



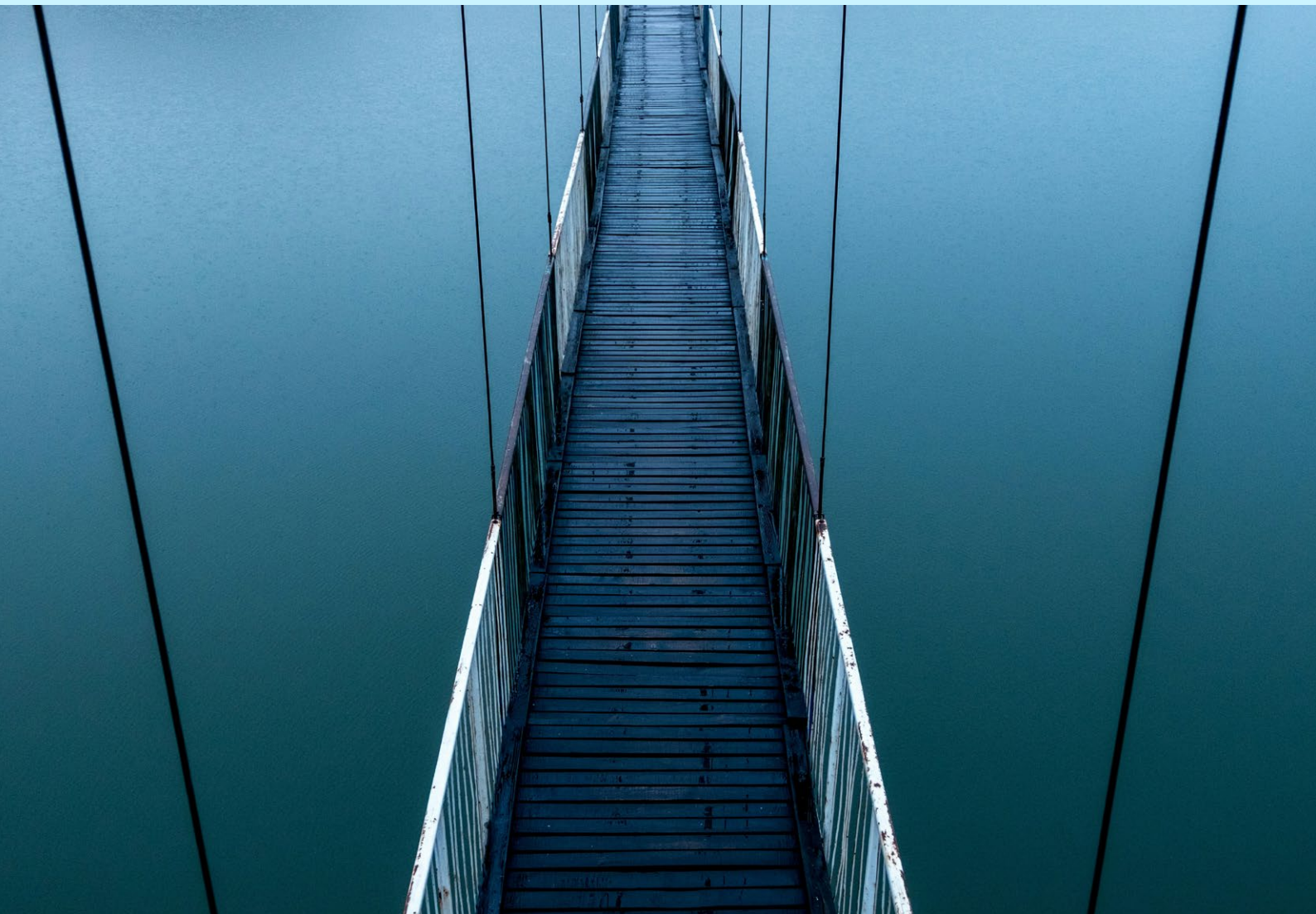
---

# ROADMAP and METHODOLOGY for SETTING-UP of MISSIONS

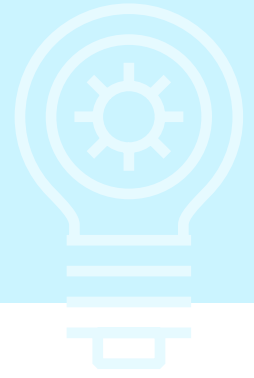
---

- ✓ COMMUNITY CLIMATE MISSIONS' CONTEXT
- ✓ IDENTIFYING AND MAPPING KEY STAKEHOLDERS
- ✓ ENGAGING KEY STAKEHOLDERS
- ✓ MONITORING AND EVALUATING COMMUNITY CLIMATE RESILIENT MISSIONS

<b>Table of Contents</b>	<b>2</b>
<b>Introduction</b>	<b>3</b>
<b>Roadmap</b>	<b>4</b>
<b>1. Description of Community Climate Missions' Context</b>	<b>4</b>
<b>2. Identifying and Mapping Key Stakeholders</b>	<b>5</b>
<b>3. Engaging Key Stakeholders</b>	<b>10</b>
<b>4. Monitoring and Evaluating Community Climate Resilient Missions</b>	<b>11</b>
<b>Conclusions</b>	<b>15</b>
<b>References</b>	<b>15</b>



