WP2

D2.1: Stakeholders Mapping /
Skills ecosystems creation

SEB CoVE

SMART ELECTRICITY FOR BUILDINGS

D2.1: STAKEHOLDERS MAPPING FOR SKILLS ECOSYSTEMS CREATION

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"Stakeholder Mapping for Smart Electricity for Buildings": An Analysis within the SEBCoVE Project

Summary

The document entitled D2.1_Stakeholders Mapping for Skills Ecosystems Creation" is part of the SEBCoVE project, which focuses on creating regional hubs of vocational excellence within the smart electricity for buildings sector. The report outlines the process of stakeholder mapping, including identification, analysis, and engagement strategies.

Introduction

- Background: The SEBCoVE project aims to develop hubs for vocational excellence in smart electricity for buildings, supporting regional specialization and establishing international knowledge hubs for VET systems.

- Objectives: The project seeks to create resilient and future-proof VET systems, develop regional CoVEs in Greece, Italy, Spain, and North Macedonia, support smart specialization, and establish a curriculum based on EU VET standards.

- Purpose of the Report: To analyse and map stakeholders relevant to the project, identifying their interests and developing strategies for engagement and communication.

Stakeholder Mapping Methodology

- Identification and Brainstorming: Initial identification and prioritization of key stakeholders, recognizing the diversity of potential stakeholders.

- Categorization and Prioritization: Stakeholders are categorized based on their interest and influence, which informs tailored engagement strategies.

Key Findings

- Stakeholder Categories: Includes educational institutions, electricians and experts, government bodies, and companies within the smart electricity and building sectors.

- Engagement Strategies: Four main strategies - manage closely, keep satisfied, keep informed, and monitor.

Implications and Recommendations

- Implications: Effective stakeholder mapping supports dissemination, engagement, and sustainability.

- Recommendations: Regularly update the stakeholder matrix, develop targeted communication strategies, and engage stakeholders in collaborative projects.

Connection with Other Activities

- Mobilizing and Engaging Stakeholders: Encourage active participation through meetings, feedback sessions, and collaborative projects.

- Defining Skills Ecosystem and Knowledge Triangles: Establish connections between education, industry, and research.

- Setting out Strategies and Initiatives: Develop specific strategies for training, collaboration, and sustainability.

- Disseminating Project Outputs: Communicate results and progress effectively to all stakeholders.

Regional Stakeholder Mapping

Crete Region (Greece), Basque Region (Spain), Veneto and Lombardy Region (Italy), North Macedonia, Porto Region (Portugal), Brandenburg Region (Germany): Each region's stakeholder mapping involves identification, prioritization, categorization, and engagement strategies tailored to local needs and contexts.

Annexes

Detailed stakeholder mapping tables and matrices for each region, highlighting specific organizations and their roles in the project.

Conclusion

The stakeholder mapping process for SEBCoVE provides a robust framework for identifying and engaging key stakeholders. This approach facilitates effective communication, aligns stakeholder interests with project objectives, and supports the long-term success and sustainability of the project.

By maintaining a dynamic and updated stakeholder engagement strategy, SEBCoVE aims to foster a cooperative environment that leverages the diverse capabilities and

insights of its stakeholders, ultimately contributing to the creation of world-class vocational excellence hubs in the smart electricity for buildings sector

Abstract

The SEBCoVE project aims to develop regional hubs of vocational excellence within the smart electricity for buildings sector. This report presents the stakeholder mapping process carried out for the project, outlining the identification, analysis, and engagement strategies for stakeholders. The report emphasizes the development of local skills ecosystems and their connection with other work packages. The methodology includes stages for identifying and analysing stakeholders and highlights the importance of stakeholder management for project success. The findings are discussed in terms of implications for dissemination, engagement, and sustainability.

1. Introduction

1.1. Background

The Smart Electricity for Buildings - Centres of Vocational Excellence (SEBCoVE) project focuses on developing regional vocational excellence hubs in the smart electricity for buildings sector. These hubs aim to support regional smart specialization and establish international knowledge hubs for vocational education and training (VET) excellence systems. SEBCoVE aspires to be a world-class reference point for upskilling and reskilling professionals engaged in the sector.

1.2. SEBCoVE Objectives

The project aims to develop agile, resilient, and future-proof VET systems that support electricians toward employment, manage their entry into a changing labour market, and provide access to vocational programs tailored to the digital transition. The project aims to develop regional Vocational Excellence hubs (CoVEs) in the Smart Electricity for Buildings sector, in Greece, Italy, Spain and North Macedonia. Furthermore, the CoVEs will support the Smart Specialisation of their regions and establish international knowledge hubs for vocational education and training (VET) excellence systems. Additionally, the project seeks to develop up-to-date curricula based on EU VET standards, supporting transparency and recognition. Finally, the ambition is the SEBCoVEs to be world-class reference points for up- and reskilling of professionals engaged in the Smart Electricity for Buildings (SEBs) sector.

1.3. Purpose of the Report

The purpose of developing a **SEBCoVE stakeholders** map is to analyse the diverse range of stakeholders who can be relevant for the project and who can be part of the skills ecosystem, knowledge triangles and be part of dissemination of results becoming multipliers of the project's outcomes.

This report is the first version of the stakeholder map for the SEBCoVE project. It will be refined and updated throughout the project, with further updates provided at M18 and M48. The purpose is to analyse the diverse range of stakeholders relevant to the project, identify their interests, and develop strategies for efficient communication and engagement.

1.4. Structure of the Report

The report covers the stakeholder mapping process, including the identification, analysis, and engagement strategies for stakeholders. It also outlines the connection between stakeholder mapping and other SEBCoVE work packages. The report concludes with recommendations and an overview of the monitoring and evaluation processes.

1.5. Objective of the Report

Mapping key stakeholders (groups of people, industries, organizations, administrative bodies, etc.) "affected" (potentially benefited, able to influence, concerned, interested, etc.) by SEBCoVE outputs and procedures to develop vocational excellence, has the following objectives:

- Dissemination of outputs

- Mobilising and engaging stakeholders at different degrees

- Categorisation of stakeholders in order in later phase to set out the concrete strategies and initiatives of the CoVEs in terms of training, collaboration, and sustainability

- Identify and draft skills ecosystems in SEBCoVE regions as there are likely to be made up of a diversity of types of stakeholders and many specific ones.

- Identify those who can establish effective knowledge triangles (companies, training providers and research institutes)

2. Stakeholder Mapping Methodology

The stakeholders are integral to the skills ecosystem related to the Smart Electricity for Buildings sector, knowledge triangles, and the dissemination of results, serving as amplifiers of the project's achievements. The mapping encompass educational institutes, organizations, companies, and decision making authorities whether they are directly involved in the project or external to it, who possess a direct interest in its success and on-going viability. Given that stakeholders' interests can significantly influence the project's delivery, sustainability, and exploitation, maintaining an effective stakeholder management process is vital. This process involves determining who the stakeholders are, understanding their interest in the project, and devising strategies for efficient communication with them.

As stakeholder interest can have a positive or negative impact on the delivery, sustainability, and exploitation of the project it is important to keep a process to guarantee the effectiveness of the stakeholder management. This includes identifying who they are, what their interest in the project is, and how we can effectively engage and communicate with them.

At the outset, consortium partners pinpointed stakeholders deemed essential to the project. It was recognized that this identification process is dynamic, with the project's evolution presenting opportunities to discover new stakeholders or recognize additional ones critical for SEBCoVE's long-term sustainability and exploitation.

The stakeholder mapping process for the SEBCoVE project involved two main stages: identifying stakeholders, and mapping and analysing them. This structured approach ensured that stakeholders were accurately identified and effectively engaged throughout the project.

The stakeholder mapping process for the SEBCoVE project involved two main stages:

- Brainstorming for identifying stakeholders and
- Categorizing and Prioritizing.

This structured approach ensures that stakeholders were accurately identified for being effectively engaged throughout the project.

2.1. Brainstorming - Stakeholders identification

It has been recognised that SEBCoVE stakeholders could be diverse, ranging from electricians and professionals in the SEB field at one end of the spectrum, to curriculum accreditation organisations at the other end. Additionally, as the project develops further, potential Stakeholders may be identified, and the approach allows stakeholders to be revised and modified.

The identification of Stakeholders was therefore taken forward in two Phases:

- Phase 1: An initial analysis was conducted to identify and prioritize key stakeholders. This phase involved understanding who the stakeholders are and how they are connected to the project.

SEBCoVEs have started by identifying all potential stakeholders in partners regions (groups of people, industries, organizations, administrative bodies, etc.) "affected" (potentially benefited, able to influence, concerned, interested, etc.) by institutional projects, strategies, or concrete initiatives to develop vocational excellence. This activity is concurrent with the initial phase of information gathering and analysis. The initial analysis is set out in Table 2.

STAKEHOLDER TYPE	BENEFIT FROM SEBCOVE
Educational Institutions: Universities, vocational schools, and training centres.	They will first benefit from the SEBCoVE curriculum, being able to implement it directly. They will have open access to the Curriculum and the Tools and Guides for Designers, as well as to all accompanying materials such guidelines, e-learning materials and other documents and plans dedicated to enable advanced teaching and learning. All the material can be re-used for the implementation of innovative teaching methods (WP4). They can also rely on the Integrated Platform for future uses. In the Alliance, this target group is represented by ZUBIGUNE, MLKoop, ENAIP, EMKICE, IPP, INFODEF, LDI UG, ECTE and HMU.
Electricians and Experts: Professionals with specialized knowledge in smart electricity and building technologies.	Possibility to enhance their professional and work-related skills, knowledge, and qualifications. The direct advantage consists in the improvement of their skills and qualifications. Micro-credentials could also support the transferability of credits to other certifications.

Government and administrative Bodies: Local, regional, and national government agencies.	They will be able to adopt a long term regional plan for Vocational Excellence, promote smart specialisation, to train the workforce and support the Green deal strategy. In the Alliance, this target group is represented by region of Crete and CONAIF.
Industries: Companies and businesses within the smart electricity and building sector.	They will profit of trained electricians, being able to integrate effective SEBs on the territory. In the consortium, this target group is represented by CONAIF, INSTAGI
Local Communities: Residents and community organizations in SEBCoVE regions.	All final users using Smart electricity applications will be the ultimate beneficiaries of this project since project's final impact would be on sustainability and energy efficient applications.

Table 2: Initial Stakeholder Analysis

- Phase 2: The initial analysis was refined to identify the specific key organizations and decision-makers involved in employing or training electricians in the smart electricity for buildings sector.

The consortium partners identified those stakeholders considered relevant to the project. It was also agreed this is a live process and as the project develops there will be opportunities to identify additional stakeholders not identified at this stage; or to identify others that will be necessary to support the longer-term sustainability and exploitation of SEBCoVE.

2.2. Stakeholder Categorization and Prioritization

Stakeholders prioritization

The Stakeholders prioritization has as an objective to classify stakeholders into groups based on their level of influence, interest, and potential impact on the project. Stakeholders were categorized based on their level of influence and interest in the project, with categories such as primary stakeholders (directly affected), secondary stakeholders (indirectly affected), and key influencers (those who can affect project outcomes).

The priorities include:

- **Primary stakeholders** (directly affected),

- **Secondary stakeholders** (indirectly affected), and
- **Key influencers** (those who can affect project outcomes through power or authority).

This classification aided in prioritizing engagement efforts and customizing communication strategies. Examples of these prioritization categories are:

Primary stakeholders

- VET, HE
- Educational Institutions
- Companies,
- Laboratory centres

Secondary stakeholders

- Local Education Administration (VET, HE, other),
- European Institutions,
- other CoVEs,
- Industrial Sectors,
- Organisations,
- Research Centres

Key influencers

- Local Education Administration (VET, HE, other),
- European Institutions,
- Decision making authorities

Stakeholder categorization - Stakeholder Matrix

In this stage, under categorization a questionnaire in a table form was circulated to Consortium partners, requesting them to analyse the identified stakeholders and assess their potential dynamics under the skills ecosystem in the SEB sector, as well as their level of influence and interest using a stakeholder influence/interest matrix set out at Figure 1.

