

Detailed Project Action Plan

on the content, methodology and expected results of the SEAP – PLUS cooperation

Adding to SEAP – more participants, more content across Europe
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Table of contents:

| | |
|---|----|
| 1. Introduction | 3 |
| 1.1 About SEAP-PLUS..... | 3 |
| 1.2 The SEAP-PLUS Method in brief | 3 |
| 1.3 About the detailed project plan | 4 |
| 1.4 Impact..... | 4 |
| 2. The SEAP-PLUS Method | 6 |
| 2.1 Twinning process rationale | 6 |
| 2.2 Definition of twinning pairs & persons involved..... | 6 |
| 2.3 Setting up the schedule of visits..... | 9 |
| 2.4 Quality management..... | 9 |
| 2.5 Experienced partners | 10 |
| 2.6 Learning partners | 12 |
| 3. Identified risks..... | 14 |
| 3.1 Monitoring of twinning process | 14 |
| 3.2 Steering Committee role | 14 |
| 5.3 List of cities..... | 15 |
| 5.4 Double counting of cities receiving technical help (only in the case of the SEAP-PLUS project) 15 | |
| 5.5 Climate plans resembling SEAP | 15 |
| 5.6 Funding mechanisms scheduling..... | 16 |
| 5.7 Energy stakeholders – Memoranda of Cooperation (T3.2)..... | 16 |
| 5.8 Partners becoming Covenant Supporters/ Coordinators (Overall)..... | 16 |

1. Introduction

1.1 About SEAP-PLUS

SEAP-Plus is the acronym of the full title of the project: Adding to SEAP – more participants, more content across Europe. The project covers a 30-months-period from April 2012 to September 2014 and is co-financed at a rate of 75% by the Intelligent Energy Europe programme of the European Commission.

SEAP-PLUS is a **networking and mutual learning project** on energy issues -coordinated by the Technical Chamber of Greece - in which 13 project partners from 11 European countries support authorities in delivering the European Union 2020 targets on energy efficiency and renewable energy sources.

The project aims at the enhancement of the Covenant of Mayors results and impact in both quantitative and qualitative terms.

SEAP-PLUS main objectives are:

- Promote the adhesion of more Local and Regional Authorities to the Covenant of Mayors;
- Assist in the preparation of more and better Sustainable Energy Action Plans;
- Support knowledge-transfer and facilitate cooperation between project partners, authorities and energy stakeholders; and
- Bring energy stakeholders into the Covenant of Mayors.

1.2 The SEAP-PLUS Method in brief

Covenant of Mayors (CoM) holds a pivotal role in achieving the targets of 20-20-20 by 2020 set by the EU Climate Action and Energy Package. Nevertheless, due to a number of barriers, municipalities in many countries are hesitant in adhering to the CoM or preparing and implementing the necessary Sustainable Energy Action Plans (SEAPs).

SEAP-PLUS aims at the:

- Enhancement of CoM results and impacts through the increase of Covenant Supporters and CoM signatories
- Submission of more and better SEAPs.

In order to achieve its goal, a **twining process (entitled “The SEAP-PLUS method”)** has been adopted. Six pairs of regional partners have been created to facilitate direct transfer of knowledge and know-how from experienced partners to learning ones. These partners will then in turn support local authorities in achieving ambitious energy goals. The twining approach, with the use of **staff**

visits, facilitates the tutoring of the learning regional authorities in issues that concern the technical support to their members, the development, monitoring and implementation of SEAPs and the general role as Covenant Coordinators/Supporters. In addition, the information exchanged among the twinning pairs is disseminated within the whole partnership through:

- Twinning reports containing content of the visits
- Quality management procedure
- Common space (for the specific project, dropbox has been used) for the direct and constant exchange of information among all participants in the twinning process

In addition, local authorities (members of the regional authorities) will be mobilized to participate in a large number of events and activities during the whole process and will receive technical help to prepare and implement more and better SEAPs. Moreover, collaboration with the respective Energy Stakeholders for access to reliable and localized energy data will be fostered through specific actions in order to ensure the content of the SEAPs that will be developed.

1.3 About the detailed project plan

The overall objective of the detailed project plan is to allow for the smooth execution of the twinning activities and the mitigation of a number of respective risks. More specifically, the detailed project plan can help in the common understanding of the content, methodology and expected results of the process that will be followed and allows for other interested parties to use the same process for the exchange of their experiences and learning from each other.

