



# Networking

## Sustainable Energy Planning **3**



## North Sea – Sustainable Energy Planning

### Networking for energy planning

### Creating a climate for solutions

**'If you want to travel fast, go alone;  
if you want to go far, go together'**

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# 1. Summary

One of the goals of the North Sea SEP project was to build new regional networks around energy planning, energy efficiency and renewable energy. Networks play a major role in the processes of acquiring commitment and creating conditions for local partnerships around energy.

The following description is used within the project: professional networking for energy planning concerns establishing new relationships and connectivity between actors in the field of energy planning (customers, producers, advisors, facility managers, energy companies, governments, etc.), by using social capital and interpersonal interaction. Networking aims to raise knowledge and commitment to energy goals and to create opportunities for investment in energy measures, to develop new business cases and to increase cooperation in projects.

In this context, the reinforcement of existing networks and the construction of networks from scratch are both considered to be parts of building up networks.

## Results

- In 2010, 67 networks amongst the partners in North Sea SEP dealt with energy issues, and over 300 different kinds of networking activities took place.
- The partners in North Sea SEP founded at least seven new networks during the project. Partners joined and helped to maintain at least five new networks founded by others in the North Sea Region.

- More than 6,440 persons have been directly reached through the network activities in the North Sea SEP project. An unknown number has been reached indirectly.

## Key issues before building up networks

If the start-up of the network is not properly carried out, network maintenance will prove to be very difficult because of different views amongst the network members about the aim and scope of the network, communication methods, administration, financing, activities, and other factors. Some key issues should be addressed by the initiator before the network is set up and members selected. Certain key aspects determine the basis framework for the network and should be addressed at the start.

## Maintaining the network

Once a network is up and running, it can be maintained in several different ways. Some of these are suitable for all kinds of network, others are suitable for large networks and others for small networks. The most common ways of maintaining a network are through organising gatherings and activities, and by informing the network through communication channels.

## Recommendations

Successful networks and networking depend on many variables, but some key aspects have been identified as the foundation of good networks. The North Sea SEP project proposes here some key recommendations for successful networking.

## 2. Background

### 2.1. Interreg IVB North Sea Sustainable Energy Planning

This report presents the conclusions from a survey carried out within the North Sea Sustainable Energy Planning (North Sea SEP) project. This project is a transnational project funded by the EU, and partly funded within the North Sea Region Programme, Interreg IVB.

The North Sea SEP project aims at developing energy self-sufficient regions. It was initiated by a group of interested specialists from several fields: green industry, regional planners, and stakeholders

in regional and municipal development. The project focuses mainly on the specific problems that municipalities and counties face in the field of renewable energy and energy efficiency. The development of regional energy strategies is an important part of the North Sea SEP project. The partners defined several conditions necessary for the implementation of those strategies. The project aims to be holistic: it covers all aspects of energy planning that rural municipalities encounter.

### 2.2. The North Sea SEP partnership

The partners in North Sea SEP represent public bodies, knowledge institutes, NGOs and commercial parties. They are located in the regions of Noord-Drenthe/Tynaarlo (NL), Kortrijk (BE), Osterholz (DE), Kronoberg (SE), Aberdeen City, Aberdeenshire and North East Moray (UK), Sydjylland (DK), Region Hannover (DE), Halland (SE), Oldenburg (DE) and Dundee (UK).

The regions participating in North Sea SEP work on two levels: local and transnational. Within the holistic approach that has been adopted by the

North Sea SEP project, conditions for successful energy plans include regional dissemination, building up regional networks, economic analysis, and the development of financial agreements (business models). It is planned, in addition, that the North Sea SEP will develop tools for regional success. Figure 1 shows the relationships between activities in the project. This report covers the activity 'Building up new regional networks'. Ten regions participated by developing local networking activities and sharing their experiences, allowing the project to arrive at transnational recommendations.

### 2.3. North Sea SEP's holistic approach

North Sea SEP's idea of energy planning is based on a holistic vision. In this vision, energy planning concerns regional development, a renewable energy supply, people's involvement, and strategic planning.

Figure 1 shows all parts of the North Sea SEP project and how they are related.



**Figure 1**  
The scope of North Sea SEP. The strategies that steer local development are central to regional energy planning. The ring around the strategies shows the local conditions that need parallel attention. The outer ring shows supporting tools and models, with a focus on the long-term sustainability of the strategies.

# 3. Networking: a crucial part of energy planning

## 3.1. Introduction

The cost of energy, in particular fossil energy, has increased dramatically in recent years. Even if the price of energy cannot rise without limit, it is obvious that it will remain at a high level in the medium to long term. Rising energy costs contribute to a steadily increasing financial pressure on households, companies and public utilities. In addition, the small and smallest towns, which are often situated in rural areas, face decreasing numbers of inhabitants. This leads to a negative cycle: the incomes of local

communities are falling while costs are rising, despite lower demand. One way of absorbing rising costs is to critically question local energy consumption, and to use the existing energysaving potential and potential for local energy production. Because local actors are part of the solution, it's important that they are connected to the chain of actors involved in implementing local strategies. This connectivity can be achieved in regional networks.

## 3.2. Networking: a description

Networking is a common phenomenon. Every organization works in the context of networks and is related to multiple actors. Within the framework of the North Sea SEP project, networking is described as: professional networking for energy planning concerns establishing new relationships and connectivity between actors in the field of energy planning (customers, producers, advisors, facility managers, energy companies, governments, etc.), by using social capital and interpersonal interaction. Networking aims to raise knowledge and commitment to energy goals and to create opportunities for investment in energy measures, to develop new business cases and to increase cooperation in projects.<sup>1</sup>

Some aspects of networks are:

- Networking is a social activity. The members of a network use social interaction to explore

the possibility for new partnerships and other activities.

- Networks are dynamic. The members may change over time, networks come and go and many kinds of sub-relationship arise between individual members within the network.
- Networks host a mix of individual and collective interests.
- The information flows in a network are diverse.
- From a stakeholder's perspective, cooperation within the network will be a part of decision-making.<sup>2</sup>

During their participation in a network, the partners will develop relationships on different levels. Table 1 shows how the focus of an individual actor may change during involvement in a network.

1 Adriaens, 2010

2 De Bruin & Ten Heuvelhof, 2007



Time ↓	Interaction in networks as a resource for new business cases			
	Level of relationship in the network	Role of the network	Needs of individual actors	Output for the individual actor
	Getting introduced	Creating opportunities for contact and acquaintance	Understanding the relationships in the network, becoming visible	Increased network
	Networking	Continuity, facilitation of contacts, organizing the exchange and increase of knowledge	Establishing personal relationships, sharing information and experiences between members. More knowledge, staying informed, personal interaction	Applicability of experiences in different situations. Increased viability of projects and policy
	Informal cooperation	The network provides a safe environment for sparring partners and is a source of up to date knowledge	Initial cooperation in smaller groups	Implementation
	Formal cooperation	A source of business opportunities and win-win situations	Running projects with other actors, selling products, creating business	Profit, new business, innovation

Table 1

The interest of an individual stakeholder will be highest during the phase of informal cooperation.

# 4. Results:

## Networking within the North Sea SEP

### 4.1. Introduction

Ten regions are present in the North Sea SEP partnership. They are involved in 67 different kinds of network: as members, as organizers, as administrators and as other kinds of supporting body. In some networks, the North Sea SEP partner is the founder or initiator of the network, and in

some networks the partner is also the financier. The ways in which the partners participate in regional networks is best explained by examples. Table 2 is a short list of regional networks in which the partners in the North Sea SEP project play a prominent role in building up or maintaining the network.