The purpose of this classification was to aid in engaging specific engagement efforts and customizing communication strategies to be more effective. It is a necessary

step to set out the concrete strategies and initiatives of the CoVEs in terms of training, collaboration and sustainability, associated with their projects of excellence. From the categorizations at the local level, criteria, and general categories can be derived and disseminated on the collaboration platform. Examples of these useful categories are:

- Local Education Administration (VET, HE, other),
- European Institutions,
- Educational Institutions and
- other CoVEs,
- Industrial Sectors,
- Companies,
- Organisations,
- Research Centres,
- Local Development Agencies, etc.
- Decision making authorities

2.3. Stakeholders mapping

Furthermore, stakeholder matrix visualization was created categorizing stakeholders into four quadrants based on their influence and interest:

- **Keep Satisfied:** High influence, low interest stakeholders, such as companies in the electricity sector.
- **Manage Closely:** High influence, high interest stakeholders, such as VET trainers and research institutes.
- **Monitor:** Low influence, low interest stakeholders, such as service users.
- **Keep Informed:** Low influence, high interest stakeholders, such as electricians' associations and professional bodies.
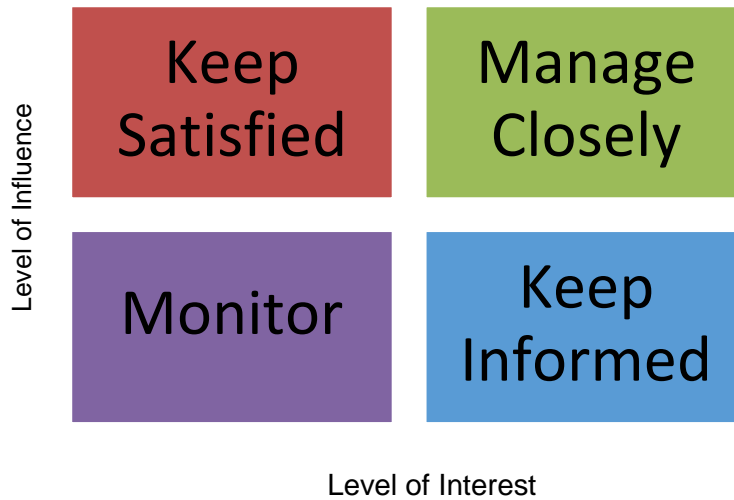
Figure 1: Stakeholder Influence / Interest Matrix

The consideration for determining which of the 4 categories to place a Stakeholder is based on:

- What financial or emotional interest do they have in the outcome of SEBCoVE? Is it positive or negative?

- What motivates them most?

- What information do they want from the project?

- How do they want to receive information?

- What is the best way of engaging them to SEBCoVE activities (i.e knowledge triangles, cost sharing labs?

- What is the best way of communicating SEBCoVE messages to them?

- What is their current opinion of skills training for the Smart Building sector electricians? Is it based on good information?

- Who influences their opinions generally, and who influences their opinion of training? Do some of these influencers, therefore, become important stakeholders in their own right?

- If they are not likely to be positive, what will win them around to support the SEBCoVE project and how can any opposition be managed?

- Who else might be influenced by their opinions and do these organisations become stakeholders in their own right?

The matrix helped visualize stakeholders' impact on and interest in the project,

assisting in categorizing and prioritizing engagement efforts. The "x" axis determines the level of interest, from low (left side) to high (right side)—meaning how much the stakeholders is impacted by the outcome of the project. The "y" axis represents their level of influence, or how much they can impact the project, from highest on the top to lowest on the bottom.

Data analysis focused on understanding stakeholders' influence and interest, as well as their potential impact on the project. The stakeholder matrix provided a visual representation of these factors, guiding engagement strategies.

This analysis has been updated in the initial stage of the project as part of the engagement between pilot region partners and the identified stakeholders in their regions. Engaging Stakeholders directly during the development of the SEBCoVE curriculum and prior to the validation stage in pilot regions will improve SEBCoVE partners' understanding of all the Stakeholders, and therefore help ensure engagement and communication is properly managed within the Stakeholder Influence/Interest Matrix.

Keep Satisfied: Stakeholders identified as having a high level of influence but little or low interest. The intention is for them to receive regular updates and encourage feedback from them.

Manage Closely: Those Stakeholders with both a high level of influence and interest. The approach will be to engage with them regularly and ensure their comments and feedback is included in the SEBCoVE decision-making process.

Monitor: Stakeholders identified as having low interest and influence. The intention is to inform them of significant steps in the project which could prove to be beneficial for them to be informed about.

Keep Informed: Stakeholders identified as having a high level of interest but low influence. These will largely be electricians receiving SEBCoVE training. It also includes relevant EU funded projects on training for professional staff working in this sector. The intention is to keep them informed of the project's progress; however, the frequency will not be the same as those Stakeholders in the "Keep Satisfied" category.

Adopting the Matrix at Figure 1 organisations identified as Stakeholders have been

plotted against each of the 4 quadrants. This is set out at Table 3. In this way, the relevant external stakeholders have been identified to ensure their early involvement in the development of project results. This will contribute to enhancing the precision, relevance, and impact of communication efforts, ultimately contributing to the success of a project. During the lifetime of the project this Table will continue to be developed to ensure existing and new Stakeholders are properly categorised and that communication and engagement strategies continue to be appropriate for the different organisations.

KEEP SATISFIED	MANAGE CLOSELY
Companies in electricity sector Electricians' representatives Policy Makers Public Authorities	Vet trainers Research institutes Higher and Further Education Providers
MONITOR	**KEEP INFORMED**
Service Users Others working closely in Smart Electricity Buildings sector	Professional Bodies Electricians' and associations related Other related Projects

Table 3: SEBCoVE Stakeholder Matrix

Stakeholder organisations identified have been categorised against each of these quadrants (stakeholders mapping tables). SEBCoVE Partners will use this information to further refine the analysis to enrich the understanding of existing relationships with the stakeholder, the particular interest of the stakeholder, and contact details. Information collected through the refined analysis will be maintained in a Database and will be used for dissemination and communication. Retention of information on the Database will be compliant with the project's policies on the collection and use of data. This is based on GDPR and any other data security protocols.

3. Key Findings

The stakeholder mapping process effectively identified and categorized key stakeholders, aiding in engagement and communication strategies. The use of a

stakeholder influence/interest matrix provided a clear framework for prioritizing engagement efforts, ensuring that key stakeholders were appropriately managed.

4. Implications

The findings have significant implications for the SEBCoVE project, particularly in terms of dissemination, engagement, and sustainability. The stakeholder mapping process has laid a strong foundation for future collaboration and has highlighted areas for targeted communication and engagement.

5. Limitations

While the stakeholder mapping process was comprehensive, it remains a dynamic process that will need to be continually updated as the project evolves. Future reports will need to address emerging stakeholders and adapt engagement strategies accordingly.

6. Recommendations

Based on the findings, it is recommended to:

- Regularly review and update the stakeholder matrix to reflect changing interests and influence levels.
- Develop targeted communication strategies for key stakeholder groups.
- Engage stakeholders in collaborative projects to foster long-term partnerships.

7. Conclusion

The stakeholder mapping process for the SEBCoVE project provided a robust framework for identifying, analysing, and engaging key stakeholders. The use of a stakeholder influence/interest matrix facilitated effective prioritization and engagement strategies, supporting the project's objectives. Moving forward, continued monitoring and adaptation of the stakeholder map will be crucial for the

project's success.

A refinement of the analysis to identify relevant organisations and key decision makers in the employment, or training, of electricians in SEB sector. This will help ensure the right individuals and organisations are targeted in communication and engagement activities.

8. Connection with other activities SEBCoVE

Mobilizing and Engaging Stakeholders (related to WP5)

- Objective: Encourage active participation from various stakeholders to ensure broad support and input into the CoVE's development.
- Tactics could involve: Stakeholder meetings, feedback sessions, participatory design processes, and collaborative projects.
- Purpose: Engagement helps to harness the diverse capabilities, insights, and resources of stakeholders, fostering a cooperative environment.

Defining Skills Ecosystem and Knowledge Triangles (related to WP3)

- Objective: Identify and establish the connections between education, industry, and research within the context of the CoVE.
- Implementation: Mapping how stakeholders can contribute to and benefit from the knowledge triangle, promoting innovation and skills development.
- Purpose: Supports the creation of a dynamic environment where vocational training meets industry needs and is continually enhanced through research and feedback.

Setting out Strategies and Initiatives (related to WP4)

- Objective: Develop specific strategies for training, collaboration, and sustainability tailored to the needs and capabilities of the stakeholders.
- Focus areas might include: Curriculum development, partnership building, funding models, and sustainability practices.
- Purpose: Ensures the long-term success and relevance of the CoVE, making it a sustainable entity that contributes to the regional economy and skills landscape.

Roadmap to Vocational Excellence (related to WP4)

- Objective: Describing the work for developing the SEBCoVE .

- Purpose: To promote and Supports the creation of COVEs

Forming Skills Ecosystems (related to WP5)

- Objective: Establish a network of diverse stakeholders who collectively contribute to and benefit from the CoVE.

- Considerations: Ensuring representation from various stakeholder types to cover different perspectives and needs.

- Purpose: Encourages a holistic approach to vocational training where multiple stakeholders work together to create a more inclusive and comprehensive skills ecosystem.

- Help in organizing the stakeholder analysis process, making it systematic and strategic to effectively support the establishment and operation of the Centre of Vocational Excellence.

Disseminating Project Outputs (related to WP8)

- Objective: Effectively communicate the results, progress, and benefits of the CoVE to all stakeholders.

- Strategies might include: Newsletters, workshops, seminars, webinars, and regular updates via social media or a dedicated website.

- Purpose: Keeps stakeholders informed and involved, ensuring transparency and maintaining interest and support for the project.

9. Quality Criteria

The Quality Criteria and related KPIs for the Stakeholder Mapping are set out at Table 3.

QUALITY ACCEPTANCE CRITERIA	KPIs
Industries: Companies and businesses within the smart electricity and building sectors.	Stakeholder Map considers at least 3 companies in each partner region

Co-funded by
the European Union

Educational Institutions: Universities	Stakeholder Map considers at least 1 Higher/Further Education Provider
Educational Institutions: vocational schools, and training centres.	Stakeholder Map considers at least tw3o VET training provider in each SEBCoVE region
Educational Institutions: vocational laboratory centres.	Stakeholder Map considers at least one Laboratory centre in the SEB sector
Research laboratory	Stakeholder Map considers at least 1 research centre in the SEB sector
Government and Administrative Bodies: Local, regional, and national government agencies.	Stakeholder Map considers at least 1 Decision-maker at local/ regional level (for the SEBCoVE regions)
	Stakeholder Map considers at least 1 Decision-maker authority at national level (for the SEBCoVEs)
Local Communities: Residents and community organizations in each SEBCoVE region.	Stakeholder Map considers at least one chamber of commerce and industry other than the partners
Experts and Consultants: Professionals with specialized knowledge in smart electricity and building technologies	Stakeholder Map considers at least one association of electricians
Umbrella organisation on Smart Electricity for Buildings sector	Stakeholder Map considers at least one umbrella organisation for the whole partnership
Accreditation and certified bodies	Stakeholder Map considers at least one certification body (for whole partnership)

Table 3: Quality Criteria and KPIs

Engagement, dissemination, and communication activities will be aligned with each of the Stakeholder Groupings as defined in the Dissemination and Communication Plan. Key actions to be taken forward include:

- Training providers and Higher Education Providers and Qualification and Accreditation Bodies will be reached by targeted dissemination activities, and they will be involved in bilateral meetings and in consensus workshops.
- Smart electricity for buildings related companies and industry, and Policy Makers will be reached by targeted dissemination activities.

- Electricians associations and representatives will be contacted through targeted dissemination activities addressing both individuals and trades.
- End Users will be contacted through targeted dissemination providing information on the project.

In addition, National/Regional/European conferences, and Further and Higher Education conferences related to energy sufficiency, sustainability and renewable energy production will be identified in each project partner country to promote SEBCoVE as an international hub of knowledge, approach to vocational excellency, and the microcredentials approach to electricians upskilling and reskilling

10. Monitoring implementation

The Stakeholder matrix and analysis will be reviewed at least annually to ensure all relevant organisations and individuals with an interest in the project, or who can influence its adoption, are identified, and categorised appropriately. As the Analysis will identify the key organisations and contact points along with their type of interest, the frequency and type of communications and engagements further iterations of the Stakeholder Map Report will be presented to the Project Steering Committee to ensure it continues to be appropriate for the sustainability and exploitation of the project. Where changes are revisions are required, these will be reflected in the Dissemination and Communication Plan.

Chapter 1: Crete region (GREECE)

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in Crete, Greece.

The first version of the Stakeholder mapping table **for the Crete region** in Greece detailing the different organisations is set out at Annex 1.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics (annex 1: Stakeholder mapping table). The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from SEBCoVE include access to updated curricula, professional development, and improved regional planning.

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in Crete region revealed a diverse range of **53 entities**, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of the region of Crete. The identification is dynamic, allowing for adjustments as the project is evolving.

2.2. Prioritization

Stakeholders were prioritized based on their affection by the project (annex 1: Stakeholders mapping table). The prioritization identified in Crete region included:

1. Primary Stakeholders: Directly affected by the project.
2. Secondary Stakeholders: Indirectly affected by the project.
3. Key Influencers: Those with the power or authority to affect project outcomes.