# Introduction

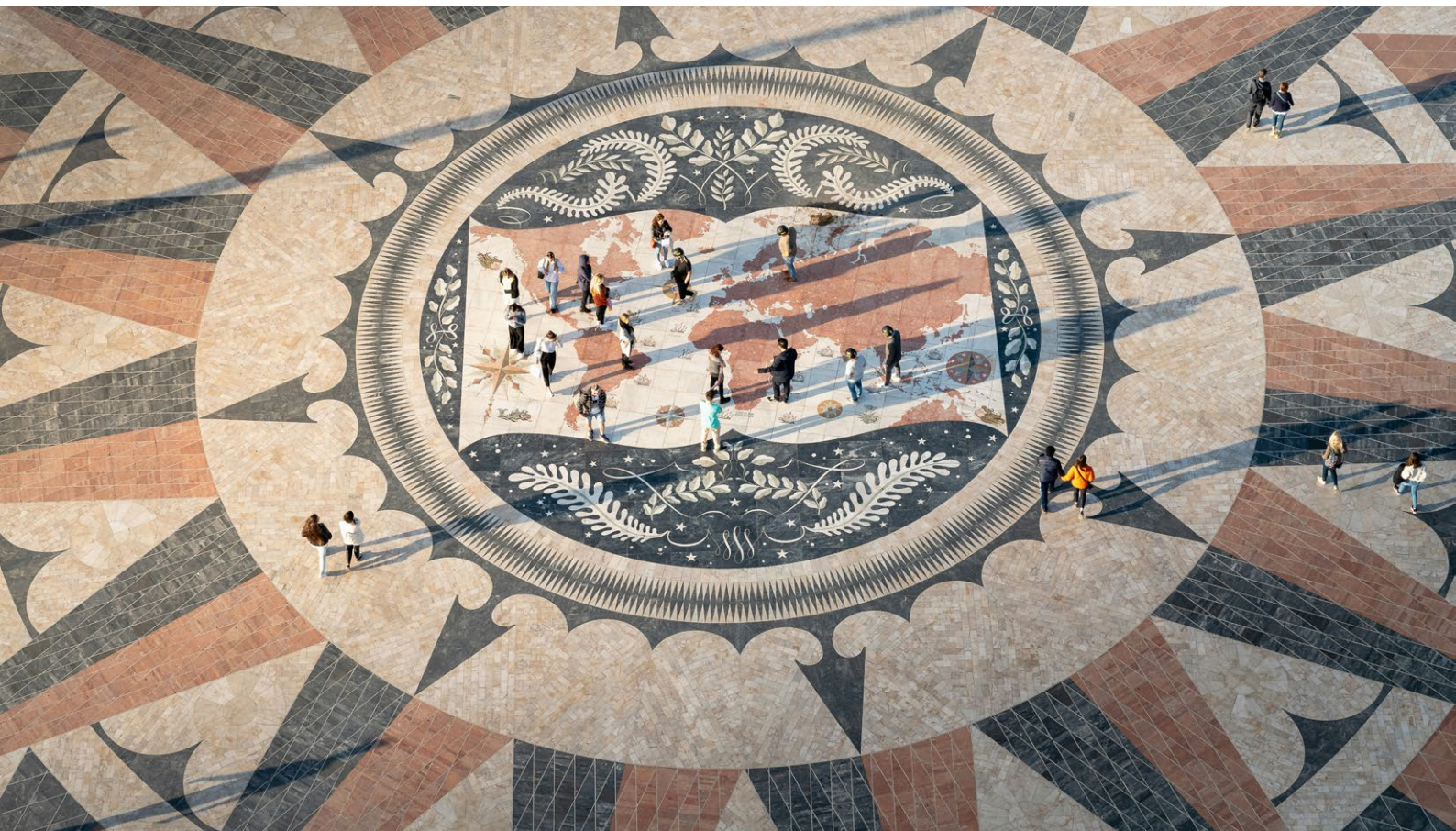


The aim of this document is to establish a joint framework to carry out the mapping of relevant stakeholders at the level of local communities and to set up the Community Climate Resilient Missions (CCRM). This is the first step to identify key players that will be actively involved in the implementation of CCRM and to understand their relationships with each other.

The approach that will be adopted will take into consideration the Quintuple Helix innovation model which is based on the Triple Helix model and Quadruple Helix model and adds as fifth helix the **natural environment**. The Quintuple Helix can be proposed as a framework for **transdisciplinary – and interdisciplinary – analysis of sustainable development and social ecology** (Carayannis and Campbell, 2010). The Quintuple Helix visualises the collective interaction and exchange of knowledge in a state (nation-state) by means of the following five subsystems (i.e., helices): (1) education system, (2) economic system, (3) natural environment, (4) media-based and culture-based public (also civil society), (5) and the political system.

The CCRM will adopt this reference paradigm in their systemic attempt at pursuing new knowledge, know-how, innovation, collaboration and collective action. The mapping of key stakeholders will be performed under this principle, involving representatives from all subsystems and triggering the interaction, co-design and co-implementation of interventions and solutions that build local resilience to climate change.

The document is structured as a roadmap, providing steps and guidelines on how to establish a Climate Resilient Mission, defined as an organisational structure that is envisaged to play a key role in the orchestration of climate resilience actions in local communities. A table with key performance indicators is provided for monitoring and evaluating the CCRM configuration.





# Roadmap

## 1. Description of Community Climate Missions' Context

The first step leading up to the establishment of the Community Climate Resilient Missions is to analyse the context in which communities are framed. This assessment will allow to identify key stakeholders and will contribute to obtain a deeper understanding regarding the existing relationships among them and their competencies in the framework of resilience building and adaptation action.

In fact, the identification of the key stakeholders may vary according to the context and specificity of each area and to the type of activities that will be implemented.

For these reasons it is needed to gather information about:

### **Geography and Morphologic Characteristics**

(most important geographical, geomorphological and hydrological/hydrogeological traits of the pilot region/municipality)

### **Climate Framework**

(brief insight about main climate change impacts and most vulnerable sectors)

### **Demographics and Potential Social Issues**

useful to have in mind during the identification and engagement of key stakeholders and citizens

### **Economy**

(most important economic activities of the region/municipality).



## 2. Identifying and Mapping Key Stakeholders



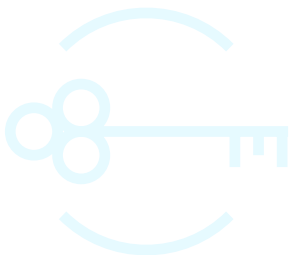
Communities, intended as cities or regions, are fundamental players in addressing the climate resilience challenge. Since this type of challenge is so complex, it is essential to **organise cross-sectoral and coordinated response systems and engage stakeholders with mixed interests, technical knowledge, and competencies.**

Once the local contexts have been studied and/or better understood, it is possible to identify the key stakeholders that could be involved in the process of setting up and driving the local Community Climate Resilient Mission (CCRM) action.

To pick the right stakeholders, a good understanding of the targets and boundaries of the implementation area is necessary as well as the interests and needs of the potential stakeholders.