### 4.2. Membership

Table 2 shows the diversity of members in the networks. They include members of academic

institutions and schools, local authorities and regional authorities, and private companies. The

Partner	Network name	Aim	
Leiedal (Total of 9)	Regional energy steering committee	Regional think tank to help develop the regional strategy & carry it out	
	Inter-municipal network on energy & public infrastructure	Sharing knowledge and best practices in the region, work on shared solutions	
	Regional energy forum	Discuss the regional strategy and increase knowledge	
Aberdeen (Total of 2)	North East Climate Change Partnership	Lead by example, learning from experiences of others, discussion & debate, identify joint projects.	
Dundee (Total of 16)	Community Energy Scotland	Promotion of renewable energy community projects	
	Solar Cities	Promotion of renewable energy community projects	
	Tayside construction forum	Sustainable construction	
Oldenburg (Total of 1)	OLEC (Oldenburg Energy Cluster)	Dissemination of energy knowhow	
Municipality of Tynaarlo (Total of 4)	Municipal Network De Bronnen	Realisation of a sustainable residential area, exchange & increase of knowledge about energy-neutral planning	
	Pilot Group Smart Grids	Exchange of knowledge about photovoltaics & smart grids	
Province of Drenthe	DEKO	Implementation of climate plans and CO <sub>2</sub> goals, exchange	
Energi-kontor Sydost (Total of 5)	Klimatkommission Kronoberg	Combine sustainable growth and attractive settings with effective use of resources & minimal influence on the climate	
	Växjö Group for Bioenergy	Develop capacity of biomass fuel heated plants, 0.5 to 10 MW as well as business models for this development	
IMOG (Total of 17)	Masters of Compost	Training & support for masters of compost	
	Sustainability officers	Exchange of knowledge & information	
	RESOC	Stakeholders meeting for the socioeconomic development of the region	
UAN (Total of 4)	RURENER	Supporting small rural communities to become energy-neutral	
	CEMR (Council for European Municipalities & Regions)	Lobbying for local authorities	
Osterholz (Total of 3)	Informal network	Development of concrete business cases	
	Energie Kompetenz Osterholz	Foster cooperation between local companies to increase investment/activities in energy conservation & renewable energy	
Campus Varberg & EMC (Total of 5)	MEK-rådet	Interaction/cooperation	
	Miljöaktörerna	Interaction/cooperation	

latter comprise companies in the energy sector and other companies, and include consulting companies and energy advisors both in the private and public sectors. Most networks are semi-broad in their approach, welcoming a wide range of members, and some are open to the public, NGOs, environment groups, etc. Other networks are very narrow with members from only, for example, organizations working with waste treatment. A few networks focus solely on the participation of politicians.

Important stakeholders in energy networks include:

- Politicians
- Facility and utility managers
- Companies
- Installers and energy advisors
- Municipalities and regional governments
- Policymakers
- Homeowners and tenants
- Housing cooperatives
- Organizations for park management
- Waste companies
- Landowners.

### 4.3. Scope and scale

The 67 networks within the North Sea SEP partnership contain 6,440 members. It must also be remembered that the people in the networks spread information within their own organizations, and the total number of people reached from these network activities is even higher.

The area of operation of the networks covers an enormous range, from small networks that include only one organization and its neighbours,

to networks active throughout a municipality or a region. Some networks work at the national level and some work over the whole of Europe.

Type of members	Public/private	Size	New
Housing companies, experts, local authorities, stakeholders, IMOG	Both	16	New
Facility managers, aldermen of the 13 cities & municipalities, IMOG	Public	26+1	
Stakeholders involved with energy issues	Both	≈100	New
Public organisations, local authorities, police, healthcare trusts, fire services and local companies	Both	8	
Citizens, public bodies	Both	1000	
Public bodies, companies	Both	150	
Public bodies, companies	Both	150	
Energy-related companies, university, municipalities	Both	≈45	
Experts in sustainable building, provincial authorities, municipal workers, companies, citizens, water board	Both	≈75	New
Municipalities, Energy Valley, companies	Both		New
Environmental officers of the municipalities, province, national authority	Public	≈20	New
Politicians, university, county governor, director of the regional council, trade & industry branches, property & transport sector	Both	22	
Consultants, producers, distributors of biomass	Both	8	
Citizens	Citizens	200	
Sustainability officers of municipalities	Public	≈20	
Public institutions, companies, associations	Both	≈100	
Public institutions, companies	Both	12	
National municipal associations	Public	50	
County and local companies	Both		New
Companies involved with energy conservation & renewable energies in Osterholz	Both	15	New
Public, private, university, NGO	Both	20	New
Public, university, NGO	Both	7	

Table 2  
Active regional networks concerning energy issues in the North Sea Region – answers from the questionnaire and matrix for North Sea SEP.

#### 4.4. Activities

The most common activities are meetings, seminars and conferences, while some networks also work with training of their members or of school pupils. Newsletters and e-mails are also fairly common, as

are excursions, company visits and visits to schools. A few networks work with lobbying the national government, developing games for energy efficiency in buildings, workshops, and other activities.

#### 4.5. Aims

The aims of the networks cover a wide variety and include almost all aspects of energy use and climate change, from giving courses for school pupils and promoting better energy use locally to lobbying in Brussels. Examples of aims are to:

- Develop and spread energy & CO<sub>2</sub> strategies
- Work for a sustainable region/country
- Improve all aspects of waste treatment
- Promote renewable energy
- Promote biogas
- Promote and develop sustainable construction
- Develop biomassfuelled heating plants
- Disseminate knowledge from the academic sphere to the private sector
- Encourage community cooperation
- Share good practices
- Lobby
- Encourage collaboration between academic institutions
- Hold training courses
- Work with academic qualification and standards.



# 5. Results: Key issues in building up regional networks

## 5.1. Introduction

The partners in the North Sea SEP have extensive and diverse experience in networking. Several key issues can be identified by comparing the different networks. Knowledge of such key issues will help network planning to become more effective. The key issues are:

- Network type
- Composition
- Administration
- Financing
- Maintenance
- Programme activities.

## 5.2. Network types

Three main network types have been identified:

- Informal networks
- Formal nameless networks
- Formal named networks.

We speak of an informal energy network when there is no administration, network name or secured financing. An informal network may have an irregular agenda; the networking goal may not be evident for the group as a whole; individual partners may use a more ad hoc approach; and information may not be synchronized throughout the group. An informal network may arise when an existing structure is used in the context of energy planning. Such networks may function as a preliminary stage in forming a formal network. In other cases, such networks may experience early extinguishment.

We speak of a formal network when there is an administrator and an evident networking aim. One example of a formal network is the RURENER network, which is administrated by the UAN in Lower Saxony. It supports small rural communities in their striving to become energyneutral. Formal networks do not always have a name: the meetings

that IMOG organizes for sustainability officers and communication officers, for example, have a networking goal (the exchange of knowledge) but no formal network name.

A name can give the network a stronger appearance to outsiders. If you want the network to take a strong position, a name is almost inevitable.

### 5.3. Composition

Some of the networks in North Sea SEP have a very specific composition, demanding that specific types of partners participate. The triplehelix networks, for example, have members from the private, public and scientific sectors.

In some cases, networks help to disseminate results and knowledge to other networks. This is the case for the network for sustainability officers from IMOG, and for the Energie Kompetenz network in Osterholz. The results and knowledge of such networks for energy experts can be spread to the public sector. It may be a good idea in such cases to set up a parallel network of mayors in the region, in which work from the expert network is presented and 'approved'. This ensures that mayors are more likely to use the knowledge from the expert network.

