured to represent the perspective of organised European civil society on policy issues amongst the EU's institutions. The concept of an extensive dialogue and public engagement was consequently reflected in the European Commission's Energy Union package. The proposal for an EED has been further elaborated and is embedded in the Committee's continuing work programme. Under the new EESC mandate (2015-2020), the EESC is pursuing the objective of launching the European Energy Dialogue as an ongoing, structured dialogue on public engagement with energy issues. Accordingly, it will have a role in interacting and shaping the design and implementation of the European Energy Union, with the following characteristics:

- going beyond existing consultation processes, to be a transparent, coordinated conversation across all Member States,
- being part of a broad and interrelated picture comprising not only power production but also heating, energy efficiency, transport and industry,
- boosting understanding and influencing energy policy making, stimulating convergence and taking account of costs and climate objectives,
- involving citizens, civil society organisations, national and local authorities and all types of energy organisations,
- ensuring that actions carried out at local and regional level take account of the broader European context,
- reconciling sometimes conflicting goals – such as security and sustainability versus affordability.

1.2 About this paper

This paper was developed as part of the study “Devising concrete actions to implement the European Energy Dialogue”, carried out for the EESC. The study will help to prepare a series of exploratory high level workshops aimed at bringing key stakeholders together. These are planned to take place in 2016. The workshops

- will be structured in such a way as to identify a process which might lead to solutions – or at least greater convergence – on a selected number of previously identified key ‘public interest’ problems.
- will be inclusive of a wide range of stakeholders, not only strictly from the energy field but also related areas, i.e. transport, ICT, etc.

The study is a starting point: the European Energy Dialogue is a concept that needs to be further operationalised by those that need to work with it and benefit from it. They are the ones that should make the key choices that will shape the EED. To support this process the study explores options for the scope and objective, function and form of the EED.



This discussion paper was developed as part of the study, to be sent to a selected group of stakeholders with an invitation to provide comments. Their comments will be used to finalise the description of the options that will then form a basis for the 2016 workshops.

The paper is structured as follows:

- Chapter 3 describes why it is so important to do more to include civil society in the energy transition;
- Section 4.1 presents the vision and sets the objectives for the European Energy Dialogue (EED);
- Section 4.2 describes the functions, form and a range of possible shapes for the structure needed to reach those objectives;
- Section 4.3 describes a potential growth path for such a structure;
- Chapter 5 contains a set of questions that readers are asked to answer.

1.3 The need to engage with civil society in the energy transition

Europe is facing a major energy challenge. While the 2020 targets could – due to a number of favourable factors – be relatively easy to achieve, the remaining goal of reducing carbon emissions by 80-95% will be the real challenge. For many Member States, each with their own context and specific challenges, this will require huge changes on the supply side, primarily adding many more renewable energy systems to an economy, environment and society that finds them costly to implement and increasingly difficult to absorb. The demand side will be equally challenging, requiring consumer engagement with radically different patterns of use and technologies, as well as much lower levels of energy consumption.

But public support is often lacking. Even though many citizens agree in principle with the cause, we seem to be failing to get their support. On the supply side there are success stories but there are many more cases where it seems that we are imposing the energy transition rather than doing it together. There are many examples of weak involvement from civil society that have influenced political decisions in a negative way (e.g. the expansion of the electricity grid in Germany) and that have led to investment decisions being delayed to such an extent that they are no longer profitable. Weak involvement has frustrated many citizens and their representative organisations and has resulted in many cases of sluggish, complex and bitterly fought processes, delaying the energy transition. On the demand side the large cuts in energy consumption that are needed are only possible if society as a whole, with all of its communities and citizens, understands the urgency and is itself committed to making the drastic changes required. We are still very far away from that point.

Fundamental choices still to be made could lack support from civil society.

In society different views exist on the best path towards decarbonisation. They are partly rooted in ideological beliefs, and partly also in the large commercial and financial interests. For example, there are differing views on renewables-led pathways, electrification of transport, activation of the demand side, the role of nuclear power, CCS and the use of waste heat. These different views, if not dealt with, could seriously block the progress of the energy transition. A key point of interest for civil society that is rapidly gaining in strength is the price tag. Those countries that have made the greatest



progress in increasing the proportion of low carbon options in their energy mix are also those that apply the highest taxes and levies to electricity charges. The price signals that are necessary to drive energy decarbonisation usually seem to point upwards and their acceptance increasingly depends on a positive and sympathetic understanding by the consumer of the necessity of the energy transition. At the same time the huge investments required to enable the demand side to become responsive to increased variability on the supply side have to be paralleled by a significant increase in consumer understanding of their own role in modulating demand. There are massive changes implicit in the citizens' expectations of the supply model that is being proposed. A much larger degree of self-generation/consumption and decentralisation may only be acceptable if the range of future benefits and necessary system changes are fully explained. This is particularly true in those Member States where centralised generation has been the norm.

We are not doing enough to get buy-in and mobilise people. At present civil society is involved via a mixture of mainly direct democracy (elected politicians) and technocracy (plans of EU and governments). This shows all the signs of a struggle developing between a top-down 'we know what's best for you' approach and the desire to put the consumer, the customer and the citizen first by responding to their views. Initiatives to involve and mobilise citizens to make drastic changes are often limited to the easy "feel good" actions, are too fragmented, uncoordinated, unstructured and carry a high cost. If we do not step up our efforts it will be "too little, too late".