A **stakeholder analysis** is the first step for understanding who can contribute to developing potential solutions, preparing conditions for decision-making or implementing the selected options. Key stakeholders are actors characterised by both high influence and high interest for a given issue. Thus, it is crucial that key stakeholders are identified and involved. The composition of stakeholders will likely change over time, and their roles could differ from one step to the next in the resilience planning process. Therefore, the stakeholders' analysis should be reviewed throughout the process. There are several methods and tools to perform a stakeholders' analysis but usually, it comprises three main activities:

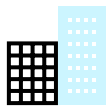
- 🔍 Identification of stakeholders;
- ☰ Differentiation and categorisation of stakeholders;
- \* Identification of relationships between stakeholders.



## Who are the Key Stakeholders?

To ensure cross-sectoral collaboration and compliance with the quintuple helix framework, the key stakeholders to be involved in Climate Resilience Missions should represent the education system, the economic system, the civil society, the political system and/or the natural environment.

In fact, equally to what applies to target groups in terms of project communication and dissemination activities, key stakeholders can be grouped under the following categories:



### Local Public Authorities, e.g., local

**administrations:** they are key enablers and coordinators of climate adaptation transformation processes by building up knowledge, starting co-designed and climate-resilient adaptation pathways, adopting action plans and tools for monitoring and evaluating the process.



**Regional Public Authorities:** they are usually responsible for managing key systems and tools (water networks, utilities, spatial planning, mobility, health and social services, biodiversity protection, etc.).



**Sectoral agencies:** they can support the co-creation process of climate-resilient strategies and action plans and contribute to the design of tools and solutions.

## How Do We Identify the Key Stakeholders?

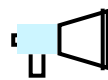
Several stakeholder identification methods can be applied depending on the knowledge maturity level, the type of stakeholders, the objective and boundaries of the project and the amount of resources available to realise the stakeholders' analysis (e.g., time, money, etc.). Some of these methods can be used alone or jointly with others. Here is a non-exhaustive list:

🔗 Exploit the knowledge and the established relationships within the communities through **brainstorming sessions**.

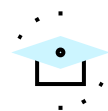
📄 Look at the **previous experiences/projects** that have been implemented in the area and focus on the stakeholders not already reached at that time.



**Infrastructure and service providers:** sound utilities management and resilience of utilities are of key importance for building resilient communities. They are important stakeholders because climate change is/will be affecting those services and hence, there is a need for adaptive responses to increase resilience.



**General public and local associations/NGOs:** they can contribute by sharing local knowledge and prioritising common needs about climate issues to be considered during the design of solutions and communication campaigns.



**Higher education and research organisations:** they can be involved not only in contributing to the development of methodologies and solutions but also as training providers at the pilot level, as members of local missions and as recipients of new knowledge.



**Private sector:** it can play a key role in designing business and financial models where Public-Private Partnership will be activated.

? Submit **semi-structured interviews** (open and closed questions) to the already identified stakeholders in order to collect reliable, comparable and qualitative data on their roles, interests, perceptions, problems they have and challenges they perceive. It is a useful method when there are conflicting interests among stakeholders.

👥 Use the so-called **snowball sampling**: ask the already identified key stakeholders to act as "connectors" by suggesting other people, or groups of people, that could be interested in joining the CCRM.