Primary Stakeholders (Directly Affected):

- Educational Institutions
    - Universities
    - Vocational schools
    - Training centers
    - Laboratory centers

- Electricians and Experts

    - Professional associations of electricians
    - Individual electricians

Secondary Stakeholders (Indirectly Affected)

- Industries

    - Companies and businesses in smart electricity for buildings
    - Local Communities
    - Residents
    - Community organizations

Key Influencers (Power or Authority to Affect Outcomes)

- Government and Administrative Bodies

    - Local, regional, and national government agencies

- Research Institutes

    - Laboratories
    - Research centres

- Chambers of Commerce

    - Heraklion Chamber of Commerce and Industry
    - Chamber of Commerce of Lasithi
    - Chamber of Commerce of Rethymno

- Accreditation and Certification Bodies

- National Organization for the Certification of Qualifications and Vocational Guidance (EOPPEP)
- Other relevant bodies

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders were categorized in four categories according to their interest and influence (Table 4: Stakeholder mapping matrix Greece), each one leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure each stakeholder will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
Chamber of Commerce of Rethymno Heraklion Chamber of Commerce and Industry Chamber of Commerce of Lasithi	Technical Chamber of Greece - Department of East Crete Technical Chamber of Greece - Department of West Crete EOPPEP National Organisation for the Certification of Qualification and Vocational Guidance Hellenic Association of Mechanical and Electrical Engineers - Department of East Crete Hellenic Association of Mechanical and Electrical Engineers - Department of West Crete Technical Institute of Heraklion Chamber of Commerce and Industry Professional and Scientific Association of Technological Education Engineers Department of Heraklion Professional and Scientific Association of Technological Education Engineers Department of Lasithi Professional and Scientific Association of Technological Education Engineers Department of Chania Professional and Scientific Association of Texhnological Education Engineers Department of Rethimno Technical Institute of Heraklion Chamber of Commerce and Industry

	Association of electrical installers of Heraklion Prefecture
	Association of electrical installers of Ierapetra
	Association of electrical installers of Lasithi
	Adveti - Abu Dhabi Vocational Educational & Training Institute
	RIVERIA - Northern Karelia Association of Education Municipalities
	Association of electrical installers of Rethymno Prefecture
	Climatecnika
MONITOR	**KEEP INFORMED**
	1. School of Higher Vocational Training
	2. 1o Laboratory Center of Heraklion
	3. Laboratory Center of Neapoli Lasithi
	4. Laboratory Center of Rethymno (EK)
	5. 1o Vocational High School of Rethymno
	6. Anysma
	7. Public Vocational Training Institute of Rethymno (IEK)
	8. Climatologic
	9. Mastelko
	10. Ydrometal
	11. Zesta
	12. Oikoklima
	13. Ecowatt Energy
	14. Plasis Energy
	15. Entec Contractors
	16. Eco Power
	17. Aenaos Energy Systems
	18. Photovoltaika Kritis
	19. Sarris Energy
	20. Laboutas Heating and Air Conditioning Center
	21. Hydroklima
	22. Thermorado Energy Systems
	23. Thermorado Energy Systems
	24. Kretatherm

	25. SVM
	26. About Electric
	27. Mechanical Solutions
	28. My home service
	29. Samartzis Samsystems
	30. Prime Energy A.E.
	31. Kritiki Energeiaki
	32. RACS Revolutionary A/C Solutions

Table 4: Stakeholder mapping matrix – Greece (2024)

3. Engagement Strategies

3.1. Manage Closely

18 Stakeholders have categorized as "Manage closely", with high influence and interest (Table 4: Stakeholders Matrix – Greece). These include:

- Technical Chambers of Greece (East and West Crete)
- Hellenic Association of Mechanical and Electrical Engineers (East and West Crete)
- Professional and Scientific Association of Technological Education Engineers (various departments)
- Technical Institute of Heraklion Chamber of Commerce and Industry
- Abu Dhabi Vocational Educational & Training Institute
- Northern Karelia Association of Education Municipalities
- Various associations of electrical installers

Engagement strategy:

- Frequent Communication: These stakeholders have high influence and interest. The project should actively seek their feedback and keep them informed of major developments.
- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.

- Collaboration: Develop joint initiatives or working groups to harness their expertise and influence.

3.2. Keep Satisfied

Three stakeholders have categorized as "Keep satisfied", with high influence but low interest, *(Table 4: Stakeholders Matrix – Greece)* and include:

- Chambers of commerce
- Companies in the smart electricity for buildings sector

Engagement Strategy

- Periodic Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.
- Feedback Mechanism: Encourage feedback to address any emerging concerns.
- Targeted Engagement: Engage with them specifically on issues where their influence is crucial, such as policy advocacy or industry standards.

3.3. Keep Informed

32 stakeholders have categorized as "Keep informed", with high interest but low influence (Table 4: Stakeholders Matrix – Greece). These strakeholders include:

- Vocational training institutes
- Professional bodies
- Companies related to the smart electricity sector
- Electricians' associations.

Engagement Strategy

- Regular Updates: These stakeholders have high interest but low influence. Provide consistent information through newsletters, webinars, or periodic briefings.
- Educational Outreach: Use informational materials to keep them informed of project progress and benefits.

- Engagement Opportunities: Offer opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of involvement.

3.4. Monitor

No stakeholders have categorized as "Monitor" so far, with low influence and interest (Table 4: Stakeholders Matrix – Greece). This category will be updated during the project implementation and will potentially include:

- Service users
- Other entities working closely with smart electricity buildings

Engagement Strategy

- Significant Updates: Inform these stakeholders about major milestones or significant changes.
- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.
- Selective Communication: Engage selectively on issues directly relevant to them, avoiding unnecessary communication.

4. Conclusion

The stakeholder mapping process for Crete provided a clear framework for identifying and engaging key stakeholders, supporting SEBCoVE's objectives. The process effectively prioritized engagement efforts and set a foundation for future collaboration and sustainability. Continued monitoring and adaptation will be essential for long-term success.

5. Recommendations

To enhance stakeholder engagement in the Crete region:

1. Regularly review the stakeholder matrix (once per year) to reflect changing interests and influence levels.
2. Develop targeted communication strategies for key stakeholder groups.
3. Engage stakeholders in collaborative projects to foster long-term

partnerships.

These steps will ensure sustained engagement and support for the SEBCoVE project in Crete.

Chapter 2: Basque region (SPAIN)

1. Introduction

The SEBCoVE project aims to establish regional centers of professional excellence for smart electricity in buildings, promoting regional smart specialization and developing international knowledge centers for vocational education and training (VET). This chapter focuses on mapping the stakeholders for the project in Spain.

The first version of the Stakeholder mapping table **for the Basque region** in Spain detailing the different organisations is set out at Annex 2.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics. Stakeholders span several categories, including educational institutions, electricians, experts, government agencies, industries, and local communities. The key benefits of SEBCoVE for each stakeholder group include access to updated curricula, professional development, and improved regional planning.

Stakeholder mapping for Spain involved the following stages:

2.1. Brainstorming – Stakeholders identification

The initial identification of stakeholders focused on Gipuzkoa province, which is part of the Basque region in Spain, and revealed a wide range of **83 entities**, including associations, clusters, companies, development agencies, universities, VET providers and authorities. Each type of actor will benefit differently from SEBCoVE, with benefits ranging from access to curricula and training to better regional planning and the sustainable development of this region. The identification is dynamic, allowing for adjustments as the project is evolving.

2.2. Prioritization

Stakeholders were prioritized based on their influence, interest, and impact on the project. The identified prioritization in the region of Spain included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect the project outcomes.

A preliminary list of classes and subclasses was established as follows:

Primary Stakeholders (Directly Affected)

1. Educational Institutions. Including VET and HE centers, associations and other institutions

    - VET centers.
        - Providers of initial and continuing vocational education programs (EQF 4,5) (*Example: Zubigune Fundatioa (c-VET))*
    - Universities
        - Providers of professional programs and training programs (EQF 6 to 8) *Example: Universidad del País Vasco (public University).*
    - VET/HE Associations or networks. *Example: Ikaslan Gipuzkoa (association of (i/c)-VET public centers).*
        - Teacher training centers (VET/HE systems).
        - General education centers.

2. People. including individuals, professional associations and others

    - Individuals, Students, Electricians, people.
        - Students. Youngsters/adults seeking an initial qualification.
        - Electricians or equivalent. Qualified workers seeking reskilling or upskilling.
        - People in general, interested in the sector.
    - Associations of professionals and Workers.
        - Professional colleges. Electrical engineers, architects, and others.
        - Trade unions. Electricity, Energy, Building and other sectors.
        - Teacher associations. Electricity and other specializations. *Example: Colegio de Ingenieros Técnicos de Gipuzkoa (regional professional college)*

Secondary Stakeholders (Indirectly Affected)

3. Industries. Including companies, associations of industries and others.

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- Companies operating in the Smart Buildings sector.
  - Manufacturers, distributors, integrators, installers, inspection, and others. *Example: Schneider Electric – Spain (distributor and integrator).*
- Associations in the Smart Buildings sector.
  - Regional or national industry associations, industry federation, employer's association. *Example: Instagi (regional association of installers), CONAIF (national federation of installers associations).*

4. Local communities.

- Owners and residents and owners' communities.
- Companies. Property managers.

Key influencers (Power or Authority to Affect Outcomes)

5. Authorities including education, labour, and industry/economic development. Government and administrative bodies. Local/regional, or national. Relevant to the sector.

- Education.
  - VET & HE authorities and others. Specialized services bodies.
  - Accreditation and Certification Bodies. Relevant for both VET and HE. *Example: Departamento de Educación del País Vasco (Regional government department for General, VET and adult education). TKNIKA (specialized regional public body for innovation and advancement of VET). IVAF (Basque Institute of Future Learning. Public consultancy, technical and accreditation body).*
- Labor
  - Local/Regional Development Agencies. Government Departments. Chambers of Commerce. Policies, services and programs/projects oriented to employment, entrepreneurship, training, funding, etc. *Example: Cámara de Comercio de Gipuzkoa (Chamber of Commerce), Sociedad de Fomento de San Sebastián (Regional Development Agency).*
- Industry/Development

- Local/Regional Development Agencies. Government Departments. Chambers of Commerce. Policies, services or programs oriented to industry growth and competitiveness.
- Research Institutions. Including academia and centers or associations related to strategic basic and applied research, development and/or innovation activities.

6. Research.

- Laboratories and clusters or networks from universities.
- Research centers (interdisciplinary research). Public, private or public-private. *Example: TECNALIA. Donostia (Research Center)*
- Development and innovation.
- Industry clusters. *Example: Energy Cluster of the Basque Country (Energy Cluster Association. Regional), GAIA (Telecommunications Clusters Association. Regional).*

2.3. Categorization - Stakeholder Matrix

In addition to prioritization, stakeholders based on their interest and influence were classified into four categories (table 5: Stakeholders matrix -Spain**),** each leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure that each stakeholder is appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
COGITI. General Council of Industrial Technical Engineering of Spain	Energy Cluster of the Basque Country.
CSCAE. Superior Council of the professional Colleges of Architects of Spain	Zubigune Fundazioa. VET centre
	EUROPE ON. Association of Electrical Contractors (Europe).
CGATE. General Council of Technical Architecture. National.	Instagi. Business Association of Installers and Maintainers of Gipuzkoa (Regional)
UNE. Spanish Association of Normalization.	Conaif. Confederation of industry associations of installers (Spain).
Confemetal. Confederation of regional associations of employers. Metal section	ADIME. National Association of Electrical Material Distributors
	FACEL. Spanish association of manufacturers of

(manufacturing & Services). Spain	electrical and optical fibre cables and conductors
UFD - Union Fenosa Distribution. Electricity distributor.	ANFALUM. Spanish Association of Lighting Manufacturers
Lanbide. Employment Service of Basque Country. Employment, training for employment and orientation services.	AFEC. Association of Air Conditioning Equipment Manufacturers
	AEDIVE. Business Association for the Development and Promotion of Electric Mobility
	SpainSkills. National organization for skills competitions in VET areas.
	FEGECA. Association of Manufacturers of Heat Generators and Emitters
	Fevie. Industry association of electrical and telecommunication installers (Regional)
	GCP EUROPE. Intl. Industry association of engineering services and systems installers for buildings.
	Eni Plenitude Ibérica. Retail electric company
	IVAF. Basque Institute of Future Learning
	Education department of Basque Country
	Department of labour and employment of Basque Country
	IDAE. Institute for Diversification and Energy Savings. Spain
	MINCOTUR. Ministry of Industry, Commerce and Tourism. Spain
	Ministry for the Ecological Transition and the Demographic Challenge. Spain
	Ministry of Education, Vocational Training and Sports. Spain
	INCUAL. National Institute of Qualifications. Spain
	SEPE. Public Service for Employment of Spain.
	UPV/EHU Campus Gipuzkoa. Public University of Basque Country
	MU - Mondragón University. Private University
	University of Deusto. Private University.
	Tecnun-School of Engineering. Private University
	MLAKoop-Mondragón Lingua Alecop. Company
	Professional College of Industrial Engineers of Gipuzkoa
	National Reference Centre of Electromechanical Machines. Special VET institution.
	Professional College of Technical Engineers.