What we need in general is a supporting dialogue...

- that is first and foremost seen as leading to action and raises the involvement of civil society in speeding up the fundamental shift in the way we consume and generate power;
- that respects the primacy of direct democracy, values the importance of technocracy but adds the principles of participative democracy and thus takes away the frustration of civil society. These principles are to be translated into a moderated dialogue space for all groups that have an interest in the energy transition;
- that reduces investment risks and delays in the energy transition by generating support from civil society;
- that responds to the needs and issues that are typical for the demand side: clear consumer information, reflecting their stake in the difficult choices that lie ahead, recognising the role of energy efficiency and demand management;
- that builds on the commitment and dynamism of ideological or emotional drivers and brings the involvement of civil society into the energy mainstream;
- that provides capacity for conflict resolution on controversial issues. While there is broad agreement on the objective there are heavily polarised debates about the best path to take. These include the discussions around implementation aspects of the ever increasing levels of renewables, nuclear energy, CCS, the role of gas and the assumptions regarding energy demand across power, heat and transportation. The different perspectives of the stakeholders involved have led to different beliefs concerning the best way forward. It is extremely important for these views to be reconciled and for the EED to enable a discussion that is non-polarizing, provides a safe space and can help build long-term consensus that reduces risk and provides clarity about a broadly accepted direction of travel;



- that works with both traditional models for energy systems change and more disruptive models that take into account new patterns of behaviour, the circular economy and new innovations and cost reductions in key technologies;
- that does all this in the context of social justice and growing energy poverty;
- that builds on what is already there.

1.4 Proposal for an EED

1.4.1 Its vision and objectives

We propose a vision of an EED that

- **Enables** stakeholders⁴ to work with civil society⁵ by providing a much needed structured and validated approach that can be applied in the widely varying European context and that creates alignment with civil society at EU and local level so as to avoid the waste of time that so often occurs when differences have to be resolved afterwards
- **Mobilises** civil society to achieve the higher level of participation that is needed to strengthen their role as a driving force in the energy transition;
- **Connects** the many national, regional, city and local dialogue initiatives that are at present unconnected, so that they can reinforce one another while still allowing each country to involve civil society in ways that support its own energy transition.

What the EED will do:

- It will establish and advocate agreed, trusted underlying **principles**⁶ for strengthening the inclusion of civil society in the energy transition. These will build on existing work by the IEA and the Aarhus Convention.
- It will provide a **framework** to connect and leverage existing initiatives for including civil society efficiently in the energy transition.
- It will **support, facilitate and accelerate** the process of involving and mobilising civil society. As part of this it will provide a flexible **conversation format** relevant to everyday needs and policy governance.
- It will address **key issues of public interest**. It will take stock of the work already done in this space, and converge stakeholder views by actively identifying and framing the key issues of public interest in the energy transition and organising a dialogue that brings stakeholders closer together on these key topics.

A successful EED:

- encourages the main stakeholders to include civil society in the design and implementation of the energy transition;
- mobilises civil society so that their understanding and level of engagement, both on the supply side and the demand side, is much higher than at present;

⁴ Stakeholders are defined here as all organisations that have a stake in the energy transition, in particular government, political bodies, industry and research bodies.

⁵ Civil society in this respect is in general defined as distinct from government and business, and consisting of individual citizens, groupings of citizens and organisations that represent the interests of citizens.

⁶ Such principles could relate *inter alia* to: processes for inclusion of civil society, transparency, information provision at all levels (local, regional, national government), and including the tools for analysis of the energy transition (EU modelling and technology assumptions).



- provides guidance for governance on key topics of public interest;
- develops an informed support base to enable constructive political action;
- accelerates the energy transition by taking account of civil society and giving them options at the start rather than having to resolve differences afterwards.

1.4.2 Function, form and shape

An EED with such a vision and objectives will require a structure to drive it forward. The following graph lists the main options.

- In order to establish the EED, a number of functions need to be fulfilled;
- These functions each require specific kinds of structure;
- The basic elements that could provide a suitable structure are: a staffed body, a regulatory framework and a network;
- The shape of the structure will be based on the choices regarding function, requirements, basic elements and the intensity with which the objectives are pursued.

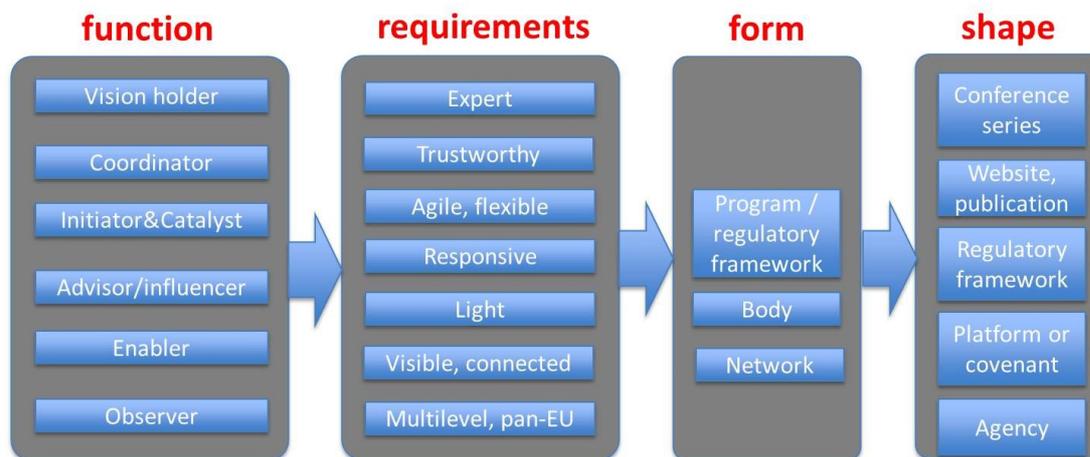


Figure 1: options for function, form and shape

In order to realise this vision, the following functions should be taken into consideration:

1. **Vision holder** that articulates a consensus-based vision developed from stakeholder views and who adjusts that vision to reflect new developments
2. **Enabler** that helps stakeholders to realise the vision by developing methods, tools and guidance
3. **Coordinator** that informs, liaises, connects and leverages the many activities in the energy transition dialogue space
4. **Adviser/influencer**: developer of common positions, including on issues of public interest that need to be resolved, and advocate/lobbyist who is able to get the agreed positions accepted by the relevant bodies



5. **Initiator and catalyst** that can spark activities
6. **Observatory** that monitors the progress made on realizing the vision

A number of structural form elements can be considered for performing these functions:

- A **regulatory framework**. Once a clear vision on the EED has been translated in a set of principles, guidelines or prescriptions, these could be embedded in a regulatory framework that should be supportive or mandatory for those who shape and execute the energy transition
- An **organisational entity**, staffed with people, to make them happen.
- A **network** of people and organisations in the European multi-level multi-stakeholder space. Such a network could be based on people who are part of the organisational entity, or could also take the form of existing organisations working together on a mutually agreed basis (e.g. a franchise).

There are many possible ways of shaping the structure for performing some or all of the listed functions. We describe a few archetypes available to the stakeholders (policy makers, industry, research bodies and NGOs), some of which are low cost, have limited impact and address only some of the functions, and some of which would be more costly and have a higher impact. The stakeholders could select one or a combination of these archetypes as the structure to achieve their goal.

A series of workshops/conferences could be held on topics that together address the key elements of the EED, targeted at industry, policy makers, research bodies and others who can improve the inclusion of civil society in the energy transition. Such regular conferences could provide a forum for regular discussion of the various public interest issues.

- The key to holding workshops and conferences is having an organisation committed to organising them. The workshops and conferences themselves will certainly be very feasible: the interviews we conducted demonstrated that many stakeholders are willing to contribute and that there are many potential customers for such initiatives.
- The cost of workshops and conferences will depend on the venue and the choices made with respect to preparation, audience and the activities offered to participants. We expect that the cost of conferences targeted at groups of stakeholders of around 200 people would range between €300 (standard approach) and €1000 (reference: commercially provided Platts conferences) per person.
- The effectiveness in terms of the process towards action (AIDA: Awareness → Interest → Desire → Action) is likely to be primarily in the early stages of awareness and interest. Workshops and conferences have the advantage of scalability and flexibility: once it becomes clear that there is a lot of interest in certain topics, efforts in that field can be scaled up.

An information provider could be established using communication channels such as a website or publications for disseminating the key messages.

- the key for setting up and maintaining such communication channels is to obtain the commitment of an organisation that can develop the content and messages and operate the communication channel. The communication channel is the tool to disseminate the content and messages. It is most effective when it consists of an integrated set of communication tools that enable interaction with the target group, e.g. a website for in-depth information, e-mail



facilities to enable interaction, social media for connecting to the target audience, a Twitter account to draw attention to actual developments, and regular publication in the press of relevant views/developments.

- The cost of such a communication channel and the required content will depend on the choices made. It could be very extensive but also very plain. We expect that a basic set-up would require at least one full-time person to develop content and messages and one full-time person to operate and manage the communication channels. A website would play a key part. As an indication, a professional website would cost between €40 000 and €100 000 (including the required development of style and artwork).
- The effectiveness of this approach would likely be focused on the early stages of awareness and interest.

A regulatory framework could be set up, recognising that the current policy framework does not adequately support the role of civil society in the energy transition. Proposals are being developed for transitional policy, in particular as regards the role of civil society. Elements of such regulation could include improving existing consultations.

- The key to developing a regulatory framework is an organisation or group of organisations that will develop a view with regard to the required regulatory framework and promote this view to governments/regulators.
- The costs of developing a view regarding a regulatory framework and having it implemented are very difficult to estimate. We envisage that it will require several years of discussions (a lobby) with politicians and government officials by at least one dedicated professional.
- We expect, based on the interviews, that it will be very difficult to get an effective regulatory framework politically adopted because it would need a very broad and very active support. However, if adopted, a well-designed regulatory framework could be very effective in achieving the targeted result: proper involvement of civil society in the dialogue.