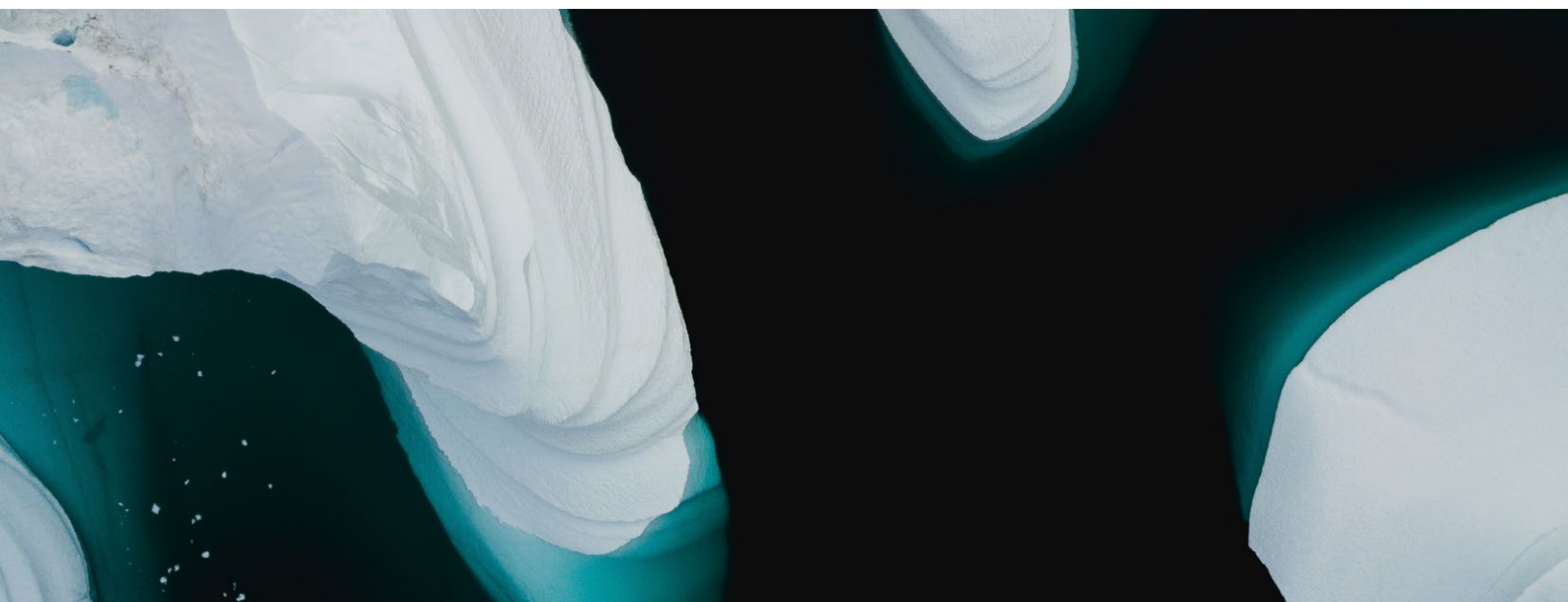
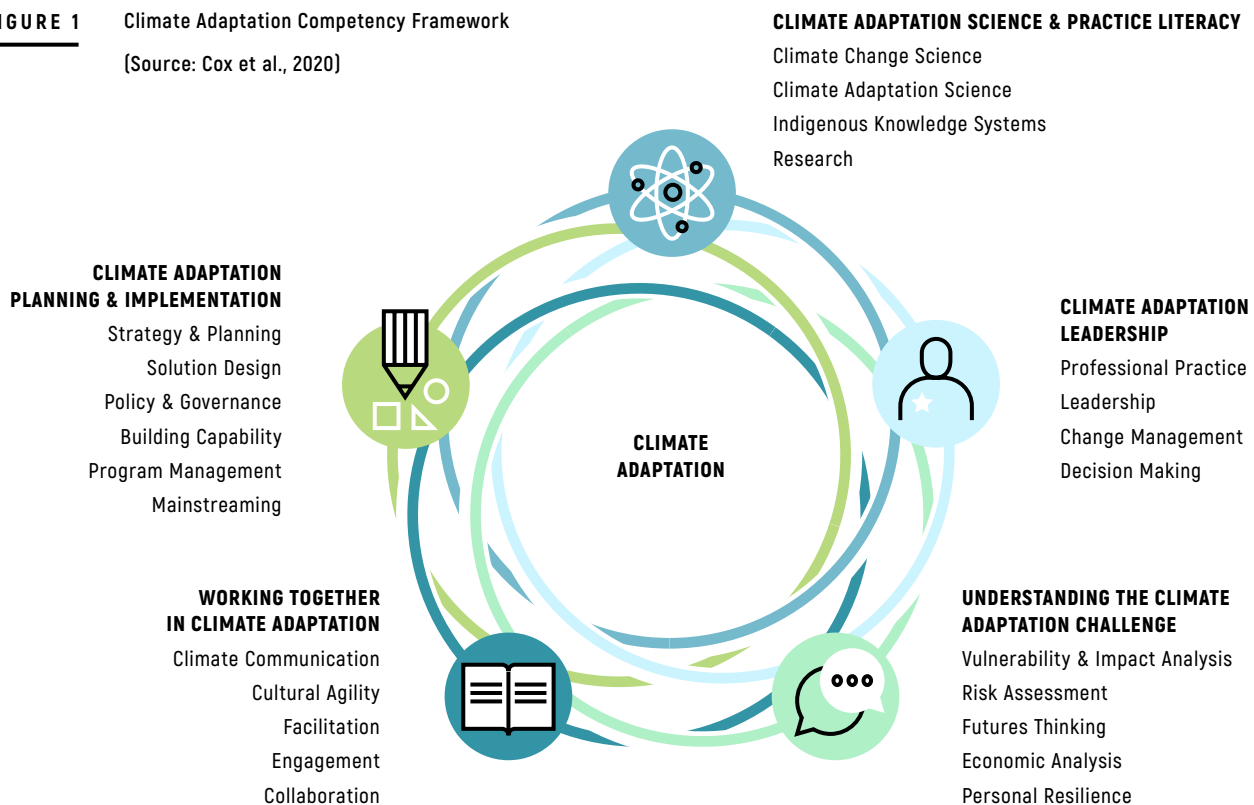
Furthermore, a Climate Adaptation Competency Framework can be used for scouting out specific competencies of key stakeholders. This is to ensure coverage of the broad scope of climate adaptation across different disciplines and establish which ones should be integrated to fill in competency gaps.

The Climate Adaptation Competency Framework was developed by the Adaptation Learning Network and is organised by five competency domains or categories:

- Climate Adaptation Science and Practice Literacy;
- Climate Adaptation Leadership;
- Working Together;
- Understanding the Challenge;
- Planning and Implementation.

Each of these domains includes four to six competencies (Fig. 1), with each competency defined by a descriptive statement and then further elaborated by a set of behavioural indicators. Combined, these competencies detail the expertise that, in general terms, stakeholders need to successfully undertake climate adaptation actions.

**FIGURE 1** Climate Adaptation Competency Framework  
[Source: Cox et al., 2020]



## How Do We Differentiate Between and Categorise Stakeholders?

Several methods are available to perform stakeholders' categorisation. Some of these are listed below:

🔄 **Stakeholder-led categorisation**, in which stakeholders themselves create categories to position other stakeholders. It can be done during a brainstorming session or during interviews.

? **Q-method**, which consists in submitting interviews or questionnaires to already identified stakeholders. Participants are presented with a sample of statements

about some topic. They are asked to rank / order the statements based on their perception and, according to the ranking, the subjective viewpoints or personal profiles can be identified.

📊 **Interest/influence matrices** to visually represent the positions of different stakeholders and their power dynamics (an example is provided in Fig. 2).

🗳️ **Salience method**, which is a visual model for positioning stakeholders and deciding who should be directly involved in a participatory process and who should not, by scoring and positioning stakeholders on three dimensions: legitimacy, urgency, and power (an example is presented in Fig. 3).

FIGURE 2 Influence/interest grid used for stakeholders' analysis (adapted from Allan et al., 2015).