	Regional.
	Professional College of Basque-Navarrean Architects. Regional
	Tknika. Public body for VET innovation. Regional.
	ICCL. Building Institute of Castilla-Leon. Foundation. Certification body. Regional
	Gipuzkoa Chamber. Chamber of commerce. Regional
	Department of Economic Development, Sustainability and Environment of Basque Country
	Provincial Council of Gipuzkoa. Regional.
	AEICE-Efficient Habitat Cluster. Regional.
	EDUCACYL. Education Department of Castilla-Leon. Regional.
	EREN. Energy and Minery Organism of Castilla-Leon. Public body. Regional
MONITOR	**KEEP INFORMED**
AMBIAFME-AMBILAMP. Foundation. Waste management of electrical materials.	ERAIKUNE- Construction Cluster. Cluster. Regional
ADEMI. Industry Association of Engineering, Assembly, Maintenance and Industrial Services. Spain.	ECOTIC FOUNDATION. Waste management in the electricity and electronics sectors.
AFBEL. Association of Manufacturers of Electrical Equipment Goods. Spain	Nabar Gestion 2013 SL. Company
PEISA. Company.	Loyola Norte SA. Company.
	Dinuy SA. Company
	Efapel Electrical Solutions SL. Company.
	Setalde Suministros Integrales SL. Company
	Gabyl Electrical Supplies SA. Company.
	Instruments SA. Company.
	SCHNEIDER ELECTRIC. Company.
	PEMSA. Company.
	PRYSMIAN. Company.
	LEGRAND. Company.
	UNEX. Company.
	Urola Kosta. Regional Development Agency.
	Oarsoaldea. Regional Development Agency.
	Fomento de Donostia. Regional Development Agency.
	Mondragon University Mexico. Private

	polytechnic university (Mexico)
	CIFP Bidasoa LHII. VET Centre
	CIFP Usurbil LHII. VET Centre
	Easo Politeknikoa. VET Centre
	Miguel Altuna Lanbide Heziketa. VET Centre
	CIFP Armeria Eskola LHII. VET Centre
	CIFP Don Bosco LHII. VET Centre
	Tolosaldea Goimailako LH Institutoa. VET Centre
	CIFP La salle-Berrozpe. VET Centre
	Salestarrak Magale Urnieta. VET Centre
	IPPC Aguas Nuevas de Albacete. VET Centre
	IKASLAN GIPUZKOA. Association of VET Centres
	CIFP PICO FRENTES. VET Centre
	CIFP Industrial – Technologic. VET Centre.

Table 5: Stakeholders Matrix – Spain (2024)

3. Engagement Strategies

3.1. Manage Closely.

41 stakeholders have been categorized as "Manage closely", with high influence and interest (Table 5: Stakeholders Matrix – Spain). They are diverse including practically all major stakeholders' categories indicated above.

Participation strategy

- Frequent communication: These stakeholders have great influence and interest. The project should actively seek their feedback and keep them informed of major developments.
- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.
- Collaboration: Develop joint initiatives or working groups to leverage their experience and influence.

3.2. Keep satisfied.

Seven stakeholders have been classified as "Keep satisfied", with high influence but

low interest (Table 5: Stakeholders Matrix – Spain).

Participation strategy

- Regular Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.

- Feedback Mechanism: Encourage feedback to address any concerns that arise.

- Specific engagement: Engage with them specifically on issues where your influence is crucial, such as policy advocacy or industry standards.

3.3. Keep informed.

31 stakeholders have been categorized as "Keep Informed," with high interest but low influence. However, this status could change (Table 5: Stakeholders Matrix – Spain)

Engagement strategy

- Regular Updates: These stakeholders have great interest but little influence. Provide consistent information through newsletters, webinars or regular briefings.

- Educational Outreach: Use informational materials to keep them informed about the progress and benefits of the project.

- Engagement Opportunities: Provide opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of engagement.

3.4. Monitor

Four stakeholders have been categorized as "Monitor" so far, with low influence and interest. However, this status could change (Table 5: Stakeholders Matrix – Spain)

Engagement strategy

- Significant updates: Inform these stakeholders of important milestones or significant changes.

- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.

- Selective communication: selectively engage in topics directly relevant to them, avoiding unnecessary communications.

4. Recommendations

To improve stakeholder engagement in the Basque region:

- Review the stakeholder matrix periodically (once a year) to reflect changes in interests and levels of influence.
- Develop specific communication strategies for key stakeholder groups.
- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained commitment and support for the SEBCoVE project in Spain.

Chapter 3: Lombardy – Veneto region (ITALY)

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in the Lombardy and Veneto region, Italy.

The first version of the Stakeholder mapping table for the Lombardy and Veneto regions in Italy detailing the different organisations is set out at Annex 3.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics (annex 4: Stakeholder mapping table). The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from include access to updated curricula, professional development, and improved regional planning.

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in Lombardy and Veneto region revealed a diverse range of 80 entities, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of the region of Lombardy and Veneto. The identification is dynamic, allowing for adjustments as the project is evolving.

2.2. Prioritization

Stakeholders were prioritized based on their affection by the project (Annex 4: Stakeholders mapping table). The prioritization identified in the Lombardy and Lombardy regions are included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect project outcomes.

1. Primary Stakeholders (Directly Affected) (37)
   - Educational Institutions
   - Universities
   - Vocational schools
   - Training centres
   - Laboratory centres
   - Electricians and Experts
     - Professional associations of electricians
     - Individual electricians

2. Secondary Stakeholders (Indirectly Affected) (26)
   - Industries
     - Companies and businesses in smart electricity for buildings
   - Local Communities
     - Residents
     - Community organizations

3. Key Influencers (Power or Authority to Affect Outcomes) (17)
   - Government and Administrative Bodies (17)
     - Local, regional, and national government agencies
   - Research Institutes
     - Laboratories
     - Research centres
   - Chambers of Commerce (7)

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders were categorized in four categories according to their interest and influence (Table 6: Stakeholder mapping matrix Italy), each one leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure each stakeholder

will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
Associazione Nazionale Costruzioni Edili (ANCE) Lombardia Associazione Energy Managers CONFARTIGIANATO	Confindustria Lombardia Smart Building Alliance (SBA) Electronic companies Associazione Elettrotecnica ed Elettronica Italiana (AEIT) Formativo (Delegazione regionale Lombardia Regione Lombardia Politecnico di Milano Riascaldamento e Refrigerazione) Sviluppo Economico) Ministero dell`Istruzione e del Merito ITIS "Giulio Riva" Istituto Tecnico Industriale Statale REGIONE VENETO FORMA VENETO ITS ACADEMY MECCATRONICO ITS DIGITAL ACADEMY ITS RED ACADEMY ITS LOGISTICA
MONITOR	**KEEP INFORMED**
Camera di Commercio (Milano Monza Brianza Lodi) Unioncamere Lombarda Università degli Studi di Genova Scuola Politecnica delle Telecomunicazioni Regione Liguria - Scuola e Formazione Ufficio scolastico regionale della Regione Liguria Regione Liguria - Centri per l`impiego (Cpi) Comune di Genova	ABB Italy ENEL Centro Salesiano "San Domenico Savio" Salesiana Don Bosco Brescia Istituto Salesiano Sant´Ambrogio Salesiani Don Bosco Sesto San Giovanni Associazione Formazione Professionale Patronato San Vincenzo Alfa Due s.n.c Apave Artelia

Comune di Genova - Scuole e Formazione	Bticino
Camera di Commercio Genova	CBRE
Camera di Commercio Riviere di Liguria - Savona	Cisco
Camera di Commercio Riviere - Imperia	Delta dore
Camera di Commercio Riviere - La Spezia	eelectron
Ordine degli Ingegneri della Provincia di Genova	Eficia
Ordine degli Ingegneri della Provincia di Savona	Digicom energy
Ordine degli Ingegneri della Provincia di Imperia	Kieback & Peter Italia Srl
Ordine degli Ingegneri della Provincia di La Spezia	LUX ITALIA SRL
Ordine dei Periti Industriali della Provincia Genova	Siemens Italia SPA
Ordine dei Periti Industriali della Provincia Savona	Signify Italy
Imperia	UNIONCAMERE VENETO
Ordine dei Periti Industriali della Provincia La Spezia	SIAV
ABB	DINTEC Consorzio per l`innovazione Tecnologica
Siemens	t2i Trasferimento Tecnologico e Innovazione
Hitachi Rail STS	
Ansaldo Energia	
Fincantieri	
Autostrade per l´Italia - Direzione 1º Tronco	
RINA S.P.A.	
Crocco Impianti	
RAEL	
ISS/ITIS "Ferraris-Pancaldo"	
Istituto Tecnico Superiore Statale Majorana - Giorgi	
Istituto Tecnico Superiore Statale "G.Marconi"	
Istituto di Istruzione Superiore "G. Capellini - N.Sauro"	

Table 6: Stakeholders Matrix – Italy, (1ˢᵗ version 2024)

3. Engagement Strategies

3.1. Manage Closely

17 Stakeholders have categorized as "Manage closely", with high influence and interest influence and interest (Table 6: Stakeholders Matrix – Italy). They are diverse including practically all major stakeholders' categories indicated above.

Participation strategy

- Frequent communication: These stakeholders have great influence and interest. The project should actively seek their feedback and keep them informed of major developments.
- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.
- Collaboration: Develop joint initiatives or working groups to leverage their experience and influence.

3.2. Keep satisfied.

Three stakeholders have been classified as "Keep satisfied", with high influence but low interest (Table 6: Stakeholders Matrix – Italy).

Participation strategy

- Regular Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.
- Feedback Mechanism: Encourage feedback to address any concerns that arise.
- Specific engagement: Engage with them specifically on issues where your influence is crucial, such as policy advocacy or industry standards.

3.3. Keep informed.

25 stakeholders have been categorized as "Keep Informed," with high interest but low influence. However, this status could change (Table 6: Stakeholders Matrix – Italy).

Engagement strategy

- Regular Updates: These stakeholders have great interest but little influence. Provide consistent information through newsletters, webinars or regular briefings.

- Educational Outreach: Use informational materials to keep them informed about the progress and benefits of the project.

- Engagement Opportunities: Provide opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of engagement.

3.4. Monitor

35 stakeholders have been categorized as "Monitor" so far, with low influence and interest. However, this status could change(Table 6: Stakeholders Matrix – Italy).

Engagement strategy

- Significant updates: Inform these stakeholders of important milestones or significant changes.

- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.

- Selective communication: selectively engage in topics directly relevant to them, avoiding unnecessary communications.

4. Recommendations

To improve stakeholder engagement in the Italy for the Lombardy and Venetoregion region:

- Review the stakeholder matrix periodically (once a year) to reflect changes in interests and levels of influence.

- Develop specific communication strategies for key stakeholder groups.

- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained commitment and support for the SEBCoVE project in Italy.

Chapter 4: North Macedonia

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in North Macedonia.

The first version of the SEBCoVE Stakeholder Matrix for North Macedonia detailing the different organisations is set out at Annex 4.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics (annex 1: Stakeholder mapping table). The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from SEBCoVE include access to updated curricula, professional development, and improved regional planning.

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in North Macedonia revealed a diverse range of 35 entities, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of the region of Crete.

The identification was dynamic, allowing for adjustments as the project evolved.

2.2. Prioritization

Stakeholders were prioritized based on their affection by the project (Annex 1: Stakeholders mapping table). The prioritization identified in Crete region included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect project outcomes.

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Primary Stakeholders (Directly Affected) (14)

- Educational Institutions
  - Universities
- Vocational schools
  - Training centres
  - Laboratory centres
- Electricians and Experts
  - Professional associations of electricians
  - Individual electricians

Secondary Stakeholders (Indirectly Affected) (14)

- Industries, Companies, and businesses in smart electricity for buildings

Key Influencers (Power or Authority to Affect Outcomes) (1)

- Chambers of Commerce

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders were categorized in four categories according to their interest and influence (Table 7: Stakeholder mapping matrix North Macedonia, each one leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure each stakeholder will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
Regional center for vocational education and training Mosa Pijade	The Centre for Vocational Education and Training
Electrician City Electric	CES Academy
ZEUS Electric	Regional Centre for Vocational Education and Training Nikola Karev
Termo Electric	Knowledge and skills management centre K&S
Emiter Spisanie Elektronika	Chamber of Commerce (Electricians)
Oja Dooel	High school of electrical engineering Mihajlo Pupin
Solar Makedonija	

Eko Solar	Elko-ing DOOEL
Solar NRG	Vitreum-Inzenering Gevgelija
DukiDaso	Electrician Slavisha Rikikj
	DPTU Elko Solar Bim
	DPTU Punta Gorda DOO Strumica
	DPTU Fotovolt Me DOOEL Strumica
	DPTU G.S. Solar star DOO Vasilevo
	DPTU SRG Energy Solar, DOOEL Strumica
	Non-Governmental Organization
	(NGO)
MONITOR	**KEEP INFORMED**
Sasa Mine Training Center	
State High School Regional Center for Vocational Education and Training Kole Nedelkovski	
Technical High School "Kiro Spandžov - Brko"	
Secondary municipal school Gjosho Viketinov	
Technical High School "Gorgi Naumov"	
Technical High School "Nace Bogjoni"	
Electrical engineering school center Sv.Naum Ohridski	
Kris-Gord DOOEL Valandovo	
M-Proekt DOOEL Gevgelija	
Elprom Inzinering DOOEL Gevgelija	

Table 7: Stakeholders Matrix – North Macedonia, (1ˢᵗ version 2024)

3. Engagement Strategies

3.1. Manage Closely

15 stakeholders have categorized as "Manage closely", with high influence and interest (Table 7: Stakeholders Matrix – North Macedonia).

Engagement strategy:

- Frequent Communication: These stakeholders have high influence and interest. The project should actively seek their feedback and keep them informed of major developments.

- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.

- Collaboration: Develop joint initiatives or working groups to harness their expertise and influence.