Platform. The stakeholders in the energy transition could together form an independent platform/council on a voluntary basis to agree on the vision and principles of the EED, and to develop and execute an action plan. Similarly to existing European Technology Platforms, such a platform could have a support staff (secretariat) and be independent from, but supported and recognised by, the EU and its Member States. The platform could be based on, or embedded in, existing networks such as the Covenant of Mayors and Energy Cities and have:

- a council, made up of members of the various constituency groups, that holds the vision, monitors external developments and designs and manages an action plan
- teams or working groups of volunteers for the work streams for enabling the EED, initiating and coordinating the many initiatives in the multi-level multi-stakeholder space, developing common positions and connecting to the “customers”: European, national and local policy makers and other stakeholders
- a secretariat to support administrative and organisational processes



- a network of associated national and regional counterparts responsible for implementation, working with a set of agreed principles and methods of operation which constitute the ‘franchise’ of the EED

In this organisational set-up the council plays a crucial role. The technology platforms that have been set up in the past can provide guidance for establishing a successful **council**:

- The council should have between 15 and 30 members: enough to ensure sufficient diversity and resources, but not so many that it becomes ineffective;
- It is not up to the council to convince its members of the usefulness of the EED; instead, the council should be composed of members who are committed to the basic concept of the EED and have the drive to push it forward. The members should work together to further develop the EED into a concept that all stakeholders can agree on;
- The council should have a balanced representation of the main stakeholder groups. For the EED we suggest including the following stakeholder groups:
 - o public administration, in particular organisations such as the CEMR,
 - o industry, in particular Eurelectric,
 - o civil society organisations, in particular ETUC and BEUC,
 - o NGOs, in particular CAN Europe and WWF,
 - o research organisations such as the IEA and the Rathenau institute;
- The members of the council should be able to make a difference: they should be of a sufficiently high hierarchical level, be influential and have access to relevant resources;
- A professional chair with a high profile and strong views would help to create convergence and effectiveness.
- As it is important to develop and communicate a view on the European Energy Dialogue that is supported by all relevant stakeholder groups, decision-making in the platform should preferably be consensus based.

The key for developing a platform is an organisation that brings together the main stakeholders.

The cost of setting up such a platform could be similar to the European Technology Platforms that have been set up and supported by the European Commission in recent years. Typically these platforms receive support of approximately €200 000 to €300 000 per year for a secretariat that facilitates the meetings of the stakeholders and supports them with studies, reporting and external relations. The funding could initially be provided in part by goodwill funds if a business plan can be presented. The 40 technology platforms that have already been set up by the European Commission indicate that the feasibility of setting up a platform is high, provided that there is sufficient political backing.

The effectiveness of this approach would potentially be high: the platform would be able to create awareness, interest, desire and action.

Agency. An agency could be set up that pursues all the objectives of the EED. The agency could have a legally binding mandate, a formally agreed role and a proper position with respect to other institutions in this arena, in particular the IEA, the JRC, the ENTSOs and ACER. The proposed concept of EU energy and climate risk should also be taken into consideration. An EED agency could have:



- a supervisory board made up of members of the various constituency groups, that provides guidance, similar to the council of the platform mentioned above;
- a director and employees to develop and execute the action plan needed for each of the functions;
- a network of associated national and regional counterparts responsible for implementation, working with a set of agreed principles and methods of operation which constitute the ‘franchise’ of the EED.

As in the case of a platform, it is an essential prerequisite to find an organisation that will take responsibility for setting up and funding the agency. Because the agency can rely less on in-kind contributions from its members, the cost of an agency will be significantly higher than that of setting up a platform. The advantage of an agency over a platform is that it is less dependent on others and can function relatively autonomously. We expect that the minimum staff of an agency would be three full-time employees. With a budget for overhead, communications and other running costs, we estimate the cost of an agency to be at least double of that of a platform: €400 00 to €500 000 per annum. The funding could initially in part be provided by goodwill funds if a business plan can be presented. Because an agency, with employees, requires a multi-annual commitment from its sponsors and because it is relatively expensive, we expect the feasibility of finding the sponsors and funds for setting up an agency to be lower than that of setting up a platform.

The effectiveness of this approach would potentially be high: the agency would be able to create awareness, interest, desire and action.

The choice between these options for an organisational shape should be made by the owners of the EED on the basis of a set of criteria. The table below could be a tool for making that choice.

	conferences	regulation	website, publications	platform	agency	other?
acceptable to EED owners						
effectiveness: can it do the job?						
political feasibility						
fundability of budget						
other?						



Annex II: Frequently Asked Questions

The purpose

1. *Q. I don't believe in the initiative. What difference would it make to have people talk more about energy?*

A. The level of understanding amongst the general public about energy issues is low. Debate is often led by activists, specialists or commercial interests committed to one particular solution, with the result that other options are sometimes excluded. A wider dialogue would therefore serve to inform and educate. 'Before and after' opinion surveys where this has been done shows a convergence of views by participants, with a movement towards the centre rather than increased support for 'extreme' positions – e.g. 100% renewables. One function of the dialogue is to provide an informed and balanced information base to support 'transition'. This could be contrasted with the committed advocacy approach which tends to encourage an energy 'revolution'.

2. *Q. Civil society is not able to understand the energy transition – leave the energy transition to the experts.*

A. No one understands the reality of how the energy transition can happen – not even the experts! Experts, however, agree that unless stakeholders at all levels are engaged and involved with the process it will either not happen or be sub-optimal. Everyday knowledge, attitudes and experience from consumers need to be blended with expert technical, financial and political knowledge.

3. *Q. The benefits of this dialogue are too indirect, I cannot see how it benefits me.*

A. The choice is yours. If you engage with the dialogue you can play a part in shaping the agenda, and in defining what benefits you would like to see. If you are not sitting around the dining table you may be what's on the menu!