Networks may interact vertically or horizontally. In the latter case, members are on the same level, as is the case in, for example, a network of CEOs, policymakers, or mayors. One example of a horizontal network is the DEKO-network in Drenthe, which is a network of environmental officers working on climate and energy issues. They have formed a platform to exchange experiences and discuss opinions. The network strengthens the individuals. Another example is the Regional Network of Facility Managers organized by Leiedal. People tend to listen more to people like themselves when collecting knowledge and experience, and good examples from one company or municipality will spread more easily to other companies or municipalities when they come from the same 'level'.

### 5.4. Network administration

Administration is often needed to sustain formal networks. Activities of an administrator include keeping the address and e-mail list up to date, sending out newsletters and invitations, setting the programme, and managing communication (also with social media). Administration can be done either by one of the network members as part of





normal work or (if the network has a budget) by a person employed part or full time. Informal networks usually do not have any formal administration.

## 5.5. Financing

Networks of any type may work with or without a budget (formal financing). It is not necessarily expensive to establish and maintain a network, but the minimum that a network requires is time to organize and locations for meetings. Financing the network (which involves, for example, the time that each network member spends on being active in the network and expenses for network activities) can come either from the members' own budgets or from special funds assigned to the network. Financing from the members' budgets is typical for informal networks without their own budget. In many cases, such networks are purely for the exchange of

information and knowledge, and thus the only cost each member incurs is the time they spend. Any activity arranged by an informal network is financed by sharing the costs among the network members. Formal networks, in contrast, have a dedicated budget, which is normally financed by membership fees. They may have funding also from external sources. Some networks have only external funding and no membership fees.

## 5.6. Network maintenance

Starting a network is often easy, and network maintenance must start immediately. If the establishment of the network has not been properly carried out, network maintenance may turn out difficult because network members hold different views about the aim and scope of the network, its communication methods, financing, etc.

Networks may be maintained in several different ways, some of which are suitable for networks of any size. Others are suitable for large networks and others for small networks. The most common ways of maintaining a network are gatherings and activities, and by informing the members through communication channels.

### Activities

- Regular face-to-face meetings
- Seminars/conferences
- Common projects
- Exhibitions
- Excursions
- Debates and workshops
- Informal bilateral contacts between network members.

### Communication channels

- E-mail lists
- Website
- Social media.

The needs of the network may vary with time, and thus some activities are not suitable at certain times. The nature of activities carried out can thus be used strategically.

Several respondents stated that it is important when arranging events to have physical summaries and action outcomes that the participants can take away with them. These may, however, be quite simple, specifying, for example, where to obtain further information.

**Best Practice:**  
**Osterholz' municipal network approach: also informal networks work!**

One of the success factors mentioned is the power of local networks. Making the region of Osterholz in Germany 'energynutral' – and thus saving an estimated EUR 140 million annually on energy spending – has only been possible due to cooperation between public and private parties. While it is true that politicians gave the green light for a new approach, things really got moving only when advisors, energy companies and partners joined in.

Working together gives more clout: a single municipality, for example, would never have achieved the same results alone. However, a separate project bureau was not needed. The partners agreed about what to do, and divided the work. Conclusion: 'It's all about networking and bringing the right stakeholders to the table'.

This cooperation has subsequently led to specific initiatives at the local level. One example is the way in which the municipality was able to bring a furniture company searching for a new, sustainable location into contact with various partners in the network. New concepts become more feasible in this way by bundling manpower and content-related resources. A beneficial side effect of this cooperation is that the parties involved are now able to find each other much more easily. Before the network was established, it was 'not done' for an advisor or business party to contact the municipality directly. This is no longer a problem in the 'climate for solutions' that has emerged.

Table 3  
Networking activities  
that took place in the  
North Sea SEP

Activity	Description	Effect in the network
<b>Seminars</b>	Seminars about saving energy or new technologies are very common network activities. A provocative speaker can lift the seminar to new heights, raising interesting questions and initiating lively discussions. A speaker who provokes makes people think and gets discussions going.	Raising knowledge about energy issues Raising interest for innovative energy projects
<b>Debates</b>	Invite two or more people to hold a debate. This presents different angles of the subject in a way that a single speaker can't, since a single speaker tends to see things from only one point of view.	Developing a vision Developing a common language about energy planning
<b>Exhibitions</b>	This is a good way to show others the work that the network is doing, and can also be a way of spreading information about a specific subject to network members and others.	Spreading information Synchronising knowledge with other networks Marketing
<b>Excursions</b>	An excursion is not only good for sharing knowledge and experiences, but is also a very good opportunity for getting to know other people during traveling and eating. Such contacts can be more fruitful than the excursion itself in many cases.	Raising knowledge about energy issues Deeper knowledge
<b>Breakfast meetings</b>	Such meetings can be an effective way to spread information and to market activities or companies. People come to breakfast followed by a seminar or other activity.	Lowthreshold meetings. Good for making acquaintance and creating familiarity and personal relationships, building up trust
<b>Conferences</b>	A conference usually needs a lot of work, and may not be suitable for small networks or networks with small administrative capacity. A conference to which the network members bring a speaker may provide new impulses. This approach can lift a conference in unexpected ways, especially when the speakers mix with conference participants.	New contacts Activating the members by letting them bring in speakers Raising interest for the subject of the network
<b>Newsletter</b>	Most newsletters are now sent out by e-mail, but paperbased newsletters may be used, depending on the aim and target group.	Spreading information Up-to-date news on the subject
<b>Website</b>	Many networks use websites, and some also have member areas where the members login to obtain access to more content, discussion forums, etc.	Easy way to be found Keeping profiles of members
<b>E-mail lists</b>	E-mail lists are a very powerful tool for network members to communicate with each other, and to obtain information and help from each other.	Interaction between members within and outside the network
<b>Face-to-face</b>	Network members meet to have lunch, a cup of coffee or a smaller meeting.	Members share information, plan cooperation, etc.
<b>Workshops</b>	Workshops, in contrast to many other activities, allow two-way communication, requiring the participants to make an active contribution.	Activating the members Envisioning Achieving concrete results
<b>Dissemination</b>	The objective of many networks is to spread knowledge. See also the report describing how North Sea SEP disseminates information.	Spreading the message of the network Reaching new target groups
<b>A webbased interactive forum</b>	Members can share experiences in such a form, or ask questions, discuss problems and obtain important contact with other members.	Strengthen the network and the cooperation
<b>Common projects</b>	A common project can be used to strengthen the commitment within the members. The project can use the activities mentioned above to obtain its goals. A network may have several projects under way at the same time where different members are involved in different projects. This can be described as a kind of learning network within the bigger network.	Commitment Cooperation Learning

The following chapters give two examples from the regions in North Sea SEP. The first is a stakeholder analysis carried out in Halland (SE). Such an analysis is very important because having an accurate and detailed profile of the actors in the region helps to choose the right type of network and the right activities. The second example shows how networking was used as an integral part of

the planning process for a sustainable housing development in Tynaarlo (NL). Stakeholders were invited to participate right from the start of the process in order to raise interest in participation in the future development. The Municipality of Tynaarlo used a roadmap as a plan to guide the network.



# 6. Example: Stakeholder analysis, Halland

## 6.1. Introduction

The County Administrative Board of Halland required a description of stakeholders in the region working in the fields of environment, energy and climate. At the same time, the Coalition for Energy and Environment (EMC) required a description of stakeholders in different networks, mainly in energy, as a baseline report within North Sea SEP. A

joint project, Stakeholder analysis for environment, energy and climate in Halland, was established to meet these requirements. The Alexanderson Institute, Campus Varberg and the Halland Regional Development Council were also involved in the process of mapping the networks.

## 6.2. Stakeholder analysis as a tool in energy planning

The analysis was to be a tool in on-going and future actions to achieve regional environmental objectives and implement the regional energy and climate strategy for Halland. The stakeholder analysis provided the basis for increased dialogue and interaction between stakeholders in Halland.