3.2. Keep Satisfied

Four stakeholders have categorized as "Keep satisfied", with high influence but low interest, (Table 7: Stakeholders Matrix – North Macedonia) and include:

- Companies in the smart electricity for buildings sector
- A VET institute

Engagement Strategy

- Periodic Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.

- Feedback Mechanism: Encourage feedback to address any emerging concerns.

- Targeted Engagement: Engage with them specifically on issues where their influence is crucial, such as policy advocacy or industry standards.

3.3. Keep Informed

No stakeholders have categorized as "Keep informed", with high interest but low influence. A strategy will be applied for mobilizing stakeholders to shift in this category been characterized of high interest. This category will be updated during the project implementation and will potentially include:

- Vocational training institutes
- Professional bodies
- Companies related to the smart electricity sector
- Electricians' associations.

Engagement Strategy

- Regular Updates: These stakeholders have high interest but low influence. Provide consistent information through newsletters, webinars, or periodic briefings.

- Educational Outreach: Use informational materials to keep them informed of project progress and benefits.

- Engagement Opportunities: Offer opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of involvement.

3.4. Monitor

10 stakeholders have categorized as "Monitor" so far, with low influence and interest (Table 7: Stakeholders Matrix – North Macedonia).

This category will be updated during the project implementation and will potentially include:

- Service users
- Other entities working closely with smart electricity buildings

Engagement Strategy

- Significant Updates: Inform these stakeholders about major milestones or significant changes.

- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.

- Selective Communication: Engage selectively on issues directly relevant to them, avoiding unnecessary communication.

4. Conclusion

The stakeholder mapping process for North Macedonia provided a clear framework for identifying and engaging key stakeholders, supporting SEBCoVE's objectives. The process effectively prioritized engagement efforts and set a foundation for future collaboration and sustainability. Continued monitoring and adaptation will be essential for long-term success.

5. Recommendations

To enhance stakeholder engagement in North Macedonia:

- Regularly review the stakeholder matrix (once per year) to reflect changing interests and influence levels.
- Develop targeted communication strategies for key stakeholder groups.
- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained engagement and support for the SEBCoVE project in North Macedonia.

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Chapter 5: Porto region (PORTUGAL)

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in Portugal. The first version of the SEBCoVE Stakeholder mapping table for Portugal detailing the different organisations is set out at Annex 5.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics. The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from SEBCoVE include access to updated curricula, professional development, and improved regional planning. The stakeholder mapping for Portugal involved the following stages:

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in Portugal revealed a diverse range of 14 entities, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of Portugal.

The identification was dynamic, allowing for adjustments as the project evolved.

2.2. Prioritization

Stakeholders were prioritized based on their influence, interest, and impact on the project. The prioritization identified in Portugal included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect project outcomes.

Primary Stakeholders (Directly Affected):

- Educational Institutions
  - Universities
  - Vocational schools
  - Training centres
  - Laboratory centres
- Electricians and Experts
  - Professional associations of electricians
  - Individual electricians

Secondary Stakeholders (Indirectly Affected)

- Industries
  - Companies and businesses in smart electricity for buildings
- Local Communities
  - Residents
  - Community organizations

Key Influencers (Power or Authority to Affect Outcomes)

- Government and Administrative Bodies
  - Local, regional, and national government agencies
- Research Institutes
  - Laboratories
  - Research centres
- Chambers of Commerce
  - Chamber of Industry and Commerce Berlin

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders according to their interest and influence were categorized in four categories according to the stakeholders (Table 5: Stakeholders Matrix Portugal), each one leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure each stakeholder will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
EZU Energia (Company)	Digitalmente (IT) (Company)
	TRIFORMIS Técnica (VET institute)
	IXUS – Formação e Consultadoria, Lda. (VET institute)
	Smartwatt – Reshaping Energy (Company)
MONITOR	**KEEP INFORMED**
Usenergy (Company)	Alord (Company)
Coopérnico (Company)	
CSide (Company)	
Bosch (Company)	
CleanWatts (Company)	
Mota Engil Renewing SA (Company)	

Table 8: Stakeholders Matrix Portugal (1st version 2024)

3. Engagement Strategies

3.1. Manage Closely

6 Stakeholders have been categorized as "Manage closely", with high influence and interest. These include:

- Digitalmente (IT) (Company)
- TRIFORMIS Técnica (VET institute)
- IXUS – Formação e Consultadoria, Lda. (VET institute)
- Smartwatt – Reshaping Energy (Company)
- Only Smart Buildings (Company)
- Polytechnic of Porto (University)

Engagement strategy:

- Frequent Communication: These stakeholders have high influence and interest. The project should actively seek their feedback and keep them informed of major developments.

- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.

- Collaboration: Develop joint initiatives or working groups to harness their expertise and influence.

3.2. Keep Satisfied

One stakeholder has been categorized as "Keep satisfied", with high influence but low interest, and include EZU Energia (Company)

Engagement Strategy

- Periodic Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.

- Feedback Mechanism: Encourage feedback to address any emerging concerns.

- Targeted Engagement: Engage with them specifically on issues where their influence is crucial, such as policy advocacy or industry standards.

3.3. Keep Informed

One stakeholder has been categorized as "Keep informed", with high interest but low influence, including Alord (Company)

Engagement Strategy

- Regular Updates: These stakeholders have high interest but low influence. Provide consistent information through newsletters, webinars, or periodic briefings.

- Educational Outreach: Use informational materials to keep them informed of project progress and benefits.

- Engagement Opportunities: Offer opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of involvement.

3.4. Monitor

6 stakeholders have been categorized as "Monitor" so far, with low influence and interest. These include:

- Usenergy (Company)
- Coopérnico (Company)
- CSide (Company)
- Bosch (Company)
- CleanWatts (Company)
- Mota Engil Renewing SA (Company)

Engagement Strategy

- Significant Updates: Inform these stakeholders about major milestones or significant changes.
- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.
- Selective Communication: Engage selectively on issues directly relevant to them, avoiding unnecessary communication.

4. Conclusion

The stakeholder mapping process for Portugal provided a clear framework for identifying and engaging key stakeholders, supporting SEBCoVE's objectives. The process effectively prioritized engagement efforts and set a foundation for future collaboration and sustainability. Continued monitoring and adaptation will be essential for long-term success.

5. Recommendations

To enhance stakeholder engagement in Portugal:

- Regularly review the stakeholder matrix (once per year) to reflect changing interests and influence levels.
- Develop targeted communication strategies for key stakeholder groups.

- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained engagement and support for the SEBCoVE project in Portugal.

Chapter 6: Berlin-Brandenburg region (Germany)

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in Berlin Brandenburg region in Germany. The first version of the Stakeholder mapping table for the Berlin-Brandenburg region of Germany detailing the different organisations is set out at Annex 6.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics. The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from SEBCoVE include access to updated curricula, professional development, and improved regional planning.

The stakeholder mapping for Germany involved the following stages:

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in Germany revealed a diverse range of 16 entities, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of Germany. The identification was dynamic, allowing for adjustments as the project evolved.

2.2. Prioritization

Stakeholders were prioritized based on their influence, interest, and impact on the project. The prioritization identified in Germany included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect project outcomes.

Primary Stakeholders (Directly Affected):

- Educational Institutions
  - Universities
  - Vocational schools
  - Training centers
  - Laboratory centers
- Electricians and Experts
  - Professional associations of electricians
  - Individual electricians

Secondary Stakeholders (Indirectly Affected)

- Industries
  - Companies and businesses in smart electricity for buildings
- Local Communities
  - Residents
  - Community organizations

Key Influencers (Power or Authority to Affect Outcomes)

- Government and Administrative Bodies
  - Local, regional, and national government agencies
- Research Institutes
  - Laboratories
  - Research centers
- Chambers of Commerce
  - Chamber of Industry and Commerce Berlin
  - Berlin Chamber of Skilled Crafts

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders according to their interest and influence were categorized in four categories (table 6: stakeholders mapping), each one leading to a specific engagement strategy. By applying the following tailored

engagement strategies, the SEBCoVE project will ensure each stakeholder will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
Bundesministerium für Wirtschaft und Klimaschutz	Berlin Chamber of Skilled Crafts
Agentur für Erneuerbare Energien e. V. (AEE)	IHK Berlin
	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.	Innung SHK Berlin
	Technische Universität Berlin
	Humboldt-Universität zu Berlin
MONITOR	**KEEP INFORMED**
	Bundesinstitut für Berufsbildung (BIBB)
	GPB College
	Weiterbildungsdatenbank Berlin
	TA Bildungszentrum GmbH
	Schlotz Gebäude- und Energiesysteme
	ZAW Zentrum für Aus- und Weiterbildung Leipzig GmbH
	Lise-Meitner-Schule

Table 9: Stakeholders Matrix - Berlin-Brandenburg (1st version 2024)

3. Engagement Strategies

3.1. Manage Closely

Six Stakeholders have categorized as "Manage closely", with high influence and interest. These include:

- Berlin Chamber of Skilled Crafts (Chamber)
- Chamber of Industry and Commerce Berlin (Chamber)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (Association)
- Innung SHK Berlin (Chamber)

- Technische Universität Berlin (University)

- Humboldt-Universität zu Berlin (University)

Engagement strategy:

- Frequent Communication: These stakeholders have high influence and interest. The project should actively seek their feedback and keep them informed of major developments.

- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.

- Collaboration: Develop joint initiatives or working groups to harness their expertise and influence.

3.2. Keep Satisfied

Three stakeholders have categorized as "Keep satidfied", with high influence but low interest, and include:

- Bundesministerium für Wirtschaft und Klimaschutz (Public authority)

- Agentur für Erneuerbare Energien e. V. (AEE) (Laboratory-research center)

- Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V. (Laboratory-research center)

Engagement Strategy

- Periodic Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.

- Feedback Mechanism: Encourage feedback to address any emerging concerns.

- Targeted Engagement: Engage with them specifically on issues where their influence is crucial, such as policy advocacy or industry standards.

3.3. Keep Informed

7 stakeholders have categorized as "Keep informed", with high interest but low influence, including:

- Bundesinstitut für Berufsbildung (BIBB) (VET institute)

- GPB College (VET institute)

- Weiterbildungsdatenbank Berlin (Company)
- TA Bildungszentrum GmbH (Company)
- ZAW Zentrum für Aus- und Weiterbildung Leipzig GmbH (VET institute)
- Lise-Meitner-Schule (VET institute)
- Schlotz Gebäude- und Energiesysteme (Company)

Engagement Strategy

Regular Updates: These stakeholders have high interest but low influence. Provide consistent information through newsletters, webinars, or periodic briefings.

Educational Outreach: Use informational materials to keep them informed of project progress and benefits.

Engagement Opportunities: Offer opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of involvement.

3.4. Monitor

No stakeholders have categorized as "Monitor" so far, with low influence and interest. This category will be updated during the project implementation and will potentially include:

- Service users
- Other entities working closely with smart electricity buildings

Engagement Strategy

- Significant Updates: Inform these stakeholders about major milestones or significant changes.
- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.
- Selective Communication: Engage selectively on issues directly relevant to them, avoiding unnecessary communication.

4. Conclusion

The stakeholder mapping process for Germany provided a clear framework for

identifying and engaging key stakeholders, supporting SEBCoVE's objectives. The process effectively prioritized engagement efforts and set a foundation for future collaboration and sustainability. Continued monitoring and adaptation will be essential for long-term success.

5. Recommendations

To enhance stakeholder engagement in Germany:

- Regularly review the stakeholder matrix (once per year) to reflect changing interests and influence levels.
- Develop targeted communication strategies for key stakeholder groups.
- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained engagement and support for the SEBCoVE project in Germany.

Chapter 7: The Netherlands

1. Introduction

The SEBCoVE project aims to establish regional hubs of vocational excellence for smart electricity in buildings, fostering regional smart specialization and developing international knowledge hubs for vocational education and training (VET). This chapter focuses on stakeholder mapping for the project in Netherlands. The first version of the Stakeholder mapping table for the Netherlands detailing the different organisations is set out at Annex 7.

2. Stakeholder Mapping

The process began with identifying key stakeholders and mapping their characteristics. The stakeholders span various categories, including educational institutions, electricians, experts, government bodies, industries, and local communities. The key benefits for each stakeholder group from SEBCoVE include access to updated curricula, professional development, and improved regional planning.

2.1. Brainstorming - Stakeholders identification

The initial identification of stakeholders in the Netherlands revealed a diverse range of 32 entities, including educational institutions, electricians, experts, government bodies, industries, and local communities. Each stakeholder type will be benefited differently from SEBCoVE, with benefits ranging from access to curricula and training to improved regional planning and sustainable development of Netherlands.

The identification was dynamic, allowing for adjustments as the project evolved.

2.2. Prioritization

Stakeholders were prioritized based on their influence, interest, and impact on the project. The prioritization identified in Germany included:

Primary Stakeholders: Directly affected by the project.

Secondary Stakeholders: Indirectly affected by the project.

Key Influencers: Those with the power or authority to affect project outcomes.