4. *Q. There are already so many dialogues. What does this one add?*

A. Quality, assurance and connectedness. The EED will develop not only an agreed process for discussing issues where there are divergences but a way of recognising the limits of our knowledge, a consensual approach to risk, and a way of incorporating and addressing unresolved issues. The process will aim at practical agreements rather than consensus but will not exclude adversarial debate.

5. *Q. Acceptance by civil society is a very local thing and is the responsibility of Member States and regions, partly because of large cultural differences. I see no need for a European initiative.*

A. Acceptance implies a one-way process – the EED is two way, offering local, regional and national opportunities to influence the debate at other levels.



The quality of the plan

6. *Q: Who is backing this initiative? Can we see some tangible proof of this?*

A: The EESC (see our website, extensive literature, opinions etc.) has been developing this for two years and it has been formally recognised in Commission proposals (cf. the Energy Union framework). It is not, however, backed up with specific actions by the Commission. The Commission needs help in improving their track record of establishing open dialogue on major issues –in the form of an independent initiative by all stakeholders in the energy chain – which is what is proposed for the EED. The EED will allow options to be explored which would not be considered under a formally organised Commission dialogue.

7. *Q: An initiative like this can only be successful with a lot of investment: who is participating and supporting you financially?*

A: The process will be like that of the climate summit. We are discussing the principles involved at this stage and seeking a non-binding statement of interest from stakeholders. When these have been consolidated they will form the basis for an approach to major funding bodies – foundations, etc. Once the independent structure and governance process is agreed, this will open the way for all types of financial input – EU, trade associations, industry, governments etc.

8. *Q: Is this a proposal that meets a real need?*

A: Yes! And also a coherent vision, a practical development plan, a relevant track record on the part of the promoters, and in principle political support.



Annex III: Interview list

Name	Surname	Organisation	category	EED long list
Greg	Arrowsmith	Eurec	RES	1 completed
Simon	Bennett	IEA	PA	1 completed (twice)
Rebecca	Collyer	European Climate Foundation	NGO	1 completed (twice)
Benjamin	Denis	ETUC	NGO	1 completed
Monique	Goyens	BEUC	NGO	1 completed
Niina	Honkasalo	Eulerelectric	Industry UT	1 completed
Birger	Kerckow	European Biofuels Technology Platform		1 completed
Sanjeev	Kumar	Change Partnership	NGO	1 completed
Johannes	Meier	ECF, The Hague office	NGO	1 completed
Philip	Pearson	TUC	Other	1 completed
Sian	Reid	CEMR		1 completed
Henning	Rentz	RWE	UT	1 completed
Antonio	Scarafino	EC	EC	1 completed
Ruth	Schipper Tops	Dutch Ministry of Economic Affairs	PA	1 completed
Monica	Stainarova	BEUC (environment division)	NGO	1 completed, with Goyens
Vivian	Stribos	House of the Dutch Provinces	PA	1 completed
Graeme	Sweeney	Ardnacraggan Energy Services	other	1 completed
Anne	Sypkens Smit	EnergieNederland	Industry UT	1 completed
Hans	Ten Berge	Eurelectric	Industry	1 completed, with Honkasalo
Wendel	Trio	Climate Action Network Europe	NGO	1 completed (twice)
Marten	van der Gaag	IPO programme IPS2E	PA	1 completed
Rob	Weterings	SER	PA	1 completed
Adam	White	WWF	NGO	1 completed (twice)



Annex IV: Stakeholder analysis paper

	Do we need an EED?	Dialogue at what level?	Who to involve in dialogue	Focus of EED	Recommendation
Utility	supports an EED: <i>People need to be heard and should have a fair deal. There is insufficient public involvement. People should be much better informed and involved.</i>	at policy level. The project level is generally well covered. <i>Companies such as E.ON and RWE do have their ways of communicating with, and getting the buy-in from, civil society, see e.g. the lignite mines. But of course there too mistakes are sometimes made.</i>	all stakeholders. <i>NGOs are important representatives of civil society. But not the only ones. It is important to involve a wide array of organisations</i>	people need to understand the policy choices and need to agree. <i>people that don't really understand the policy choices can object the implementation of those choices. This results in costly, long and unpredictable energy transition processes (the building of a transmission line or power plant is costly and time consuming)</i>	make plans for public involvement at policy level
NGO	yes – <i>for an EED that focuses on governance and ownership. Energy transition is not about technologies but about people. There isn't a lack of dialogue around the energy transition. In his view there is a lot of dialogue, specifically at local levels, he has never experienced a</i>	at regional level, where a process of industrial change needs to be supported and managed	all stakeholders	a dialogue that removes barriers to implementing and deploying new technologies. Address the key problem: that nobody feels responsible for following up on the issues of civil society, and there is no ownership. The issues raised are not dealt with. It's a management problem.	recognise that energy transition is part of a bigger process of industrial change



	<i>lack of dialogue being the key bottleneck. However the problem is that many dialogues do not result in appropriate action</i>				
Trade organisation	<i>yes – has always been in favour of a strong framework for involving society and is amazed that the EC hasn't done this already</i>	at level of public interest themes	<i>all stakeholders, including trade unions. It's important to recognise at the outset that trade unions are a separately identified social partner in EU social dialogue terms. Managing the transition is the responsibility of all stakeholders. The more powerful the level of civil society support, the more this will help to de-risk the investment environment with regard to short-term changes.</i>	de-risk investment in the energy transition	see trade unions as separate social partners (not NGOs)
Trade organisation	<i>supports an EED. It gives attention to social dimensions such as taxation and energy poverty</i>	at policy/thematic level	<i>citizen forums as an enrichment of existing dialogues. He could imagine a series of citizen forums, with randomly chosen citizens. That would be a welcome addition to the dialogue among the usual suspects. He does not agree that the</i>	social dimensions such as taxation, energy poverty	focus on public interest themes