Information was collected from stakeholders primarily through semi-structured interviews by telephone. Stakeholders also responded by e-mail. Unclear replies in the completed forms were followed up by telephone interviews.

The survey was widely distributed and 120 stakeholders were contacted, of which 53 responded. Some types of stakeholder, such as energy and climate advisors, were overrepresented, and it was necessary only that a few of them responded. The same was true for coordinators active in Agenda 21 and some other types of stakeholder. The fisheries industry, both professional fishermen and recreational fishermen, was not included in this review, but this category should be included in a future review.



Figure 2  
The front page of the stakeholder analysis for the region of Halland in Sweden

## 6.3. Methods

Several classes of stakeholder were identified: industry, R&D, public bodies (municipalities, municipal corporations, counties, the Halland Regional Development Council) and NGOs. Many stakeholders called for more dialogue and interaction with other stakeholders in Halland. Approximately half of the participants engaged in external information activities. It is probable

that these activities differed significantly, but the analysis revealed the possibility of coordination benefits in this field. It revealed also a potential for arrangements to stimulate a deeper commitment among stakeholders that could be matched more closely to achieving some of the environmental objectives.

The analysis revealed that stakeholders differ greatly in how they fund their activities, in particular the outgoing and informative activities. Several work mainly on a project basis, while others have relatively stable funding from the state, region or municipality. Several stakeholders, such as municipalities, the regional development council and the county administrative board, are affected by policy changes, and this leads to special conditions that characterize the perspective and behaviour of such stakeholders. The effect of such policy changes is passed on indirectly to other stakeholders who receive funds from those immediately affected. Several of the NGOs expressed a desire to be heard, so that the skills they have acquired after many years of dedicated volunteer work can be used to better advantage.



# 7. Example: Tynaarlo's roadmap for coalition planning

## 7.1. Network and coalition planning for The Sources

The Municipality of Tynaarlo wanted to develop a sustainable and energyneutral neighbourhood called 'De Bronnen', The Sources. The municipality realised that establishing a regional network would offer a platform for innovative partners. Within the scope of North Sea Sustainable Energy Planning, the municipality drew up a strategy for a regional

public-private network that would act as a breeding ground for practical innovations and contributions. The municipality strove to attract excellent partners and regional stakeholders, and for this reason invited local stakeholders and experts to join innovation sessions and meetings to help to develop the plans.

## 7.2. Motives

In an innovative project such as The Sources it is important to involve not only public and private investors (while exploiting the knowledge they hold), but also NGOs and consumers. The goal of building up a regional network was to establish a structure through which innovative partners could participate in the development and exchange ideas. The network structure gave interested partners the opportunity to meet and to investigate joint interests.

Other motives were:

- To create an increased need of knowledge due to the very high level of ambition
- To lead to innovations in the energy supply, the treatment of wastewater, and other building concepts. These are subjects on the cutting edge

of private and public interests. Public-private partnership is necessary in such cases, and this will require new coalitions and cooperative relationships that do not yet exist within the municipality or region.

- To offer a project in which new developments can be practised and implemented, based on the extensive knowledge that is available from innovative partners from NGOs and the private sector
- To ensure that private partners had the necessary know-how about development in shared responsibility, risks and economically healthy criteria. This early involvement is necessary for later commitment to the plan.

## 7.3. Strategy

The network was part of an integrated strategy. The effectiveness of the network was supported by:

- Multi-level decision-making: The plans were drawn up at three levels such that future partners would be able take part. The first level

concerned long-term planning and the spatial and infrastructural structures of the complete neighbourhood. The municipality was responsible for this level. The second level concerned directives that were to give flexibility and the

direction of partnerships, and these directives were to be set by the network. The third level concerned decisions to be taken by the consumers and end-users.

- **Explicit marketing and communication:** The plans were presented as an 'offer you can't refuse' in order to attract attention from the right partners. Target groups during the planning process were professionals and existing inhabitants of the village. As part of the North Sea SEP project, the municipality produced a short film called *Roemers Odyssee*. This film was to be used to start discussions and dialogue about sustainability. As the plans became more specific, marketing became more focused onto future consumers and buyers.
- **Internal communication:** The internal network of workers in the municipality was invited to all activities and special lunch meetings were organized to inform about progress. Internal commitment to achieving the goals of the network, which may be subject to changes in the economic and political conditions, was in this way nurtured. Internal communication also ensured that sufficient organizational capacity was available.
- **Innovation sessions and meetings:** The municipality organized inspirational meetings

together with the province of Drenthe to stimulate the exchange of knowledge and to provide the opportunity for networking. Three meetings have taken place: the innovation session during the initial phase of the Global Development Plan on 17 April 2009 in Zeegse, a municipal meeting in October 2010, and an expert meeting on 3 December 2010 in Vries. Several smaller meetings were also arranged around specified topics, and municipal workers had meetings with co-workers from other public bodies to gain experience with such topics as energynneutral building and sanitation.

- **Website:** A website was developed to inform partners in the network about the plan and progress: [www.vriesdebronnen.nl](http://www.vriesdebronnen.nl).