Primary Stakeholders (Directly Affected):

- Educational Institutions
  - Universities
- Vocational schools
  - Training centres
  - Laboratory centres
- Electricians and Experts
  - Professional associations of electricians
  - Individual electricians

Secondary Stakeholders (Indirectly Affected)

- Industries
  - Companies and businesses in smart electricity for buildings
- Local Communities
  - Residents
  - Community organizations

Key Influencers (Power or Authority to Affect Outcomes)

- Government and Administrative Bodies
  - Local, regional, and national government agencies
- Research Institutes
  - Laboratories
  - Research centres
- Chambers of Commerce
  - Chamber of Industry and Commerce Berlin

2.3. Categorization - Stakeholder Matrix

Additionally to prioritization, the stakeholders according to their interest and influence were categorized in four categories (table 10: Stakeholders mapping - Netherlands), each one leading to a specific engagement strategy. By applying the following tailored engagement strategies, the SEBCoVE project will ensure each stakeholder will be appropriately engaged according to their level of influence and interest. This approach helps align stakeholder interests with project objectives, fostering a

cooperative environment.

KEEP SATISFIED	MANAGE CLOSELY
Yes Delft!	SOML
NL Platform	Nederland Digitaal
TECHNIA	Nplus
MBO Amersfoort	NUFFIC
EUROCOLLEGE UTRECHT	0&0 Fonds en Nwb
ROC van Amsterdam	TU Delft
Albeda	Eindhoven university of technology
Yuverta	University of Twente
ROC Tilburg	
MBO Utrecht	
ROC Mondriaan	
Alfa-college	
DRIEAM	
Feedback Fruits	
MONITOR	**KEEP INFORMED**
MakerSpace Delft	
CINOP	
FTI consulting	
STC mbo	
ANS	
WOOTS	

Table 10: Stakeholders Matrix – Netherlands (1st version 2024)

3. Engagement Strategies

3.1. Manage Closely

Eight Stakeholders have been categorized as "Manage closely", with high influence and interest (table 10: Stakeholders mapping – Netherlands).

Engagement strategy

- Frequent Communication: These stakeholders have high influence and interest. The project should actively seek their feedback and keep them informed of major developments.

- Inclusion: Include them in key decision-making processes to ensure their needs and feedback shape the project.

- Collaboration: Develop joint initiatives or working groups to harness their expertise and influence.

3.2. Keep Satisfied

18 stakeholder has been categorized as "Keep satisfied", with high influence but low interest (Table 10: Stakeholders mapping – Netherlands).

Engagement Strategy

- Periodic Updates: These stakeholders have high influence but low interest. Regular updates keep them informed without overwhelming them.

- Feedback Mechanism: Encourage feedback to address any emerging concerns.

- Targeted Engagement: Engage with them specifically on issues where their influence is crucial, such as policy advocacy or industry standards.

3.3. Keep Informed

No stakeholder has been categorized as "Keep informed", with high interest but low influence, (table 10: Stakeholders mapping – Netherlands).

The below mentioned engagement strategy should be addressed to the VET entities of the "keep satisfied» category of stakeholders to move to the "Keep informed» category.

Engagement Strategy

- Regular Updates: These stakeholders have high interest but low influence. Provide consistent information through newsletters, webinars, or periodic briefings.

- Educational Outreach: Use informational materials to keep them informed of project progress and benefits.

- Engagement Opportunities: Offer opportunities for these stakeholders to provide feedback or participate in the project where relevant, enhancing their sense of involvement.

3.4.4.4 Monitor

Six stakeholders have been categorized as "Monitor" so far, with low influence and interest.

Engagement Strategy

- Significant Updates: Inform these stakeholders about major milestones or significant changes.
- Passive Monitoring: Keep an eye on their engagement levels to ensure they remain adequately informed.
- Selective Communication: Engage selectively on issues directly relevant to them, avoiding unnecessary communication.

4. Conclusion

The stakeholder mapping process for Netherlands provided a clear framework for identifying and engaging key stakeholders, supporting SEBCoVE's objectives. The process effectively prioritized engagement efforts and set a foundation for future collaboration and sustainability. Continued monitoring and adaptation will be essential for long-term success.

5. Recommendations

To enhance stakeholder engagement in The Netherlands:

- Regularly review the stakeholder matrix (once per year) to reflect changing interests and influence levels.
- Develop targeted communication strategies for key stakeholder groups.
- Engage stakeholders in collaborative projects to foster long-term partnerships.

These steps will ensure sustained engagement and support for the SEBCoVE project in Netherlands.

ANNEX 1 – STAKEHOLDER MAPPING TABLE - CRETE REGION (GREECE)

(Stakeholders mapping, 1st version 2024) - Address and contact details are not visible for personal data protection in all Annexes

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
High	High	Technical Institute of Heraklion Chamber of Commerce and Industry	No	VET	Knowledge traingle participation
Low	High	Scholl of Higher Vocational Training	No	VET	
Low	High	1o Laboratory Center of Heraklion	No	VET	
Low	High	Laboratory Center of Neapoli Lasithi	No	VET	VET institue for electricians in Crete region
High	High	Adveti - Abu Dhabi Vocational Educational & Training Institute	No	VET	VET institue - United Arab Emirates
High	High	RIVERIA - Northern Karelia Association of Education Municipalities	No	Association	VET institute - Finland
Low	High	1o laboratory Center of Rethymno	No	VET	Laboratories for Vocational training for electrians, inital education (EQF3, EQF4)

Low	High	Anysma	No	Company	Company - innovative electrical solutions - renewable energy
High	Low	Chamber of commerce of Rethymno	No	Chamber	Chamber of commerce, represting companies of the sector of electricians
High	High	Association of electrical installers of Rethymno Prefecture	No	Association	Electricians association in Rethmno region, learners
Low	High	Public Vocational Training Institute of Rethymno	No	VET	VET training Institute - initial education (EQF 4)
Low	High	1o Vocational High School of Rethymno	No	VET	VET training Institute - initial education (EQF 3)
High	High	Climatecnika	No	Company	Chambers of commerce in Greece
Low	High	Climatologic	No	Company	
Low	High	Mastelko	No	Company	
Low	High	Ydrometal	No	Company	
Low	High	Zesta	No	Company	
Low	High	Oikoklima	No	Company	
Low	High	Ecowatt Energy	No	Company	

Co-funded by
the European Union

Low	High	Plasis Energy	No	Company	
Low	High	Entec Contractors	No	Company	
Low	High	Eco Power	No	Company	
Low	High	Aenaos Energy Systems	No	Company	
Low	High	Photovoltaika Kritis	No	Company	
Low	High	Sarris Energy	No	Company	
Low	High	Laboutas Heating and Air Conditioning Center	No	Company	
Low	High	Hydroklima	No	Company	
Low	High	Thermorado Energy Systems	No	Company	
Low	High	Kretatherm	No	Company	
Low	High	SVM	No	Company	
Low	High	About Electric	No	Company	
Low	High	Mechanical Solutions	No	Company	
Low	High	My home service	No	Company	
Low	High	Samartzis Samsystems	No	Company	

Low	High	Prime Energy A.E. Kritiki Energeiaki	No	Company	
Low	High	RACS Revolutionary A/C Solutions	No	Company	

ANNEX 2 – STAKEHOLDER MAPPING TABLE - BASQUE REGION (SPAIN)

(Stakeholders Matrix, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
High	High	Clúster de energía	No	Cluster	Sectoral Cluster (regional). Association of related industries and research institutions
Low	High	Clúster de construcción-ERAIKUNE	No	Cluster	Sectoral Cluster (regional). Association of related industries and research institutions
High	High	Zubigune Fundazioa	Yes	VET	VET provider. It offers Continuing VET and specialized services for local development
Low	High	FUNDACIÓN ECOTIC	Yes	Other	Foundation for the Collection and Recycling of Electrical Material
High	High	EUROPE ON	No	Association	Association of Electrical Contractors in Europe , for development and networking of its members
Low	Low	AMBIAFME/ AMBILAMP	Yes	Other	Foundation for the Collection and Recycling of Electrical Material

High	High	Asociacion Empresarial de Instaladores y mantenedores de Gipuzkoa -INSTAGI-	Yes	Association	Sectoral industry association (regional) of instalallation companies of buildings' systems
High	High	Conaif	Yes	Association	Confederation (national) of industry associations. Sectors: installallation and maintenance companies
High	High	La Asociación Nacional de Almacenistas Distribuidores de Material Eléctrico (ADIME)	Yes	Association	Association of Suppliers of electrical material for installations in Spain, for development and networking of its members
High	High	ASOCIACIÓN ESPAÑOLA DE FABRICANTES DE CABLES Y CONDUCTORES ELÉCTRICOS Y DE FIBRA ÓPTICA (FACEL)	Yes	Association	Association of manufacturers electrical conductors and cables in Spain, for development and networking of its members
High	High	Asociación Española de Fabricantes de Iluminación (ANFALUM)	Yes	Association	Association of lighting manufacturers in Spain, for development and networking of its members
High	High	Asociacion De Fabricantes De Equipos De Climatizacion (AFEC)	Yes	Association	Association of manufacturers of heat pumps n Spain, for development and networking of its members
High	Low	Consejo General de la Ingeniería Técnica Industrial de España (COGITI)	Yes	Association	Professional Association of technical engineers in Spain, for development and networking of its members
High	High	Asociación Empresarial para el Desarrollo e Impulso de la Movilidad Eléctrica (AEDIVE)	No	Association	Association of boosting electric mobility in Spain, for development and networking of its members

High	Low	CONSEJO SUPERIOR DE LOS COLEGIOS DE ARQUITECTOS DE ESPAÑA (CSCAE)	Yes	Association	Professional Association in Spain of arquitects, for development and networking of its members
High	Low	Consejo General de la Arquitectura Técnica (CGATE)	Yes	Association	Professional Association in Spain of technical arquitects, for development and networking of its members
High	High	Coordinador Skills Inst. Eléctricas	Yes	Association	VET provider. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
High	Low	UNE	Yes	Association	Association. Spanish Standardization
High	Low	CONFEMETAL	Yes	Association	Association. Spanish Metal Organization
Low	Low	Asociación de Empresas de Ingeniería, Montajes, Mantenimientos y Servicios Industriales (ADEMI)	Yes	Association	Association of companies for industrial installation and maintenance, for development and networking of its members
Low	Low	Asociación de Fabricantes de Bienes de Equipo Eléctricos (AFBEL)	Yes	Association	Association of manufactures of equipment for medium and high voltage, for development and networking of its members
High	High	Asociación de Fabricantes de generadores y emisores de calor (FEGECA)	Yes	Association	Association of manufacturers of heating systems in Spain, for development and networking of its members
Low	Low	PEISA	Yes	Company	Company. Supplier of electrical material

Low	High	Nabar Gestion 2013 S.L.	Yes	Company	Company. Electrical & Telecommunications Installations
Low	High	Loyola Norte S.A.	Yes	Company	Company. Electrical Installations. Interior and Exterior
Low	High	Dinuy S.A.	Yes	Company	Company. Products for cable management
Low	High	Efapel Soluciones Electricas S.L.	Yes	Company	Company. Supplier of electrical material for all kinds of electrical installations
Low	High	Setalde Suministros Integrales S.L.	Yes	Company	Company. Especialized supplier of electrical material for all kinds of electrical installations
Low	High	Suministros eléctricos Gabyl S.A.	Yes	Company	Company. Supplier of electrical, thermal and plumbing material for installations
Low	High	Instrumentos Testo S.A.	Yes	Company	Company. Supplier of specialized instrumentation for HVAC, electricity and other building systems
High	High	Fevie	Yes	Company	Sectoral industry association (regional) of electrical & Telecom. instalallation companies
High	Low	Unión Fenosa Distribucón (UFD)	Yes	Company	Company. Energy Distribution
High	High	GCP EUROPE	Yes	Company	Association of Mechanical Contractors in Europe , for development and networking of its members

Low	High	SCHNEIDER ELECTRIC	Yes	Company	Company. Global Specialist in Energy Management & Automation
Low	High	PEMSA	Yes	Company	Company. Products for cable management
Low	High	PRYSMIAN	Yes	Company	Company. Electrical conductors and cables
Low	High	LEGRAND	Yes	Company	Company. Global specialist in electrical and digital building infrastructure
Low	High	UNEX	Yes	Company	Company. Insulating and flexible systems for conducting, tying, fastening and signalling cables and pipes in electrical installations
High	High	ENI PLENITUDE IBERICA	Yes	Company	Company. Electrical Utility
Low	High	Agencia comarcal Urola Kosta	Yes	Development agency	Local/regional development Authority. It promotes economic development and growth acting on prirority sectors, people or services
Low	High	Oarsoaldea agencia comarcal	No	Development agency	Local/regional development Authority. It promotes economic development and growth acting on prirority sectors, people or services
Low	High	Fomento de Donostia	No	Development agency	Local/regional development Authority. It promotes economic development and growth acting on prirority sectors, people or services