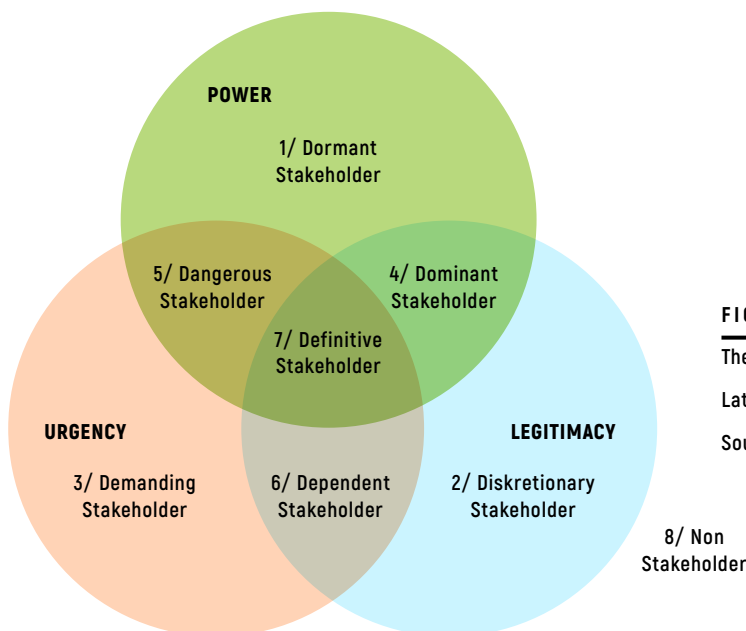
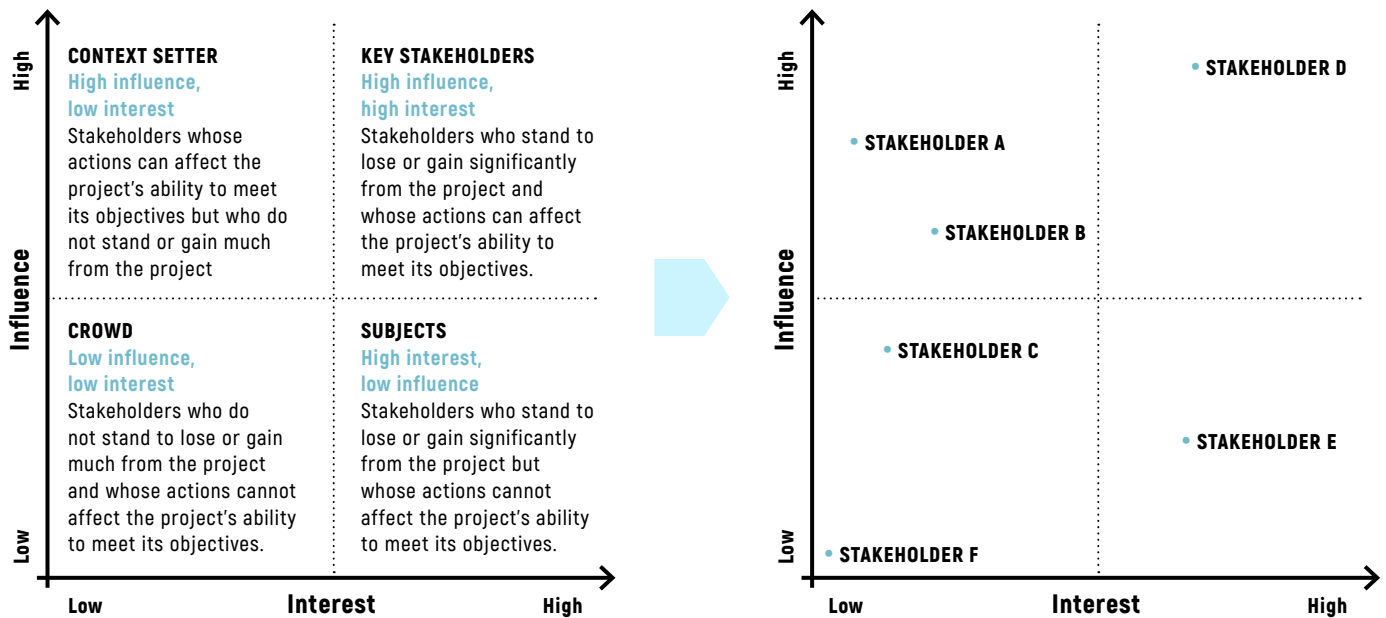


FIGURE 3 Salience method, adapted from Agle et al., 1999.

The seven stakeholder classes can be separated into three groups: Latent (green), Expectant (amber) and High Salience (red).

Source: stakeholdermap.com



## How Do We Map the Relationships among Key Stakeholders?

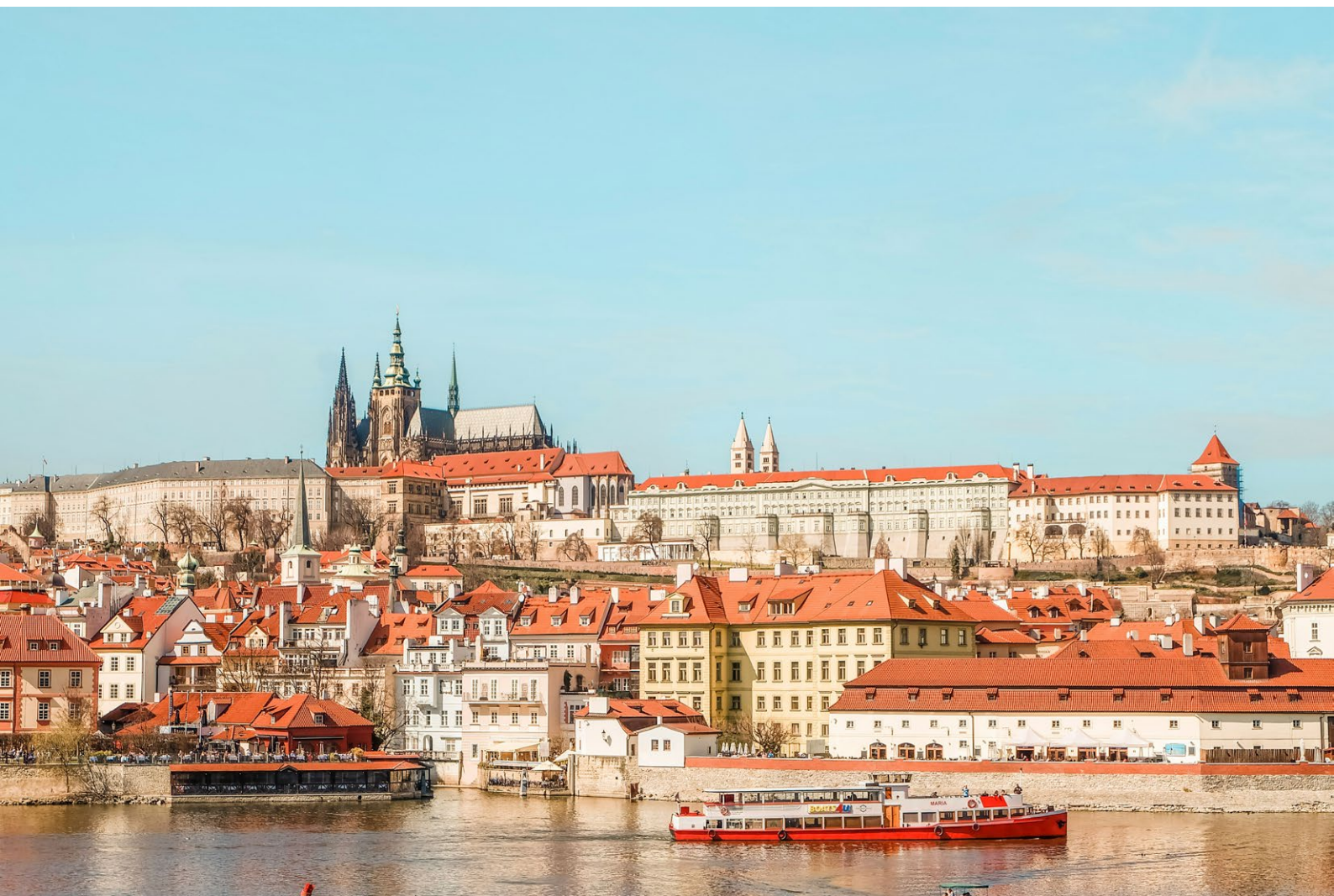
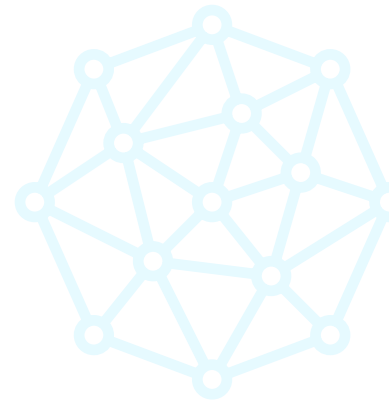
Mapping stakeholders could be very time-consuming and, in some cases, it could require the presence of an expert. Thus, it is recommended to choose the most appropriate way to investigate relationships among stakeholders. Hereafter, there is a list of examples of some applicable methods:

◆ Organise a **focus group** with a small group of local, already-known stakeholders to brainstorm on which are the existing relationships and conflicts among the identified stakeholders.

≡ **Social Network Analysis (SNA)**: is a well-structured method for mapping and evaluating relationships and flows between people and organisations. The nodes in the network are the people and groups while the links show relationships or flows between the nodes. The types of relationships among stakeholders are investigated and more detailed network analyses can be performed (i.e., node centrality degree, density, distance, clusters, etc.). It needs a specialist to be performed.

✘ **Knowledge mapping**: during the SNA execution, it is possible to submit short interviews to a small group of identified stakeholders to collect missing information. The type of question depends on the information already available and may vary according to the context analysed.

≡ **Institutional Analysis**: is a method to collect in-depth information on stakeholder relationships by analysing institutional arrangements and settings (such as formal and informal rules that affect the behaviour of people and organisations, rules relevant for a specific field; obstacles to the implementation of policies).

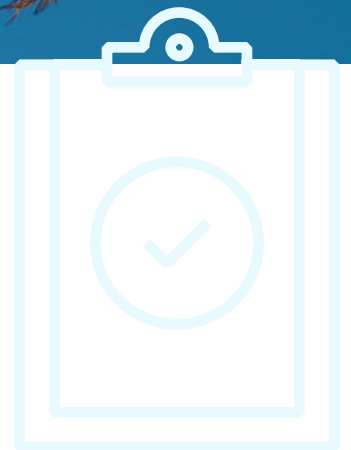


### 3. Engaging Key Stakeholders

Starting from the knowledge acquired during the stakeholder analysis, it is possible to finally activate and engage the identified key stakeholders in the CCRM set-up process. There is no unique approach to do it, yet there are some common tricks to consider, like **ensuring transparency, open communication, good relationships, trust and commitment.**

Key stakeholders can be engaged according to different approaches:

- ➔ direct contacts with already known stakeholders;
- 🗨 by word of mouth from already engaged stakeholders;
- 🗨 local communication campaigns: communication is crucial in the climate adaptation process. Both internal and external communication are important in all phases of the climate adaptation process;
- 🗨 promotional activities during existing events that key stakeholders you wish to involve may attend.



It is crucial to highlight that the main goal is not only to involve key stakeholders but also to collaborate with them and to empower them so that they can actually affect/have a say on the decision-making processes. For this reason, it is necessary to understand the key stakeholders and their interests, responsibilities and positions at the beginning of the CCRM set-up process.

#### To keep in mind

- If time and resources are limited for stakeholders' identification, categorisation and mapping activities, it is advisable to carry out these activities during a brainstorming/ focus group session with local stakeholders of the pilot area who are already known.
- Stakeholder analysis and engagement are time-consuming, so these activities must be launched **as soon as possible.**
- **Quality over quantity:** even if it is desirable to involve several key stakeholder, it is crucial to engage actors who are sincerely interested in participating in the proposed activities and in ensuring the long-term exploitation of achievements.
- While participatory processes ensure transparency and generate shared decisions, on the other hand, it should be kept in mind that the information thus collected may be biased by personal interests or can be limited by the level of knowledge of participants. It is therefore advisable to **verify the collected information** when possible.

## 4. Monitoring and Evaluating Community Climate Resilient Missions

In order to monitor and evaluate the level of success of each CCRM, the following **Key Performance Indicators (KPIs)** have been identified. As the main reference for the indicators' selection the Resilience Maturity Model (RMM) has been used and adapted to the MISSION CE CLIMATE project context. The RMM provides a common understanding of the resilience-building process and helps to identify the correct policies to implement for the city to evolve and move to the next maturity stage. The RMM lays out a five-stage path for cities towards resilience maturity:

- **Starting:** Starting with local (departmental) resilience plans
- △ **Moderate:** Integration of local (departmental) resilience plans
- ☆ **Advanced:** Implementation of the integrated (holistic) resilience plan
- ⚙ **Robust:** Internationalising resilience
- **Vertebrate:** Leading resilient city

For the purpose of the project, it was decided to focus only on 4 maturity stages (Starting, Moderate, Advanced and Robust). At the same time, all the suggested dimensions have been considered (Leadership & Governance, Preparedness, Infrastructure & Resources, and Cooperation).

In the following tables the selected indicators are listed, divided per dimensions and integrated with indicators related to MISSION CE CLIMATE outputs.