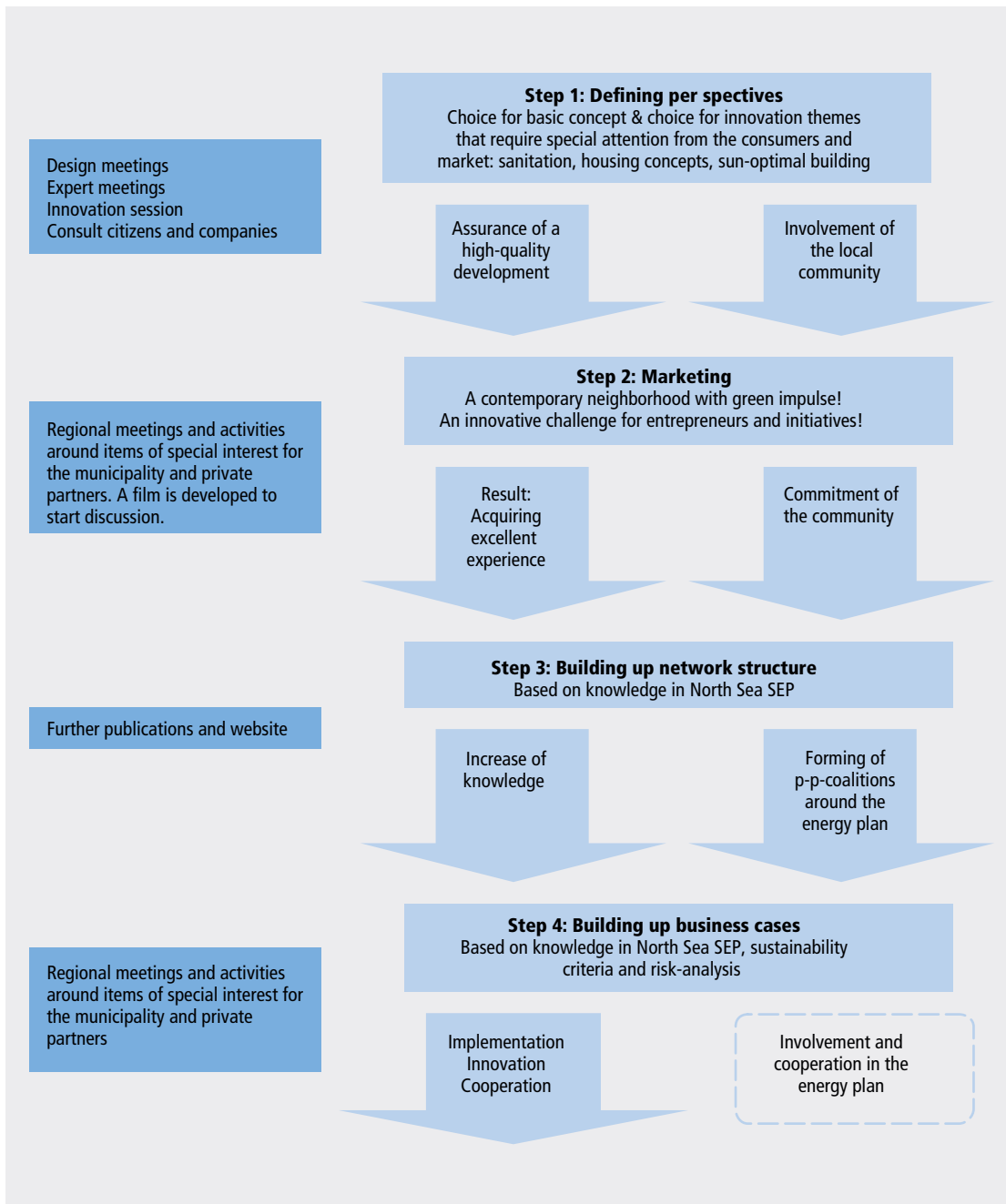
#### **For the future**

Future plans for The Sources include developing The Podium, a website for brokering between suppliers and purchasers of equipment for sustainable living. The Podium will attract marketing initiatives that are independent of the main structure. The municipality is investigating the possibility of hosting a digital platform for this initiative. Users will be able to log onto the digital platform (website), and seek partners there. The Podium will be developed within the marketing plan.

#### **7.4. Tynaarlo's roadmap for coalition planning**

Figure 3 shows how Tynaarlo's strategy has been translated into a roadmap with four steps. The arrows show the step-by-step approach. Each phase is based on a decision paper with details about the approach, the means and measures. Interactions that take place in reality cannot, of course, be predicted accurately by a model or roadmap.

Figure 3  
The Tynaarlo roadmap



# 8. Results: Recommendations

## 8.1. Basic aspects of network building

Establishing a network may appear to be easy, but an improperly planned network can quickly run into difficulties, and create extra work. The nature of this extra work depends. Several key aspects of establishing networks were mentioned by the partners, and these aspects are not specific for networks centred on energy issues. Experience has shown that the initiator of a network should consider the following, before starting work to establish the network:

- A well-functioning administration – a well-functioning administration will ensure continuity. The type of network defines the nature of the administration that is needed and how it should be provided. A network that pays for administration will require funding.
- Secured finance – a network with expenses must have income, and this should be secured for longer than the first year. The financing must be longlasting and realistic.
- Objective – every network must have an objective that is clear to all members from the start. An unclear objective will lead sooner or later to disappointed members, lack of focus and a loss of momentum in the network.
- Interested network members – the members should be genuinely interested in the network, and it must be remembered that 'interested' is not the same as 'active'. Membership in a network should be based on interest and not only something that is good for marketing or the company image. A stakeholder analysis is a good method of finding potential members.
- Agreement on communication methods, roles and responsibilities – it is very important that the network members are aware of the methods of





communication that will be used. It must be clear, for example, that a network will rely heavily on internet communication, to prevent stakeholders

who do not use the internet becoming members, something that inevitably results in disappointment.

## 8.2. Success factors for sustainability in a network

It is important to define the activities of a network once it is up and running. It can be a good idea to involve the members in the planning of activities, because they will then become more dedicated to the network's aim. Things to think about are:

- Regular content-based meetings – this is very important. Even network activities that are free of charge cost members time, and attending the meeting must give something that compensates the cost. If it becomes evident in advance that a meeting will not have sufficient content to make it worthwhile, cancel the meeting or replace it with a telephone conference or information via e-mail.
- A fluid membership – it must be possible for members of large networks to adjust the level of activity depending on their possibilities at any given time.
- Win-win for all members – all members must gain from their membership. This does not mean that every member will benefit from every activity, but all members must feel that they have gained something from their membership over a period of time. Benefit from network membership must be balanced: no single member should obtain considerably more benefit than other members.
- Define small steps/small projects – this will create a feeling of success, which is important for holding the network together, and a feeling that the network is moving forward. This will also help the network in its marketing and acquiring new members, more funding, etc.
- Different kinds of activities – not only meetings!
- Snowballing – one method of acquiring new members of a network is to ask early participants to identify others who might be interested.

## 8.3. Beware!

There are a number of pitfalls to beware of, relevant to both new and old networks.

- Boring speakers – it is not enough to have an interesting subject and fancy invitation: the speaker must also be good.
- Badly planned meetings or events – plan properly. People feel that they are wasting both time and money when events are badly planned, and they tend to focus on the problems and not on the content of the activity.
- Lack of administration – networks that need administration must ensure that it is functioning properly and fully financed.
- Lack of a clear objective – an unclear objective will result sooner or later in disappointed members, a lack of focus and loss of momentum in the network. This is important also in older networks, which may have had a clear objective in the beginning that has become lost with time.
- Activities that do not give anything to the participants (no content) – such activities do not work.
- Members that are not committed – the most important thing is not the size of the network but the commitment and interest of the members.
- Anonymous networks – some networks work fine without a name, but any network that requires finance should have a name to lift its status.
- Introspective networks – it is very easy for knowledge from the network to fail to reach the network members' organizations. This is true also for invitations to network activities such as seminars, workshops, etc.

#### 8.4. Expectations and interaction

- Be aware of expectations and ensure (in most networks) that benefit is equal for all participants.
- Be sure of true commitment from the participants.
- Make sure that the network has a common focus or direction (knowledge, influence, business opportunities), but be prepared to be flexible. Let the network's energy decide the direction in which the network develops and be prepared to move forward.
- Be aware of the social aspects: meetings should be not only useful, but also fun,
- Make sure that the members can trust each other (promote an open culture).
- Make sure that members interest each other (promote a level playing field, promote interest and motivation for members to meet each other).
- Limit the network's ambitions – it's better to have one concrete goal in the short/middle term. Define a new goal or terminate the network when this is reached.

#### 8.5. Organization/initiation

- Don't focus on private-public networks alone: public-public networks are also important.
- Provide a moderator and a central address that keeps the machine running.
- Make sure that the rules are clear: How will new members be added? Who pays for the network?
- Involve target groups in the organization.
- Use 'target-to-target' activities.
- Avoid subsequent conflicts about finance by establishing a clear financial structure from the beginning.
- Keep open the possibility for a network in the network (learning, working, focus on a specific theme, etc.).
- Remember that each region requires a different approach. Invest the time required for a stakeholder analysis and an analysis of interests.



# 9. Conclusions

The survey shows that the partners within the North Sea SEP are involved in 67 different networks, involving 6,440 participants. The networks differ greatly regarding membership, formality, financing, activities, efficiency and outcome.

## **A strategic and influential tool for energy planning**

The partners in the North Sea SEP project are all involved in regional networks, and they are building up new networks. A network can become a strategic tool to stimulate the implementation of climate and energy policies. There are opportunities for injecting information about sustainable energy, climate and business opportunities during the initial phase of the network and at later phases. A network influences not only its members. Raising knowledge can stimulate the actors in the network to include those issues in their daily work and connect to others, creating new networks within the network.

## **Stakeholder involvement**

Urban regions host many of the processes (such as urban development, traffic, logistics on waste, industrial activities) that lead to the emission of CO<sub>2</sub>. The responsibility for such processes has been largely placed onto the municipalities, but they cannot solve the energy problem alone: cooperation on the

regional level is required. The initial step for a region that wants to develop an energy strategy may be to establish a network simply by inviting the relevant stakeholders. Some knowledge of the stakeholders in the region is, however, required before the network can be planned: who are the stakeholders, what role can they play, how are they and the body taking the initiative to the network interdependent?