High	High	IVAC-Instituto Vasco de Aprendizajes Futuros	No	Public Body	VET authority (regional). Current and future skills research, and definition of qualifications
High	Low	Lanbide	No	Public Body	VET and Employment Authority (regional). It provides information, training (Continuing VET) and orientation for employment
High	High	Departamento de Educación	Yes	Public Body	Education Authority (Basque region). Politics, initiatives and administration in VET, HE, STEAM, educational innovation and others
High	High	Departamento de trabajo y empleo	No	Public Body	Labor and Employment Authority (Basque region). Politics, initiatives and administration in labor, employment and social economy
High	High	Instituto para la Diversificación y Ahorro de la Energía (IDAE)	Yes	Public Body	Agency of Energy, Authority (Spain). Politics, initiatives and administration in efficiency energy, mobility, ...
High	High	Ministerio de Industria, Comercio y Turismo (MINCOTUR)	Yes	Public Body	Administration in Spain (Ministry). Politics, initiatives and administration in electricity, segurity, industrial quality
High	High	Ministerio para la Transición Ecológica y el Reto Demográfico	Yes	Public Body	Administration in Spain (Ministry). Politics, initiatives and administration in energy policy and energy transition
High	High	Ministerio de Educación, Formación Profesional y Deportes	Yes	Public Body	Administration in Spain (Ministry). Politics, initiatives and administration in vocational training

High	High	INSTITUTO NACIONAL DE CUALIFICACIONES (INCUAL)	Yes	Public Body	Administration in Spain (Ministery). Politics, initiatives and administration in vocational training
High	High	SERVICIO PÚBLICO DE EMPLEO ESTATAL (SEPE)	Yes	Public Body	Administration in Spain.
High	High	Centro de Referencia Nacional en el Área Profesional de Máquinas Electromecánica	No	Public Body	VET provider. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
High	High	UPV/EHU Campus Gipuzkoa	No	University	Public University (Basque region). Official HE programs, research and other specialized services for professionals and companies
High	High	Mondragon Unibertsitatea	No	University	Private University (Basque region). Official HE programs, research and other specialized services for professionals and companies
High	High	Universidad de Deusto	No	University	Private University (Basque region). Official HE programs, research and other specialized services for professionals and companies
High	High	Tecnun- Escuela Ingenieria Universidad de Navarra	No	University	Private University (Basque region). Official HE programs, research and other specialized services for professionals and companies

Low	High	Universidad Mondragón México	No	University	Private University (Mexico). Official HE programs, research and other specialized services for professionals and companies
High	High	Mondragon Lingua-Alecop (MLAKoop)	Yes	Company	Company. Provider of educational equipment for VET and HE in diverse areas and specialized training & development services.
High	High	Colegio de ingenieros Industriales de Gipuzkoa	Yes	Association	Professional Association (regional) of Industrial Engineers for development and networking of its members
High	High	Colegio de ingenieros técnicos	Yes	Association	Professional Association (regional) of Technical Engineers for development and networking of its members
High	High	Colegio Oficial de Arquitectos Vasco-Navarro	No	Association	Professional Association (regional) of Architects for development and networking of its members
High	High	Tknika	Yes	Public Body	VET authority (regional). Institute for research and innovation applied to VET advancement
Low	High	CIFP Bidasoa LHII	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Young and Adults). Diverse VET modalities

Low	High	CIFP Usurbil LHII	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	Easo Politeknikoa	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	Miguel Altuna Lanbide Heziketa	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	CIFP Armeria Eskola LHII	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	CIFP Don Bosco LHII	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	Tolosaldea Goimailako L.H. Institutoa	Yes	VET	VET provider. Public. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	CIFP La salle-Berrozpe	Yes	VET	VET provider. Private subsidized. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities

Low	High	Salestarrak Magale Urnieta	Yes	VET	VET provider. Private subsidized. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	CIPF Aguas Nuevas de Albacete	Yes	VET	VET provider. It offers Initial and Continuing VET (EQF 3 to 5, Youngs and Adults). Diverse VET modalities
Low	High	IKASLAN GIPUZKOA	No	Association	Association of public vocational training centers
High	High	CAMARA DE GIPUZKOA	Yes	Chamber	Company. Representative organization of all companies
High	High	DEPARTAMENTO DE DESARROLLO ECONÓMICO, SOSTENIBILIDAD Y MEDIO AMBIENTE	Yes	Public Body	Government organization
High	High	DIPUTACIÓN FORAL GIPUZKOA	Yes	Public Body	Government organization
High	High	AEICE - Clúster Habitat Eficiente	Yes	Other	Cluster. AEICE is dedicated to the Habitat and Efficient Construction sector with 142 members. It is the instrument for developing activities to promote competitiveness and transformation of the habitat industry through strategic actions based on business collaboration, being also a meeting place for all industry players.

| High | High | EDUCACYL | Yes | Public Body | Public Body. The Ministry of Education of the Regional Government of Castilla y León is the public authority responsible for designing and executing the regional policy in the Region on all levels of education in accordance with the agreements of the Governing Council and current legislation. As the authority of the Autonomous Region, with executive and administrative powers, it regulates the education system in the territory. |
| Low | High | CIFP PICO FRENTES | Yes | VET | VET provider. Integrated Vocational Training Centre authorised to offer all training modalities associated with the National Catalogue of Professional Qualifications that lead to Vocational Training Titles and Certificates of Professionalism. PICO FRENTES is in itself a centre of excellence considered as a high level performer with professional families of wood and furniture, automotive, maintenance, renewable energy, electricity and Telecommunications. |

Low	High	CIFP TECNOLÓGICO INDUSTRIAL	Yes	VET	VET provider. Integrated Vocational Training Centre which teaches a Specialisation Courses for FP post-graduates, Higher Level Training Cycles, Intermediate Level Training Cycles, Basic Vocational Training and Vocational Training for Employment. Centre of excellence considered as a high level performer with professional families of mechanics, electricity, installation and maintenance, building and civil works, occupational risk prevention and energy and water.
High	High	ICCL	Yes	Association	Association. The Construction Institute Foundation of Castilla y León is a sector representative organisation that influences all the technical aspects involved in the construction process. Its Training Area designs, develops and coordinates specific training actions addressed to students, professionals and workers of companies in the construction sector and counts on broad experience in the design and development of innovative professional profiles applied to habitat
High	High	EREN	No	Public Body	Public Body. The Ente Regional de la Energía de Castilla y León is a public entity, whose main objective is to promote energy diversification, energy efficiency and the use of renewable energy resources in the region.
Low	High	ASPETE	No	VET	VET provider

Low	Low	TEE	No	Public Body	Public body
Low	High	ELOT	No	Public Body	Public body
Low	High	SHENH	No	Public Body	Public body

ANNEX 3 – STAKEHOLDER MAPPING TABLE - LOMBARDY – VENETO REGION (ITALY)

(Stakeholders Mapping table, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
Low	High	Confindustria Lombardia	No	Association	Regional organization representing the interests of Italian businesses
High	High	Smart Building Alliance (SBA)	No	Association	Represents the ecosystem and promotes the development of Smart Buildings and also Smart Home by bringing together the players operating in these sectors.
High	High	Federazione ANIE (national federation of electrical and electronic companies)	No	Association	Represents companies in the electrical engineering sector.
Low	Low	Camera di Commercio (Milano Monza Brianza Lodi)	No	Chamber	Ensures the development of the entrepreneurial system by looking after its general interests. To this end, it carries out support and promotion functions for businesses and administrative functions

High	High	Associazione Elettrotecnica ed Elettronica Italiana (AEIT)	No	Association	Association for electrical and electronic engineering in Italy
High	Low	Associazione Nazionale Costruzioni Edili (ANCE) Lombardia	No	Association	Regional representative body for building contractors
Low	High	ABB Italy	No	Company	A global technology company specializing in electrification products.
Low	Low	ENEL	No	Company	Multinational energy company with operations in Italy
High	High	CNOS-FAP (Centro Nazionale per la Valutazione del Sistema Formativo) Delegazione regionale Lombardia	No	Public Body	They assess the effectiveness and quality of vocational training programs and initiatives across various sectors
High	High	Regione Lombardia	No	Public Body	Can provide funding, policy guidance, and infrastructure support. They can also facilitate collaboration with local stakeholders, including businesses, educational institutions, and industry associations, to ensure the project's alignment with regional priorities and needs in Lombardy.
High	High	Politecnico di Milano	No	University	Offer programs in electrical engineering. Providing

					vocational training, developing curricula, and conducting research relevant to the electrical sector.
Low	High	Centro Salesiano "San Domenico Savio"	No	VET	Promotes activities of initial professional education included the electrical sector
Low	High	Salesiani Don Bosco Brescia	No	VET	Promotes activities of initial professional education included the electric/electronical sector
Low	High	Istituto Salesiano Sant'Ambrogio	No	VET	Promotes activities of initial professional education included the electronical sector
Low	High	Salesiani Don Bosco Sesto San Giovanni	No	VET	Promotes activities of initial professional education included the electric/electronical sector
Low	High	Associazione Formazione Professionale Patronato San Vincenzo	No	VET	Promotes activities of initial professional education included the electronical sector
Low	High		No	VET	Promotes activities of initial professional education included the electronical sector
Low	High	Alfa Due s.n.c.	No	Company	IT services in the smart building sector
Low	High	Apave	No	Company	Risk management also in the

					smart building sector
High	High	AiCARR (Associazione Italia Condizionamento dell'Aria Riascaldamento e Refrigerazione)	No	Association	Involved in the resolution of issues relating to the conscious use of energy and natural resources and the innovation of energy infrastructures, both in the plant engineering and building sectors.
Low	High	Artelia	No	Company	Operates mainly in the Building & Industry, Multi-Site Retail, Energy and Environmental Sustainability, Transport and Urban Development sectors
Low	High	Bticino	No	Company	Smart home services
Low	High	CBRE	No	Company	Operates in every size and sector of commercial real estate
Low	High	Cisco	No	Company	World leader in networking and IT services including those for smart building
Low	High	Delta Dore	No	Company	Smart home services
Low	High	eelectron	No	Company	Home automation for smart buildings: design, comfort, and energy efficiency
Low	High	Eficia	No	Company	Buildings Energy Management for smart building

Low	High	Digicom Energy	No	Company	Offers "connected solutions" in the areas of: Telecommunications, IoT, Lift and Smart Energy, with design, production, Cloud, logistics and services.
Low	High	Kieback&Peter Italia Srl	No	Company	Building automation
Low	High	LUX ITALIA SRL	No	Company	Development of lighting and control systems at the service of architecture and the diffusion of the culture of light.
Low	High	Siemens Italia SPA	No	Company	IoT, Building automation and control systems
Low	High	Signify Italy	No	Company	World leader in lighting and we offer efficient and high quality products, systems and services.
High	Low	Associazione Energy Managers	No	Association	Promotion and development of the correct management of energy resources and technological innovations connected to them, of energy efficiency and renewable energy sources, of the sustainable use of energy.
High	High	Ministero delle Imprese e del Made in italy (ex. Ministero	No	Public Body	Develops policies for economic growth, including energy

		dello Sviluppo Economico)			policies.
High	High	Ministero dell'Istruzione e del Merito	No	Public Body	Responsible for education policies.
High	High	ITIS "Giulio Riva" Istituto Tecnico Industriale Statale	No	VET	VET provider
Low	Low	Unioncamere Lombarda	No	Chamber	Network system of the 9 chambers of commerce present in the Lombardia region
High	High	REGIONE VENETO	Yes	Public Body	Can provide funding, policy guidance, and infrastructure support. They can also facilitate collaboration with local stakeholders, including businesses, educational institutions, and industry associations, to ensure the project's alignment with regional priorities and needs in Lombardy.
High	High	UNIONCAMERE VENETO	No	Chamber	Ensures the development of the entrepreneurial system by looking after its general interests. To this end, it carries out support and promotion functions for businesses and administrative functions
Low	Low	CONFARTIGIANATO	Yes	Association	Regional organization

					representing the interests of Italian businesses
High	High	SIAV	No	Company	Siav S.p.A. Società Benefit is an IT company specialising in dematerialisation, electronic document management and digital processes.
High	High	DINTEC Consorzio per l'innovazione Tecnologica	No	Chamber	Consortium for Technological Innovation, is an in-house agency of Unioncamere, Chambers of Commerce and ENEA
High	High	FORMA VENETO	Yes	VET	VET provider
Low	High	t2i Trasferimento Tecnologico e Innovazione	No	Chamber	t2i supports companies in making innovation a continuous process in the company as a key lever to regain competitiveness in the markets, accompanying them in the definition and development of innovation paths through its services.
High	High	ITS ACADEMY MECCATRONICO	Yes	VET	VET provider
Low	Low	ITS DIGITAL ACADEMY	Yes	VET	VET provider
Low	Low	ITS RED ACADEMY	Yes	VET	VET provider

Low	Low	ITS LOGISTICA	Yes	VET	VET provider
Low	Low	Università degli Studi di Genova	No	University	
Low	Low	Scuola Politecnica	No	University	
Low	Low	Dipartimento di Ingegneria Navale, Elettrica, Elettronica e delle Telecomunicazioni	No	University	
Low	Low	Regione Liguria - Scuola e Formazione	No	Public Body	
Low	Low	Ufficio scolastico regionale della Regione Liguria	No	Public Body	
Low	Low	Regione Liguria - Centri per l'impiego (Cpi)	No	Public Body	
Low	Low	Comune di Genova	No	Public Body	
Low	Low	Comune di Genova - Scuole e formazione	No	Public Body	
Low	Low	Camera di Commercio Genova	No	Chamber	
Low	Low	Camera di Commercio Riviere di Liguria - Savona	No	Chamber	
Low	Low	Camera di Commercio Riviere di Liguria - Imperia	No	Chamber	