## LEADERSHIP &amp; GOVERNANCE

Municipality, cross-sectorial and multi-governance collaboration		
Indicator	Related policy / Activity	Maturity Stage
Resources dedicated to the development of the resilience action plan (€ or % of total local budget)	Establish a working team responsible for resilience issues in the city; Integrate resilience into visions, policies and strategies for city development	○ Starting
	Establish a resilience department or committee and a cross-departmental coordination board and procedures; adopt climate change preventive actions	△ Moderate
Number of cooperation agreements with external governmental bodies and cities (n°)	Develop a plan for a multi-level governance approach involving the municipal, regional and national levels of governance	✦ Advanced
Number of policies aligned with regional, national and international input (n°)	Align, integrate and connect the resilience action plan with regional, national and international resilience management guidelines and plans	✦ Advanced / ⊗ Robust
Learning culture (learning and dissemination)		
Indicator	Related policy / Activity	Maturity Stage
Percentage of local government budget spent on resilience-building activities (%)	Develop a strategy to create a resilience culture	○ Starting
	Promote a culture of resilience	△ Moderate
Percentage of lessons learned implemented per lessons learned identified (%)	Formalize the learning process and institutionalize regular debriefing meetings	✦ Advanced
Number of best practices developed within the Community Climate Resilience Mission disseminated to other contexts (n°)	Create a learning and responsive city	⊗ Robust
Number of citizen-led actions co-designed and implemented (n°)		⊗ Robust
Resilience action plan development and implementation		
Indicator	Related policy / Activity	Maturity Stage
Resources dedicated to the development of the resilience action plan (%)	Identify city requirements regarding the resilience process	○ Starting
	Develop a resilience action plan to respond to shocks and long-term stresses	△ Moderate
	Develop leading indicators for assessing the performance of the resilience action plan	✦ Advanced
Number of climate-responsive solutions developed and tested by the Community Climate Resilience Mission (n°)	Develop climate-responsive solutions	△ Moderate
Number of updates of the resilience action plan (n°)	Assess and monitor the resilience action plan's efficiency periodically in order to continuously improve it	⊗ Robust

**PREPAREDNESS**

Diagnosis and Assessment		
Indicator	Related policy / Activity	Maturity Stage
Number of assessments to identify weaknesses in the local territory (n°)	Assess and manage a wide range of risks	○ Starting
Percentage of Critical Infrastructure (CI) with climate risk assessment completed (%)	List and prioritize critical services and assets	○ Starting
	Assess and prioritise risk scenarios and their implications through consideration of risk systemicity	✳ Advanced
	Undertake regular and long-term risk assessment with a focus on risk systemicity	⊛ Robust
Percentage of businesses/CI with contingency plans (n°)	List existing plans and response mechanisms and guidelines for shocks and stresses	○ Starting
Education and Training		
Indicator	Related policy / Activity	Maturity Stage
Number of key staff and stakeholders belonging to the Climate Mission attending the capacity building initiatives (i.e. WP1 introductory training courses, WP2 community ownership upbuild), study visits and staff exchanges (n°)	Develop a common understanding of the resilience approach among stakeholders	○ Starting
Number of government staff that have attended the introductory training courses (n°)		○ Starting
Resources deployed for training exercises (n°); Number of trained volunteers (n°)	Offer training sessions and arrange emergency drills including volunteers	▲ Moderate
	Establish a strong network of volunteers	✳ Advanced
Frequency of training exercises (n°)	Provide training for citizens and public and private companies	✳ Advanced
Number of awareness-raising events targeting city stakeholders (n°)	Develop education programs in schools about the resilience action plan	✳ Advanced
Frequency of training exercises at EU level (n°/year)	Conduct frequent joint training exercises between European cities	⊛ Robust

**INFRASTRUCTURE & RESOURCES**

Reliability of CIs and their interdependencies		
Indicator	Related policy / Activity	Maturity Stage
Number of monitoring plans in the local territory (n°)	Develop plans to monitor CI functionality	○ Starting
	Implement year-on-year monitoring systems	▲ Moderate
Resources allocated to improve the resilience of CI facing extreme weather events (€ or % of total local budget)	Develop contingency plans for CI	○ Starting
Resources invested in preventive maintenance activities (€ or % of total local budget)	Develop periodical maintenance procedures for CI	▲ Moderate
Resources allocated to improve the reliability of the CI (€ or % of total local budget)	Develop measures to increase CI redundancy and reliability	▲ Moderate
Resources to build up resilience and response		
Indicator	Related policy / Activity	Maturity Stage
Funding received from EU projects and similar initiatives (€)	Assess current initiatives and funding opportunities for the development of resilience	○ Starting
Percentage of local government budget spent on resilience-building activities (%)	Deploy a disaster relief fund for emergencies	○ Starting
	Monitor an effective use of resources to ensure the resilience-building process performance	▲ Moderate
	Allow for the resilience action plan in the local government budget	✳ Advanced
Resources allocated to incentivise city stakeholders to invest in resilience (€ or % of total local budget)	Encourage stakeholders to have appropriate insurance coverage	✳ Advanced
	Promote and provide incentives for the development of sustainable urban infrastructures	✳ Advanced
	Promote and provide incentives to stakeholders for investment in R&D&I projects regarding resilience	⊛ Robust

## COOPERATION

Development of partnerships with city and regional stakeholders		
Indicator	Related policy / Activity	Maturity Stage
Number of key stakeholders identified (n°)	Map relevant stakeholders to develop the resilience action plan	🟡 Starting
Number of representatives from the education system engaged in the Community Climate Resilience Mission (n°)	Develop a stakeholder engagement plan defining its roles and responsibilities	🟡 Starting
Number of representatives from the economic system engaged in the Community Climate Resilience Mission (n°)		🟡 Starting
Number of representatives from the political system engaged in the Community Climate Resilience Mission (n°)		🟡 Starting
Number of representatives from the civil society engaged in the Community Climate Resilience Mission (n°)		🟡 Starting
Number of representatives from the natural environment sector engaged in the Community Climate Resilience Mission (n°)		🟡 Starting
Number of key stakeholders signing the MoU (n°; min: 4 stakeholders/pilot area)		🟡 Starting
Number of mechanisms (platforms, websites) to share lessons learned with city stakeholders (n°)	Develop a public website with emergency information	🟡 Starting
	Develop an internal communication platform for sharing information with different municipal departments and emergency services	🟠 Moderate
	Develop a public communication platform to interact with stakeholders	🟢 Advanced
	Develop a public platform to enhance learning among city stakeholders	🟢 Robust
Number of stakeholder groups added to the initial ones in resilience-building activities (n°)	Widen collaborative networks with stakeholders to reflect on and make decisions about the progress of the city resilience	🟢 Robust
Involvement in resilience networks of cities		
Indicator	Related policy / Activity	Maturity Stage
Number of cooperation agreements with external governmental bodies and cities (n°)	Establish alliances with cities facing similar risks	🟢 Advanced
	Develop formal partnerships with regional stakeholders	🟢 Advanced / 🟢 Robust
	Participate proactively in regional, national and international networks to promote initiatives, exchange experiences and learning	🟢 Advanced / 🟢 Robust
	Join a major network of European cities	🟢 Robust