			<i>energy transition is too complicated a subject for randomly chosen citizens: everything can be made understandable.</i>		
NGO	supports an EED	not specified. One should take account of the struggle between the short and long term and between the EU level and the local level that could be at the centre of citizen involvement in the energy transition. E.g. EU-level views (generally pro-electricity and anti-gas) and local views (generally anti-electricity due to high-voltage powerlines and pro-gas because infra is subsurface)	include constructive adversaries	create a win-win solution for everyone	Make sure that it results in tangible results, and not in a lot of talk and a report that does not make a difference
NGO	<i>yes, an EED that could get people and organisations out of the trenches. Dialogues in each country will need to be tailored to local issues. There are also common themes on</i>	local/regional/national level. <i>The citizen is mostly confronted with the energy transition at the local level or the level of cities/municipalities. An EED should</i>	transition managers	on common public interest themes. Recognises the potential value of the concept of an EED that promotes and supports the practice of dialogue in the energy transition: a dialogue aimed at including	improve capacity of management for managing the energy transition and involving civil society



	<i>which an EED could focus: education, sense of direction, how to deal with misinformation on the energy transition.</i>	<i>therefore gravitate to that level, the involvement of the covenant of mayors in the EED is important.</i>		civil society. Primary objective of an EED could be to get people/organisations out of the trenches, create a safe space for them to have a dialogue	
NGO	<i>yes, agrees with the whole paper. He confirms that he takes the view that there is insufficient involvement of civil society in the energy transition.</i>	project level	stakeholders		
Res. body	<i>supports an EED. It seems to be good common sense. I do think that the proposal as it stands runs some risk of being “another procedure that slows down the energy transition” and decision-making in general.</i>	no specific view	<i>no specific view. I would like more information on how civil society is engaged in the process of the energy transition today</i>	no specific view	he would only support the initiative if it has impact, It would help a lot if we can demonstrate that the concept of the EED has traction with Šeščovič and the EC.
Trade organisation	<i>yes but only at stakeholder level. A dialogue should offer some negotiation space to civil society. But there is none. Many citizens not interested, others are biased (a lot of mistrust between</i>	<i>Policy level. The dialogue among stakeholders has so far been a political trade off. Key players, opinion leaders and media have framed the discussion and specific technologies in a bad</i>	<i>the stakeholders. Not civil society. To make people understand the energy transition is an impossible task. People will never accept something that does not work out positively for them. They just need to come to terms with the</i>	the energy transition and its public interest issues	



	<i>utilities, NGO's. and ideologically driven individuals)</i>	<i>way. They have taken positions that are bad for the energy transition, resulting in a bad deal. Instead it should have been a good in-depth discussion about how the energy transition could best be carried out. He would support a more sensible, rational dialogue among stakeholders so that a better energy transition can be achieved.</i>	<i>consequences of the energy transition. Civil society is a highly fragmented group. Topics that are relevant for one group are not relevant for others</i>		
Oil&g as company	yes	it should be a movement	civil society	issues of public interest	attract a person that could drive the movement
Utility	yes but only at stakeholder level	policy level	the stakeholders	issues of public interest, the inconsistencies of the energy transition	
NGO	supports an EED	EU stakeholder level	consumers and their NGOs	issues of public interest such as energy bills, 'green' energy, social agenda, cross subsidies	



Annex V: Action plan

This action plan builds on the operationalisation of the EED (document “EED operationalization 13 December 2015”)

5.1. A potential growth path

Whatever structure is agreed, it will in practice not be feasible to start with an EED with the full functionality and volume described above. A number of steps will have to be taken:

- The stakeholders (industry, policy makers, research bodies, NGOs and civil society representatives) in the energy transition will need to recognise the importance of the initiative and will have to join the EED initiative
- An action plan will have to be agreed
- The resource basis for the activities will need to be created: both the human resources part and the financial part
- National and regional networks and initiatives will need to be involved and, if needed, established

Its growth to a mature full size structure will depend on its ability to prove its added value and effectiveness. All of this needs time and points at a growth path as depicted in the graph below.

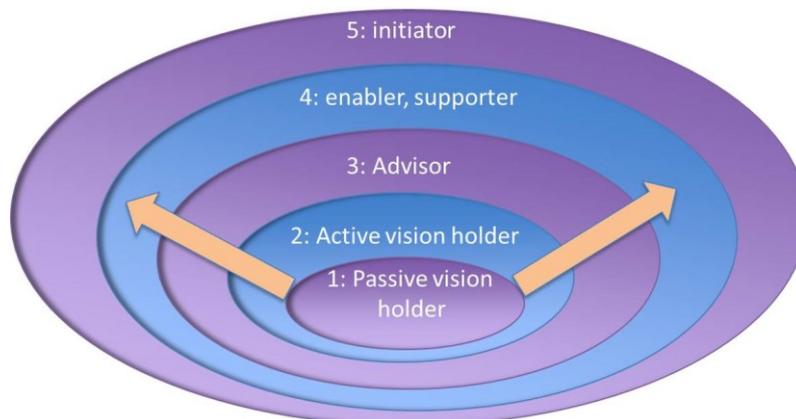


Figure 2, growth path

The growth path shows a number of levels of organisational development. The transition to each level will require the EED to meet certain goals:

1. **Passive vision holder:**

In this first phase a group of representatives of energy transition stakeholders agrees to a commonly shared view on the EED. This is essentially the phase in which a council is formed and a common vision on the principles of an EED is agreed and maintained. The council should carefully review and learn from the past, analyse the civil-society landscape and agree on its views. If that council is prepared to actively disseminate the commonly shared view it would move to level 2.