Low	Low	Camera di Commercio Riviere di Liguria - La Spezia	No	Chamber	
Low	Low	Ordine degli Ingegneri della Provincia di Genova	No	Association	
Low	Low	Ordine degli Ingegneri della Provincia di Savona	No	Association	
Low	Low	Ordine degli Ingegneri della Provincia di Imperia	No	Association	
Low	Low	Ordine degli Ingegneri della Provincia di La Spezia	No	Association	
Low	Low	Ordine dei Periti Industriali della Provincia Genova	No	Association	
Low	Low	Ordine dei Periti Industriali della Provincia Savona	No	Association	
Low	Low	Ordine dei Periti Industriali e dei Periti Laureati della Provincia Imperia	No	Association	
Low	Low	Ordine dei Periti Industriali della Provincia La Spezia	No	Association	
Low	Low	ABB	No	Company	
Low	Low	Siemens	No	Company	
Low	Low	Hitachi Rail STS	No	Company	

Low	Low	Ansaldo Energia	No	Company	
Low	Low	Fincantieri	No	Company	
Low	Low	Autostrade per l'Italia - Direzione 1° Tronco	No	Company	
Low	Low	RINA S.P.A.	No	Company	
Low	Low	Crocco Impianti	No	Company	
Low	Low	RAEL	No	Company	
Low	Low	ISS/ITIS "Ferraris-Pancaldo"	No	Public Body	
Low	Low	Istituto Tecnico Superiore Statale Majorana - Giorgi	No	Public Body	
Low	Low	Istituto Tecnico Superiore Statale "G.Marconi"	No	Public Body	
Low	Low	Istituto di Istruzione Superiore "G. Capellini - N. Sauro"	No	Public Body	

ANNEX 4 – STAKEHOLDER MAPPING TABLE - NORTH MACEDONIA

(Stakeholders Mapping, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
High	High	The Center for Vocational Education and Training	No	VET	VET training Institute - initial education
High	High	CES Academy	No	VET	VET training Institute - initial education
High	High	Regional Center for Vocational Education and Training Nikola Karev	Yes	VET	VET training Institute - initial education
Low	Low	Sasa Mine Training Center	No	VET	VET training Institute - initial education
High	High	Knowlwdge and skills manegment centre K&S	Yes	VET	VET training Institute - initial education
High	High	Chamber of Commerce (Electricians)	Yes	Chamber	Chamber of commerce, represting companies of the sector of electricians
Low	Low	State High School Regional Center for Vocational Education and Training Kole Nedelkovski	No	VET	VET training Institute - initial education

Low	Low	Technical High School "Kiro Spandžov - Brko"	No	VET	VET training Institute - initial education
Low	Low	Secondary municipal school Gjosho Viketinov	No	Other	Knowledge traingle participation
Low	Low	Thnical Highr School "Gorgi Naumov"	No	Other	Knowledge traingle participation
Low	Low	Technical High School "Nace Bogjoni"	No	Other	Knowledge traingle participation
Low	Low	Electrical engineering school center Sv.Naum Ohridski	No	VET	VET training Institute - initial education
High	High	High school of electrical engineering Mihajlo Pupin	Yes	Other	Knowledge traingle participation
High	Low	Regional center for vocational education and training Mosa Pijade	No	VET	VET training Institute - initial education
High	High	Elko-ing DOOEL	No	Company	The main activity of the company is the provision of services in the power industry, including design, supervision, audit and performance of facilities, as well as services in the field of energy efficiency, safety at work and fire protection.
High	Low	Electrician City Electric	No	Company	Performance of activities in the field of electrical works

High	Low	ZEUS Electric	No	Company	Performance of activities in the field of electrical works
High	Low	Termo Electric	No	Company	Performance of activities in the field of electrical works
Low	Low	Kris-Gord DOOEL Valandovo	No	Company	Performance of activities in the field of electrical works
Low	Low	M-Proekt DOOEL Gevgelija	No	Company	Performance of activities in the field of electrical works
High	High	Vitreum-Inzenering Gevgelija	No	Company	Performance of activities in the field of electrical works
High	High	Electrician Slavisha Rikikj	No	Company	Performance of activities in the field of electrical works
Low	Low	Elprom Inzinering DOOEL Gevgelija	No	Company	Performance of activities in the field of electrical works
High	High	DPTU Elko Solar Bim	No	Company	Electricity production
High	High	DPTU Punta Gorda DOO Strumica	No	Company	Electricity production
High	High	DPTU Fotovolt Me DOOEL Strumica	No	Company	Electricity production
High	High	DPTU G.S. Solar star DOO Vasilevo	No	Company	Electricity production

High	High	DPTU SRG Energy Solar, DOOEL Strumica	No	Company	Performance of activities in the field of electrical works
High	High	ECO Solar	No	Company	Performance of activities in the field of electrical works
High	High	Oja Dooel	No	Company	Performance of activities in the field of electrical works
High	High	SOLAR-NRG	No	Company	Performance of activities in the field of electrical works
High	High	N.Macedonian association for solar energy	No	Association	Performance of activities in the field of electrical works
High	High	Emiter	No	Company	Newspaper and portal educational and professional engineers medium in the field of electrical works
High	High	Rade Koncar	No	Company	Performance of activities in the field of electrical works

ANNEX 5 – STAKEHOLDER MATRIX IN PORTUGAL

(Stakeholders Mapping table, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
High	High	Digitalmente IT	Yes	Company	To be able to present solutions for integrating energy, production, consumption, and storage, where the installation of hardware is carried out by professionals skilled in integrating with information systems/platforms for management.
High	Low	EZU Energia	No	Company	To be able to present solutions for integrating energy, production, consumption, and storage, where the installation of hardware is carried out by professionals skilled in integrating with information systems/platforms for management.
Low	Low	Usenergy	No	Company	To be able to present solutions for integrating energy, production, consumption, and storage, where the installation of hardware is carried out by professionals skilled in integrating with information systems/platforms for management.
Low	Low	Coopérnico	No	Company	To be able to present solutions for integrating energy, production, consumption, and storage, where the installation of hardware is carried out

					by professionals skilled in integrating with information systems/platforms for management.
Low	High	Alord	No	Company	Ensuring that the electricians that work in the distribution network (DSO) are equipped with the knowledge to perform specialized tasks, particularly regarding integrations with remote metering systems or other smart data collection systems and platforms.
High	High	TRIFORMIS Técnica	No	VET	Triformis Técnica promotes the employability, efficiency and productivity of companies, based on services of excellence, providing companies with tools that make them more competitive in an increasingly demanding global market.
High	High	IXUS - Formação e Consultadoria, Lda.	No	VET	Its aim is to bring together, around the IXUS project, a range of natural and legal entities with extensive technical, business and scientific experience, establishing the skills necessary for sustainable growth in the target market. Establishing protocols with entities with which it is possible to exchange knowledge and experience; Pursuing the goal of excellence in the promotion of human resources skills. Based on the premise that companies are complex realities, and as such their efficiency and competitiveness must be approached in a systemic way.
Low	Low	CSide	No	Company	CSide is a software house, developing services and applications that enables service providers, utilities and telecommunication companies to

					make a difference in emerging value-added areas for business and residential segments. CSide applications engage customers by providing new services associated with energy efficiency, end-user energy reports, smart grids, smart homes, gas, heating metering, security and video surveillance.
High	High	Smartwatt - Reshaping Energy	No	Company	It creates and implements solutions for energy efficiency, renewable energy production and the digitalization of energy management, transforming decarbonization and the energy transition into an opportunity for industries and buildings to reach their maximum performance, profitability and sustainability potential.
High	High	Only Smart Buildings	No	Company	ONLY Smart Buildings is a developer and manufacturer of Building Automation Technology for Home, Hotel and Elderly Care.
Low	Low	Bosch	No	Company	Focused on the development and production of multimedia solutions and automotive sensors, this Bosch location also has teams from other divisions in the Mobility area, such as Cross-Domain Computing Solutions, Chassis Systems and Automotive Aftermarket.
Low	Low	Cleanwatts	No	Company	Remove friction and complexity from local energy markets by originating, managing and optimizing Energy Communities. Renewable Energy Communities (RECs) are powered by locally sourced clean energy and other energy

					transition assets, all offered at zero upfront cost.
Low	Low	Mota Engil Renewing SA	No	Company	Renewing is the cleantech of the Mota-Engil Group and its mission is to accelerate the energy transition and decarbonization of urban centers, companies and industry.
High	High	Polytechnic of Porto - IPP	Yes	University	The Polytechnic of Porto sees itself as a socially responsible community that strives for excellence in the training of citizens with high professional, scientific, technical and artistic competence, in a wide range of qualification profiles, in the development of research and applied transfer of technology and knowledge, in the creation and dissemination of culture and in the commitment to the sustainable development of the region in which it operates, within a framework of international reference.

ANNEX 6 – STAKEHOLDER MAPPING TABLE – BERLIN-BRABDENBURG

(Stakeholders mapping table, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
High	High	Berlin Chamber of Skilled Crafts	Yes	Chamber	Networking, training of electricians
High	Low	Bundesministerium für Wirtschaft und Klimaschutz	Yes	Public authority/ Policy decision maker	
High	High	IHK Berlin	Yes	Chamber	Networking, training of electricians
Low	High	Bundesinstitut für Berufsbildung (BIBB)	Yes	VET	Use of training of SEBCoVE outpouts, been part of knowledge triangles
Low	High	GPB College	Yes	VET	Use of training of SEBCoVE outputs, been part of knowledge triangles

High	Low	Agentur für Erneuerbare Energien e. V. (AEE)	Yes	Laboratory	Been part of knowledge triangles
High	High	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Yes	Association	Networking, been part of Skills ecosystems
High	High	Innung SHK Berlin	Yes	Public Body	Policy recomendations
Low	High	Weiterbildungsdatenbank Berlin	Yes	Company	Performance of activities in the field of electrical works
Low	High	TA Bildungszentrum GmbH	Yes	Company	Performance of activities in the field of electrical works
High	Low	Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.	Yes	Laboratory	Been part of knowledge triangles
High	High	Technische Universität Berlin	Yes	University	Use of training of SEBCoVE outpouts, been part of knowledge triangles
High	High	Humboldt-Universität zu Berlin	Yes	University	Use of training of SEBCoVE outpouts, been part of knowledge triangles

Low	High	Schlotz Gebäude- und Energiesysteme	Yes	Company	Performance of activities in the field of electrical works
Low	High	ZAW Zentrum für Aus- und Weiterbildung Leipzig GmbH	Yes	VET	Use of training of SEBCoVE outputs, been part of knowledge triangles
Low	High	Lise-Meitner-Schule	Yes	VET	Use of training of SEBCoVE outputs, been part of knowledge triangles

ANNEX 7 – STAKEHOLDER MAPPING TABLE - NETHERLANDS

(Stakeholders mapping table, 1st version 2024)

Influence	Interest	Organisation Name	Currently engaged	Type of Organisation	Purpose of Engagement
Low	Low	MakerSpace Delft	No	Association	Digitalisation opportunities
Low	High	Yes Delft!	No	Company	Digitalisation opportunities
High	High	SOML	Yes	VET	Digitalisation opportunities
High	High	Nederland Digitaal	No	Other	Digitalisation opportunities
Low	Low	CINOP	No	Company	Digitalisation opportunities
High	High	Nplus	No	VET	Digitalisation opportunities
Low	Low	FTI consulting	No	Company	Digitalisation opportunities

Low	High	NL Platform	No	Public Body	Digitalisation opportunities
Low	High	TECHNIA	No	Company	Digitalisation opportunities
High	High	NUFFIC	No	Public Body	Digitalisation opportunities
High	High	0&0 Fonds en Nwb	No	VET	Digitalisation opportunities
Low	High	MBO Amersfoort	No	VET	Digitalisation opportunities
Low	High	EUROCOLLEGE UTRECHT	No	VET	Digitalisation opportunities
Low	High	ROC van Amsterdam	No	VET	Digitalisation opportunities
Low	High	Albeda	No	VET	Digitalisation opportunities
Low	Low	STC mbo	No	VET	Digitalisation opportunities
Low	High	Yuverta	No	VET	Digitalisation opportunities
Low	High	ROC Tilburg	No	VET	Digitalisation opportunities

Low	High	MBO Utrecht	No	VET	Digitalisation opportunities
Low	High	ROC Mondriaan	No	VET	Digitalisation opportunities
Low	High	Alfa-college	No	VET	Digitalisation opportunities
Low	High	DRIEAM	No	Company	Digitalisation opportunities
Low	Low	ANS	No	Company	Digitalisation opportunities
Low	Low	WOOTS	No	Company	Digitalisation opportunities
Low	High	Feedback Fruits	No	Company	Digitalisation opportunities
High	High	TU Delft	No	University	Digitalisation opportunities
High	High	Eindhoven university of technology	No	University	Digitalisation opportunities
High	High	University of Twente	No	University	Digitalisation opportunities

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