*'Energy planning is all about networking.'*

Ulrich Müller (Region of Osterholz, DE)

It's obvious each actor has a different role to play and a different position to hold. Some are customers, some are producers, some are pioneers, and some must be convinced. By building up new appropriate networks, the distances between actors become smaller, more people and organizations become interested, and meeting others allows them to obtain the necessary knowledge. Even more importantly, meeting others allows them to believe that they also can participate in solving energy issues.

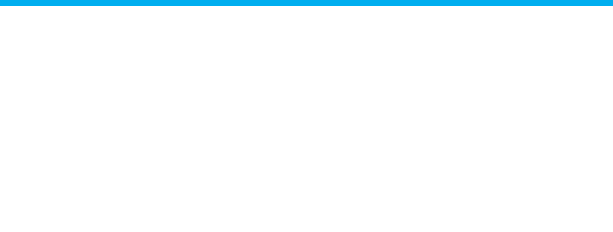
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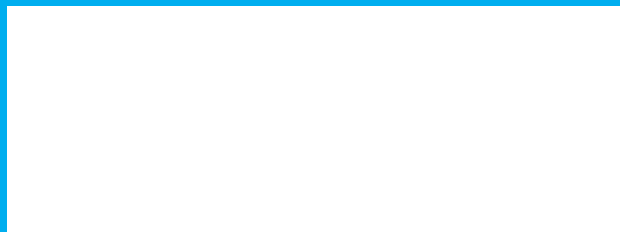
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# Appendix





# Appendix 1.

## Methodology

The survey on which the report is based consisted of a questionnaire and general discussions during meetings. The questionnaire was developed within the partnership. Network building has much in common with dissemination, cooperation and knowledge building. Since the project needed to gather information from the network partners concerning their respective work in all activities<sup>3</sup>, a common questionnaire was sent out to all project partners during September 2010<sup>4</sup>. Some project partners answered the questionnaire as representative for a region and others as individuals. All project partners have contributed input to the survey<sup>5</sup>.

The results from the questionnaire have been divided between the different project partners responsible for WP 3.2, 3.5, 4.1 and 5.2. This report covers WP 3.2.1. The results were presented and discussed at WP 3 meetings in Tynaarlo (November 2010) and Kortrijk (November 2011).

The questionnaire included an appendix with a network table in which the project partners entered the different networks that had been newly developed or recently become active and that were relevant to the project (in a wide sense). This information served as a baseline for the number of networks that existed within the project area and

that were relevant for the North Sea SEP. The survey was complemented by group discussions during several partner meetings. The survey is by no means exhaustive, but gives an overview of active networks and an indication of the variables that are important in making a network successful.

The results of the survey allow us to identify best practices and key aspects of the networks:

- Administration
- Financing
- Maintenance.

The results have subsequently been discussed in terms of success factors and situations that it is important to identify. The report contains also a review of activities that the partners have brought up to give examples of good and not so good network activities. The results present also an overview of the networks types identified in the partnership and some conclusions and recommendations for building up and maintaining networks. The report also includes two local examples to describe stakeholder analysis and coalition planning.

3 In North Sea SEP these are represented by the following activities: 3.2 roadmaps and strategies, 4.1 accumulation of knowledge, 5.2 documentation of effects on regional economies and elaborating common sustainability criteria. For further information, see [www.northseasep.eu](http://www.northseasep.eu)

4 Appendix 2 contains the questionnaire.

5 Noord-Drenthe (NL), Kortrijk (BE), Osterholz (DE), Region Hannover (DE), Halland (SE), Kronoberg (SE), Aberdeen City, Aberdeenshire and North East Moray (UK), Angus and Dundee City (UK), City of Edinburgh (UK), Sydjylland (DK).

# Appendix 2.

## Questionnaire

### Questionnaire 1, WP 3.2, WP 4.1 and WP 5.2 – Networking structures

Recipients: all NS-SEP partners

#### Introduction

This is a mandatory questionnaire concerning networking under WP 3.2 (Roadmaps and Strategies) and WP 4.2 (Accumulation of knowledge), including a link to WP 3.5 (Dissemination). The aim is to gather information about networking, such as good and bad ways of networking, types of network, activities, etc.

All kinds of experience from networking are valuable: as a network member, network administration, as an outsider watching other networks, etc. The information will be used to formulate a roadmap for the build up of a successful public-private network in Activity 3.2 and to define criteria to measure the effects and success (WP 5.2).

**Note: It is important that everyone answers, even short answers are important! Please reply even if you don't participate in any networks, since this is also an answer.**

**The questionnaire will be sent out once more during 2012 to measure progress in networking.**

Please return this questionnaire before September 17th 2010 directly to Jonas (jonas.moller.nielsen@emcvarberg.se), with CC to Hans, Chris and Femke.

#### In this questionnaire, we define a network as:

**'A regional group of persons or organizations that have a similar interest and that use some kind of interaction or communication structure specifically for this issue'**

Lowprofile networks or networks in their initial phases are also relevant.

## Questionnaire

Complete the matrix in the attached file (Appendix 1 – Network Matrix) for the networks in which you are involved, and networks in your region that you know about. Answer also the questions below.

1. What is your overall impression from the networks of which you have experience? For example: Networks with regular meetings work very well/do not work well because...

The following answers will be used to define a roadmap for building up p-p networks as a direct result of WP 3.2.

2. Have you or your organization participated in starting up a regional public-private network? If so, what is/ was your aim in starting to build up or participate in the network?
3. Is there a direct link to your energy strategy, and is the network part of an overall strategy towards cooperation and joint investments?
4. What did you do to build up the network? (Describe the steps, activities and target group.)
5. What is the communication structure (e.g. Linked In, e-mail, formal invitations, lectures)?
6. Describe a typical activity of the network.
7. Mention as many network activities as you can that are GOOD, and specify why they are good.
8. Mention as many network activities as you can that are NOT GOOD and specify why they are not good.
9. What do you think is needed for a successful network? (What would you do or not do the next time you build up a network (what were the critical steps)? Factors of success?)
10. Describe an ideal network.

The following answers give information that is linked to WP 3.5 (dissemination)

11. Are there stakeholders or partners that are difficult to involve in the network?
12. Is dissemination a part of your networking activities (link to WP 3.5)?

The following answers give information that will be used in Activity 4.2

13. How is the network financed?
14. Is it based on a cooperation model? If so, briefly describe the model.

The following answers give more details for Activity 5.2: setting criteria for the effect on regional economics.

15. Describe the regional cooperation between public and private partners concerning sustainable energy before the network was built up. Does the network aim at regional economic effects? Do you assume your network will have any effects (in the short or long term)? What kind of effects or criteria do you find useful?