2. **Active vision holder:**
the members of the council make an action plan for progressing the EED. Level 2 requires an organisation (council) that regularly meets in order to discuss and agree the action plan. A key element of the action plan will be to first develop the role of adviser/influencer and, later on, the roles for enabler and initiator. Once the organisation decides to play an active role in the execution of the action plan it would move to level 3.
3. **Adviser/influencer:**
the members of the EED council decide on the shape (e.g. platform, agency, conference board) and will develop the accompanying business plan for the execution of the action plan. This level requires an organisation that meets regularly and that also supports specific work streams for developing the common positions: workshops etc. Such an organisation would benefit from a secretariat to manage activities and communicate the results and would therefore need to secure resources. If this organisation concludes that it would like to play a role in the development and/or dissemination of tools and methods to support the EED it would move to level 4.
4. **Enabler, supporter:**
The organisation would, additionally, actively collect, develop and disseminate tools and methods in order to support the many stakeholders participating in the EED. Such tools could be: best practice cases, methodologies etc. An organisation that has this level of ambition would need adequate resources: qualified staff that takes stock of the needs of the EED stakeholders and of the many tools and methods that already exist, and that makes these tools and methods accessible and plugs the gaps. The need for these resources must be dealt with in the business plan of step 3. If such an organisation believes that the EED is not taking off sufficiently and that initiating action is required it would move to level 5.
5. **Initiator:**
The organisation would, additionally, take initiatives to accelerate and augment the EED. This will require significant additional resources for working closely with organisations at local and regional level throughout Europe.

5.2. Proposed actions and guidance for implementation

The EESC should take the subsequent steps to stimulate the establishment of an EED body at level 3:

- stimulate the creation of a passive vision holder;
- support this body to become an active vision holder;
- support this body to develop an advisory role.

The actions for the next levels should be identified by the established body once it has reached level 3 and be based on the circumstances at that moment.

5.2.1. Create a passive vision holder

Summary: In this first phase the EESC will bring together a group of representatives of energy transition stakeholders (an EED council) who agree on a shared view on the EED. The workshops that EESC is planning to hold in early 2016 can be used for this purpose.



Objective: to establish a body (a council) with representatives of relevant organisations, who are influential, who are committed to the principles of the European Energy Dialogue as set out in the description of the operationalised EED and who are willing to work on a voluntary part-time (5 meetings/year) basis to build the EED. Experiences with European Technology Platforms have demonstrated that such a commitment from participants can be obtained provided there is sufficient added value in their participation.

Proposed actions:

- 1) Hold workshop “Establishment of EED”
 - a) Develop the concept of the workshop. We suggest a concept of a workshop in which stakeholders in the energy transition actively discuss and agree on the key components of the operationalised description of the EED (the need for the EED, the function, form and shape) and in which they are asked to commit to actively participating in an EED council,
 - b) Identify potential members of the EED council. The EED council should have good coverage of the various stakeholder groups and should be of a size that allows it to be agile (we suggest 20 members). Participants should have a relevant background and be influential, at a sufficiently high hierarchical level. For the stakeholder groups and their participants to be included we refer to the interview lists for this study and include civil society organisations, NGOs, the power industry, the renewables industry, the energy efficiency industry, the transport sector, research bodies and public administration. With respect to the latter we suggest including the CEMR (the Council of European Municipalities and Regions) as well as representatives of the European Commission,
 - c) Develop content for the workshop. As the objective of the workshop is to have people commit to the initiative the pre-read material and presentations for the workshop must be very clear in what is proposed and what will be asked from the potential council members. It is advisable to check potentially contentious material with key participants in a round of interviews ahead of the meeting,
 - d) Hold the workshop. We suggest a 1-day workshop (e.g. 10.30 a.m. to 5 p.m.): this is long enough for a thorough discussion of the key aspects of the EED. The workshop should be decision-oriented: at the end of it, the chair will state the decisions taken and will assess whether the objective (establishment of an EED council) will be met,
 - e) Report. All participants will receive the minutes of the meeting.
- 2) Formalise the development of the EED body. After the workshop the EESC should consolidate the outcome by:
 - a) sending letters of appointment to the agreed members,
 - b) setting up a constitution for the council. We suggest basing this on the constitution used by the Commission for the establishment of the European Technology Platforms.,
 - c) confirming and setting in motion the follow up actions (towards level 2).

Deliverable: A jointly agreed statement of the members of the EED council



5.2.2. Support development into active vision holder

Summary: in this second phase EESC will support the members of the EED council in their efforts to develop an action plan for progressing the EED. We expect that the nature and content of the action plan will to a large extent be driven by the views of the council members. As they are not yet known we can only describe the development of the action plan in generic terms.