# Conclusions



This document provides a set of useful tools for setting-up Community Climate Resilience Missions. By making reference to the provided roadmap, it will be possible to analyse the working context and to identify the stakeholders that could potentially play a crucial and active role in the framework of climate change resilience

scenarios in the pilot areas. Looking beyond the project lifespan, the provided methodology allows for monitoring the development of the CCRM through a list of KPIs. Moreover, it could be replicated in other contexts where a climate-resilient path needs to be designed.

# References



Agle, Bradley R., Ronald K. Mitchell, and Jeffrey A. Sonnenfeld. 1999. Who Matters to CEOs? An Investigation of Stakeholder Attributes and Salience, Corporate Performance, and CEO Values. *The Academy of Management Journal* 42, no. 5: 507-25.

Allan, A., Hissen, N.F., Ghosh, A., Samling, C.L., Tagoe, C. A., Nelson, W., Mensah, A., Salehin, M., Mondal, Md. S., Spray, C. 2015. WP1 – Stakeholder Mapping Consolidated Fast Track. DECCMA Working Paper, Deltas, Vulnerability and Climate Change: Migration and Adaptation, IDRC Project Number 107642. [Stakeholder Mapping for Adaptation in Deltas.](#)

Arnstein, Sherry R. 1969. **A Ladder of Citizen Participation.** *Journal of the American Institute of Planners*, 35[4], 216-224.

Carayannis and Campbell. **Triple Helix, Quadruple Helix and Quintuple Helix and how do knowledge, innovation and the environment relate to each other? A proposed framework for a trans-disciplinary analysis of sustainable development and social ecology.** *International Journal of Social Ecology and Sustainable Development* 2010.

Reed, M.S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., Prell, C., Quinn, C.H. and Stringer, L.C. (2009) **Who's in and why? A typology of stakeholder analysis methods for natural resource management,** *Journal of Environmental Management* 90, 1933-1949.

RESIN project (2017) – [Involving Stakeholders](#)

Robin Cox, R., Niederer, S., Forssman, V., Sikorski, L. Climate Adaptation Competency Framework. The Resilience by Design Lab: Adaptation Learning Network 2020.

[Smart Mature Resilience Project](#)

[Stakeholder Salience in Stakeholder Analysis, Project Management, templates and advice](#)

# MISSION CE CLIMATE Project



## Climate Resilient Communities of Central Europe

Central Europe faces many climate change challenges like the rest of the world. The main aim of the MISSION CE CLIMATE project is to overcome the disjointed sectoral responses to climate change by introducing a coordinated, cross-sectoral approach that puts local/regional authorities at the centre of the governance and management of the climate resilience process. The overall objective is to support communities in Central Europe to become resilient to climate change and to enable them to respond in a coordinated way to the impacts caused by climate change. The project will build sustainable systems (community climate missions) and community capacities (integrated strategy, local action plans, and solutions).

### THE PROJECT'S INTENDED OUTCOMES ARE:

1. Establishment of climate resilience systems in partner communities (Community Climate Missions) supported by a joint 2030 Climate Resilience Strategy (definition of actions, business models, financing mechanisms) and locally tailored action plans (project portfolio approach);
2. Enhancing community capacity to adapt to climate change with new skills and tools;
3. Activated citizens contributing to community climate resilience through increased awareness and capacity (tools, etc.);
4. Solutions developed through pilot projects that respond to community adaptation challenges.

For more information on climate adaptation and good practices, consult our websites:

[www.interreg-central.eu/projects/mission-ce-climate/](http://www.interreg-central.eu/projects/mission-ce-climate/)

[www.climatehub.si](http://www.climatehub.si)



This document has been produced within the project **MISSION CE CLIMATE – Climate Resilient Communities of Central Europe**. This project is supported by the Interreg CENTRAL EUROPE Programme with co-financing from the European Regional Development Fund. Views and opinions expressed are, however, those of the authors only and do not necessarily reflect those of the European Union or the Interreg CENTRAL EUROPE Programme authorities. Neither the European Union nor the Interreg CENTRAL EUROPE Programme authorities can be held responsible for them. The partnership includes the following organisations:



City of Lignano Sabbiadoro  
[www.lignano.org](http://www.lignano.org)



City of Košice  
[www.kosice.sk](http://www.kosice.sk)

**DORNBI RN**

City of Dornbirn  
[www.dornbirn.at](http://www.dornbirn.at)



Split-Dalmatia County  
[www.dalmacija.hr](http://www.dalmacija.hr)



**Mestna občina Maribor**  
Univerzitetno mesto

Municipality of Maribor  
[www.maribor.si](http://www.maribor.si)

**krumedia**

Krumedia  
[www.krumedia.com](http://www.krumedia.com)

**Interreg**  
CENTRAL EUROPE



Co-funded by  
the European Union

**MISSION CE CLIMATE**

[www.interreg-central.eu](http://www.interreg-central.eu)

LEAD PARTNER



Institute for  
comprehensive  
development solutions  
[www.ezavod.si](http://www.ezavod.si)



Energy Management Agency  
of Friuli Venezia Giulia  
[www.ape.fvg.it](http://www.ape.fvg.it)



Technical University  
of Košice  
[www.tuke.sk](http://www.tuke.sk)



University of Applied  
Sciences Vorarlberg  
[www.fhv.at](http://www.fhv.at)



Energy Institute  
Hrvoje Požar  
[www.eihp.hr](http://www.eihp.hr)



Regional  
development agency  
for Podravje-Maribor  
[www.rra-podravje.si](http://www.rra-podravje.si)

# ROADMAP and METHODOLOGY

## for SETTING-UP of MISSIONS