# Appendix 3.

## Matrix

Partner(s)	Network name	Type of members (public institutions, citizens, companies, etc.)	Number of members	
			<b>edited</b>	
<b>Aberdeen City Council</b>	Sustainable Scotland Network	Local Authorities	32	
<b>Aberdeen City Council</b>	North East Climate Change Partnership	Public organisations, e.g. local authorities, local healthcare trusts, police, fire service and local companies	8	
<b>Dundee College</b>	Community Energy Scotland	Citizens/Public Bodies	1 000	
<b>Dundee College</b>	Dundee Renewables	Public Bodies/Companies	50	
<b>Dundee College</b>	Solar Cities	Public Bodies/Companies	150	
<b>Dundee College</b>	Sustainable Dundee	Public Bodies/Companies	30	
<b>Dundee College</b>	Sustainable Energy Tayside	Local academic institutions	5	
<b>Dundee College</b>	Tayside Construction Forum	Public Bodies/Companies	150	
<b>Dundee College</b>	Schools Network	Schools	50	
<b>Dundee College</b>	Skills Development Scotland	Public Bodies/Academia	50	
<b>Dundee College</b>	Community Planning Partnership	Public Bodies/Citizens	100	
<b>Dundee College</b>	Sustainable Scotland Network	Public Bodies	150	
<b>Dundee College</b>	Dundee Partnership	Public Bodies/Companies	100	
<b>Dundee College</b>	COSLA	Public Bodies	100	
<b>Dundee College</b>	Scottish Qualifications Authority	Academic institutions	2 000	
<b>Dundee College</b>	Scotland's Colleges	Academic institutions	40	
<b>Dundee College</b>	Scottish Government Planet Sub Group	Public Bodies	50	
<b>Dundee College</b>	Sector Skills Alliance	Companies/Public Bodies/Academia	100	
<b>Energikontor Sydost</b>	Climate Commission Kronoberg (KlimatKommissionen Kronoberg – K3)	Politicians, headmaster of the regional university, the county governor, the director of the regional council and representatives for energy companies, trade and industry (in particular, the property and transport industries)	22	
<b>Energikontor Sydost</b>	Energy-efficient Buildings (Goda Hus)	Private and public organisations	25	
<b>Energikontor Sydost</b>	The Växjö group for bioenergy (Bioenergigruppen i Växjö AB)	Consultants, producers, distributors of biomass	8	
<b>Energikontor Sydost</b>	Biogas Southeast (Biogas Sydost)	Municipalities, regional authorities, companies	10	
<b>Energikontor Sydost</b>	Network for local energy advisers in Småland and Blekinge (Energirådgivarnätverk i Småland och Blekinge)	Municipal energy advisers	28	
<b>IMOG</b>	Active member of Unizo and VOKA	Companies and public institutions	0	
<b>IMOG</b>	Masters of compost	Citizens	200	



	<b>Purpose/aim/objective</b>	<b>Size of working area (municipality, region, etc.)</b>	<b>Type of activities (meetings, conferences, seminars, etc.)</b>	<b>Number of meetings per year</b>	<b>The role of your organization (organizing, financing, member, etc.)</b>
				<b>edited</b>	
	SSN exists to improve local government's contribution to achieving a sustainable Scotland. They work toward this aim by providing an effective support and improvement service on sustainable development.	Scotland	Annual conference, plus quarterly meetings	5	Member of the Sustainable Scotland Network
	Set out in its remit, the aims of the partnership are to: lead by example, share and communicate good practice, learn from the experience of others, encourage discussion and debate, identify and facilitate joint projects and encourage action from other local organisations.	North East of Scotland	Quarterly meetings	4	Founding member
	Promotion of renewable energy community projects	Regional	Conferences	1	Member
	Inward investment	Municipality	Meetings	6	Member
	Promotion of renewable energy community projects	Regional	Conferences	1	Member
	Promotion of renewable energy community projects	Municipality	Meetings	12	Member
	Collaboration in training courses	Municipality	Meetings	12	Member
	Sustainable construction	Municipality	Meetings	6	Member
	Taster courses for school pupils	Municipality	Training of school pupils	2	Collaborative
	Development of skills	Regional	Meetings	4	Member
	Community cooperation	Municipality	Meetings	12	Member
	Promotion of sustainability	Regional	Conferences	1	Collaborative
	Investment and cooperation	Municipality	Meetings	6	Member
	Governance	Regional	Meetings	6	Member
	Academic qualifications and standards	Regional	Meetings	12	Collaborative
	Collaboration between colleges	Regional	Meetings	4	Member
	Promotion of sustainability	Regional	Conferences	1	Member
	Skills development	Regional	Meetings	4	Collaborative
	To combine sustainable growth and attractive settings with effective use of resources and minimal impact on the climate	County of Kronoberg	Meetings, seminars and conferences	8	Member of the steering committee
	Based on the triple-helix model to strengthen the capacity for building with the help of the university, and transferring the knowledge to companies in the sector	County of Kronoberg	Meetings and conferences	7	Administrator
	To develop the capacity of power plants heated by biomass fuel from 500 kW to 10 MW, and to develop business models for this development	County of Kronoberg	Meetings	6	Administrator
	Promoting better conditions for the development of biogas, especially for transportation	County of Kronoberg	Meetings	5	Administrator
	Capacity building for the network members	County of Kronoberg and County of Blekinge	Meetings, e-mails, newsletters	6	Coordinator
	Exchange of information and knowledge, new contacts	Regional	Learning networks, company visits, lectures, networking events, ...	0	Member
	Training and support for masters of compost	Regional	Training, company visits, newsletter	0	Organizing

Partner(s)	Network name	Type of members (public institutions, citizens, companies, etc.)	Number of members	
			<b>edited</b>	
<b>IMOG</b>	Schools (education about waste)	Schools	0	
<b>IMOG</b>	Meeting with environmental officers of the region	Environmental officers of the municipalities	11	
<b>IMOG</b>	Regional energy steering committee (Leiedal)	Public institutions	20	
<b>IMOG</b>	Meeting with sustainability officers	Sustainability officers of municipalities	20	
<b>IMOG</b>	Meeting with communication officers of the waste intermunicipal organisations	Intermunicipal organisations for waste treatment	8	
<b>IMOG</b>	Different workgroups in Interafval (specific organisation for the intermunicipal organisations for waste treatment in Flanders)	Intermunicipal organisations for waste treatment	20	
<b>IMOG</b>	RESOC	public institutions, companies, associations, ...	100	
<b>IMOG</b>	Intermunicipal network environment (Leiedal)	Environmental and sustainability officers of the municipalities	13	
<b>IMOG</b>	Regional network of facility managers (Leiedal)	Facility managers of the municipalities	13	
<b>IMOG</b>	Common information meetings for local mandatories	Local politicians	350	
<b>IMOG</b>	Visits to local councils	Local politicians	350	
<b>IMOG</b>	Board of IMOG	Local politicians	33	
<b>IMOG</b>	Ad hoc workgroups with local mandatories	Local politicians	18	
<b>IMOG</b>	Neighbours of IMOG	Neighbours	100	
<b>IMOG</b>	Network with social economy companies	Social economy companies	15	
<b>Jade Hochschule</b>	OLEC (Oldenburg Energy Cluster)	Energy-related companies, university, municipalities	45	
<b>Leiedal</b>	Regional energy steering committee (RESC)	Public and private, but all regional experts: housing companies, local authorities, industry organizations, environment groups, IMOG, ...	16	
<b>Leiedal</b>	Intermunicipal network on energy and public infrastructure (IMNEPI)	Public: municipal facility managers and aldermen of the 13 cities and municipalities of the Leiedal region, plus IMOG	27	
<b>Leiedal</b>	Regional energy fora	public and private stakeholders involved with energy issues	100	
<b>Leiedal</b>	Board of Leiedal	Public: mayors and aldermen of the 13 municipalities and cities	20	
<b>Leiedal</b>	Regional conference of mayors	Public: mayors of the region	13	
<b>Leiedal</b>	Regional Socio-Economic Development Committee (RESOC)	Public/private: public institutions, companies, associations, ...	30	
<b>Leiedal</b>	Network of regional parliament members	Parliament members	5	
<b>Leiedal</b>	Meeting with sustainability officers	Public: sustainability officers of municipalities	20	
<b>Leiedal</b>	Intermunicipal network environment	Environmental and sustainability officers of the municipalities	13	
<b>REON &amp; Osterholz Scharmbeck</b>	Regional working group	regional planners and persons responsible for energy planning in the municipalities, and REON as technical expert	10	
<b>REON &amp; Osterholz Scharmbeck</b>	Regional steering group	The mayors of the municipalities, local energy utility, representatives of the county, and REON as technical expert	10	