Objective: to establish an action plan, developed and agreed by the EED council.

We propose the following actions with the note that the EED council might adjust these:

- 1) A work stream for identifying and prioritising relevant actions for progressing the EED. This work stream could comprise two or more meetings of the EED council in which the members' views are presented, debated and prioritised. As this action plan is the essence of the EED this work stream should be given sufficient time to mature. The work stream should result in a priority action list.
- 2) A work stream to identify and obtain the required resources for the identified actions. Once it becomes clear which actions the EED council wishes to prioritise, the costs of these actions should be estimated, in terms of both effort asked from the EED members and financial resources required for their support. Subsequently the work stream should identify sources of funding and develop a “business plan” for implementing the actions
- 3) The EED council will be asked to approve the action list and the business plan for its implementation
- 4) After establishing an executable business plan the EED council should bring the EED to the attention of the wider circle of stakeholders.

Deliverables: a priority list of actions for progressing the EED and an executable business plan for their implementation.

5.3. Expected impact

We expect that the proposed actions will be key to the development of the European Energy Dialogue and therefore believe that their impact is high. With reference to section 2.2 of the call for proposals:

- The EED, as an inclusive, transparent, trustworthy and coordinated multi-level conversation within and across all Member States, necessarily needs to be designed and launched by the representatives of the stakeholders. The action plan that we propose does exactly that: it brings together the stakeholders and supports them in the development and implementation of the required actions.
- Citizens, civil society organisations, national and local authorities and all types of energy organisations are to be included in the EED council that will be established as part of the action plan.
- The EED council that will be established following the action plan will be the ideal forum for discussing the sometimes conflicting goals and reconciling existing differences.
- The EED council created by the proposed actions will also be a safe space for discussing issues of public interest. Several interviewees have confirmed that there is a real perceived



need for such a dialogue between the stakeholders and that the EED council would thus be able to play a significant role in involving civil society in the development of an integrated and effective energy policy.

As already outlined in our proposal we believe that it is an absolute must for the action plan to be owned by those who should be involved in its implementation. An action plan that does not do this is likely to fail. The action plan that we present is the best way to achieve this: it gets the key stakeholders involved from the start and lets them develop the action plan.

5.4. Implementation

5.4.1. Benchmarks for implementation

Chapter 2 lists the proposed actions and provides the required guidance for how to implement the actions. The following table presents the indicators for success (benchmarks) for these actions.

<p>Level 1: Create passive vision holder</p> <p>objective:</p> <p>criteria for success</p>	<p>establish a council</p> <p>size of the council (target: 20)</p> <p>representation of key stakeholders</p> <p>willingness to take on an active role in level 2</p>
<p>Level 2: Create active vision holder</p> <p>objective:</p> <p>criteria for success</p>	<p>develop an action plan</p> <p>executability of action plan and business plan</p> <p>the quality of the action plan as judged by the EED council</p> <p>the funding of the business plan</p>

5.4.2. Political and practical feasibility

Political and practical feasibility were discussed in the interviews held. We have the following observations:

- We believe that the practical feasibility of the proposed action plan is high, for the following reasons:
 - o There is almost unanimous support for a European Energy Dialogue
 - o Many of the interviewees have indicated that they would be willing to participate in the workshop in which the development of the EED would be discussed. We expect that several of these would actually be willing to participate.
- We do expect the establishment of an EED council to be a delicate process that will need to be carefully prepared and managed. The participants in the workshop should be interviewed again beforehand, and at the workshop itself the proposal for an EED and an EED council must be very clear and unambiguous so that participants have a clear understanding of what is being asked of them.



With respect to the political feasibility we would note the following:

- We understand from the EESC that the European Commission has responded favourably towards the concept of an EED but that they have not yet committed to it. Commission involvement in the EED would be an important stimulus for the initiative that could demonstrate to others that the Commission does indeed the citizen at the centre of the energy transition, but none of the interviewees indicated that Commission involvement was a necessary precondition for their involvement.
- We believe that the involvement of local and regional authorities is essential. The interview with the CEMR made it clear that they do see the value of an EED

5.4.3. Costing

A global indication of the costs is presented in the following table. We would note the following:

- The budget for each of the activities is directly related to the thoroughness with which these activities will be carried out. The cost table, in our view, represents the budget at the lower end of the range: it is the minimum budget required for organising a successful workshop for establishing an EED council and the minimum budget for supporting the council in developing an impactful action plan and business plan.
- The development of the business plan and the involvement of sponsors for the implementation of the action plan will be key activities in progressing the EED initiative to higher levels.



		budget man days	out of pocket expenses
Level 1, create passive vision holder		20	
objective:	establish a council		
actions	develop concept for workshop identify potential members of EED develop content of workshop interview targeted council members execute workshop finalisation and reporting		p.m.
criteria for success	size of the council (target: 20) representation of key stakeholders willingness to take on an active role in level 2		
Level 2, create active vision holder			
objective:	develop an executable action plan		
actions:	development of action plan (2 EED council meetings)	10	
	development of business plan (sponsor interviews)	10	
	communicate action plan	10	
	develop communication plan execute communication plan (inc. website)		€10 000
criteria for success	executability of action plan and business plan quality of action plan as judged by EED council the funding of the business plan		



Annex VI: Bibliographic references

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