	<b>Purpose/aim/objective</b>	<b>Size of working area (municipality, region, etc.)</b>	<b>Type of activities (meetings, conferences, seminars, etc.)</b>	<b>Number of meetings per year edited</b>	<b>The role of your organization (organizing, financing, member, etc.)</b>
	School visits, educational programs for school, support for waste management education	Regional	School visits,	0	Organizing, support
	Exchange of information and knowledge, introducing and setting up new projects	Regional	Half-day meetings	4	Organizing
	Panel for regional energy strategy	Regional	meeting	2	Member
	Exchange of information and knowledge	Province West-Vlaanderen	Half-day meetings	4	Member
	Exchange of information and knowledge, introduction and set up new projects	Province West-Vlaanderen	Half-day meetings	6	Member
	Exchange of information and knowledge, introducing and setting up new projects. Different workgroups for different topics (such as communication, installations, etc.)	Flanders	Half-day meetings	20	Member
	Stakeholders' meetings for the socio-economic development of the region	Regional	Conferences	2	Member
	Exchange of information and knowledge, introduction of new projects	Regional	Half-day meetings	4	Member
	Exchange of information and knowledge, introduction of new projects	Regional	meeting	3	Member
	Informing mandatories about activities of IMOG	Regional	Common information meetings	2	Organizing
	Informing local councils about activities of IMOG	Regional	Visits to local councils	1	Organizing
	Board	Regional	Board meetings	11	Organizing
	Set up new projects	Regional	Meetings		Organizing
	Communication to neighbours about installations and activities of IMOG	Neighbourhood	Reception/opening, info meetings, ...	2	Organizing
	Set up new projects	Regional	Meetings	5	Member
	Dissemination of the energy know-how in the region	North-west Germany, with a focus on Oldenburg-Bremen	Meetings for members (forum) and regular meetings in the evenings	14	Member
	A regional think tank for energy issues at the regional level. The main task is to help to develop the regional energy strategy and to help to carry it out	Regional	Meetings	2	Founding the network, organizing the activities, hosting, facilitating, setting the agenda, following up...
	Sharing knowledge and best practices in the region, increasing know-how and working on shared solutions	Regional level, but with focus on public infrastructure	Meetings, workshops	8	Founding the network, organizing the activities, hosting, facilitating, setting the agenda, following up...
	discuss the regional energy strategy with stakeholders; increase regional knowledge	Regional level	Conferences with experts and scientists, with workshops for participants	3	Founding the network, organizing the activities, hosting, facilitating, setting the agenda, following up...
	Determine the policy of Leiedal, follow up of the dossiers	Regional	Meetings	20	Organizing, hosting, facilitating, setting the agenda, following up...
	Regional policy	Regional	Meetings	11	Organizer
	Stakeholders meeting for the socio-economic development of the region	Regional	Meetings	11	Member
	Defending issues relevant to this region that are on the agendas of the Flemish and federal parliaments in Brussels	Regional/landers/ Belgium	Meetings	6	Hosting, follow-up
	Exchange of information and knowledge	Province West-Vlaanderen	Half-day meetings	4	Coorganizer
	Exchange of information and knowledge, introduction of new projects	Regional	Half-day meetings	4	Organizer
	Implement local sustainable energy projects	County of Osterholz	Regular meetings	5	Member, involved in organization, preparation of content and presentations
	Guide and coordinate the local sustainable energy planning and implementation process	County of Osterholz	Regular meetings	5	Member, involved in organization, preparation of content and presentations

Partner(s)	Network name	Type of members (public institutions, citizens, companies, etc.)	Number of members	
			<b>edited</b>	
<b>REON &amp; Osterholz Scharmbeck</b>	EKO (Energie Kompetenz Osterholz)	Companies involved with energy conservation and renewable energy in Osterholz	15	
<b>Tynaarlo</b>	Municipal Network De Bronnen	Experts in sustainable building Sustainable developers Province Municipalities Region Waterboard (public) innovative companies (for example sanitation) Local entrepreneurs Citizens of Vries	75	
<b>Tynaarlo</b>	DEKO network	Municipalities in Drenthe Drenthe province Agentschap NL	20	
<b>Tynaarlo</b>	Smart Grid Network Energy Valley	Municipalities in the northern netherlands Energy Valley foundation (public/private) Experts	12	
<b>Tynaarlo</b>	LEAN and GREEN building	Private companies The municipality of Tynaarlo Knowledge institutes	20	
<b>UAN</b>	Climate change and communities	Public institutions, companies	12	
<b>UAN</b>	RURENER	Public institutions, companies	12	
<b>UAN</b>	CEMR (Council of European Municipalities and Regions	National municipal associations	50	
<b>UAN</b>	NSGB (association of towns and municipalities in Lower Saxony)	Local authorities	427	
<b>EMC &amp; Campus Varberg</b>	MEK-råd	Public, private, university, NGO	20	
<b>EMC &amp; Campus Varberg</b>	Triple-Helix Hallands Miljö	Public, private, university, NGO	8	
<b>EMC &amp; Campus Varberg</b>	Miljöaktörerna	Public, university, NGO	7	
<b>EMC &amp; Campus Varberg</b>	NS-SEP	Public institutions and private companies	16	
<b>EMC &amp; Campus Varberg</b>	Lösammare Miljöaffärer	Private and NGO	15	
<b>EMC &amp; Campus Varberg</b>	Företagsnätverk Miljö	NGO	2	
<b>Total number of networks</b>	<b>67</b>	<b>Total number of members</b>	<b>6 456</b>	

	Purpose/aim/objective	Size of working area (municipality, region, etc.)	Type of activities (meetings, conferences, seminars, etc.)	Number of meetings per year edited	The role of your organization (organizing, financing, member, etc.)
	Foster cooperation between local companies to increase investment/activities in energy conservation and renewable energy production	County of Osterholz	Irregular meetings	8	Member, involved in organization, preparation of content and presentations
	Gaining and exchanging knowledge about sustainable and innovative building/area development Realization of the most sustainable neighbourhood of the Netherlands	There are also members from outside the region, but the focus is on local development	Seminars & excursions	3	Organizing and financing
	Implementation of climate plans CO <sub>2</sub> goals	Province	Meetings Commissions (smaller workgroups around a specific subject)	6	Member
	Implementation of smart grids and sustainable energy investments Influencing national government	The northern netherlands	Seminars, lectures, lobby activities	6	Member
	Developing products for lean building	The northern netherlands	Seminars, workshops, games, excursions	6	Member, financing
	Providing service for local authorities on energy issues	The lower Saxony region	Council meetings	4	Running the project, coordinating the network
	Supporting small rural communities to become energy neutral	EU project	Partner meetings, seminars	2	Member
	Lobbying for local authorities	Europe	Council meetings, conferences	2	Member in the environmental working group
	Lobbying for local authorities		Different councils	0	The 'daughter'
	Interaction/cooperation	Regional	Discussion meetings	4	Member and stakeholder
	Project development	Regional	Discussion meetings	8	Member and stakeholder
	Interaction/cooperation	Regional	Discussion meetings	4	Member and stakeholder
		European	Meetings, conferences, seminars, study trips, work shops	5	Member and stakeholder
	Experience exchange	Regional	Education and discussions	3	Owner, initiative partner
	Experience exchange	Nordic	Discussion meetings	2	Owner, initiative partner
			<b>Total number of meetings</b>	<b>336</b>	



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**1 Regional Strategies**

**2 Business Models**

**3 Networking**

**4 Public Buildings**

**5 Dissemination**

Assen, 20 January 2013

Ben van Os, Province of Drenthe

Project manager North Sea SEP Drenthe







provincie Drenthe



The Interreg IVB  
North Sea Region  
Programme

*Investing in the future by working together  
for a sustainable and competitive region*