In order to fulfil these requirements, this plan:

- Describes in the aim and objectives of the procedure;
- Identifies the appropriate target groups;
- Specifies the twinning process details;
- Identifies risks related to the project and ways to mitigate them; and
- Defines the expected results of the twinning process

1.4 Impact

The expected outputs of the SEAP-PLUS method can be translated in the following impact (using the IEE Common Performance Indicators):

| Specific and strategic objective | Target within the action duration : | Target by 2020: |
|---|---|---|
| Contribution to the EU 2020 targets on energy efficiency and renewable energy sources | <ul style="list-style-type: none"> ▪ 188 million euros Cumulative investment made by European stakeholders in sustainable energy | <ul style="list-style-type: none"> ▪ 2.099 million euros Cumulative investment made by European stakeholders in sustainable energy |
| | <ul style="list-style-type: none"> ▪ 32.380 Renewable Energy production triggered (toe/year) | <ul style="list-style-type: none"> ▪ 365.947 Renewable Energy production triggered (toe/year) |
| | <ul style="list-style-type: none"> ▪ 291.425 Primary energy savings compared to projections (toe/year) | <ul style="list-style-type: none"> ▪ 3.293.523 Primary energy savings compared to projections (toe/year) |
| | <ul style="list-style-type: none"> ▪ 1.735.594 Reduction of greenhouse gas emissions (t CO₂e/year) | <ul style="list-style-type: none"> ▪ 19.615.051 Reduction of greenhouse gas emissions (t CO₂e/year) |

2. The SEAP-PLUS Method

2.1 Twinning process rationale

The twinning process aims at the creation of a common “Covenant of Mayors” foundation for both experienced and learning European regions. The training of learning regions - so that they integrate sustainable energy policies into regional authorities’ operations - will be achieved through capacity building activities between experienced and learning regions. Learning regions are expected to become familiar with topics of sustainable development with an emphasis on the Covenant of Mayors practices. Experienced regions will get familiar with the situation and contact stakeholders of the learning regions for improving their own capacities and expertise.

In order to create this common foundation, it is critical to identify and put into application current practices and “rules of the thumb” in compiling a SEAP: contents and sectors included, BEI methodologies and tools, sources of energy data and obstacles to obtain them, local and regional policies, main SEAP measures, well-established SEAP methodologies, etc. Moreover, it is important to maintain the ties between the learning and experienced regions in order to exchange methodologies and information on the *implementation* and *monitoring* of the SEAPs. Afterlife cooperation will be materialized during the SEAP-PLUS project, among others, through use of a web based forum and will be formalized through the signing of a *Memorandum of Understanding* between the pairs of experienced and learning regions. Formalization of the twinning process is necessary, in order to ensure the long-term cooperation of the parties involved.

Each partner (experienced or learning) will set up a SEAP-PLUS team that will follow the activities of the twinning process and be responsible to act as a bridge between the two organizations. Each team will have to adequately represent, on one hand, the SEAP department and, on the other hand, the overall structure (e.g. financial services, technical services, etc) of the partner.

In practice, SEAP-PLUS teams of the partners will nominate the visiting team of each partner (2 persons that will travel either from the learning or the experienced partners) that will be selected by partner based on their members’ capabilities, field experience, CoM procedures knowledge, capabilities in international cooperation, etc.

In the particular project, six visits are foreseen during the twinning process: three visits of the experienced partner to the learning one and another three visits of the learning partner to the experienced one.

2.2 Definition of twinning pairs & persons involved

The six pairs of partners that will closely cooperate during the twinning process, and will use the SEAP-PLUS method, were confirmed during the kick-off meeting and are the following:

| Experienced | Learning |
|--------------|----------|
| DIBA | TCG |
| CEA | ALESSCO |
| CAA | BSRAEM |
| JOKKMOKK | LEIF |
| ICLEI Europe | AMRR |
| ARE Lig | LEAP |

For each partner, the persons that will participate in the project and the respective twining process were nominated:

| Organization | Name | E-mail |
|--------------|-----------------------------|----------------------------------|
| ALESSCO | Filippo Giglio | giglio@alessco.it |
| | Carmine Brescia | brescia@alessco.it |
| | Mariolina Pastore | pastore@alessco.it |
| AMRR | Steluta Purcaru | steluta.purcaru@amr.ro |
| | Calin Chira | calin.chira@amr-bruxelles.eu |
| ARE Lig | Roberta Casapietra | casapietra@areliguria.it |
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| | Maria Fabianelli | fabianelli@areliguria.it |
| BSRAEM | Mariana Ivanova | office@ubbsla.org |
| | Milena Nalbancheva | energy@ubbsla.org |
| CAA | Friedrich Hofer | friedrich.hofer@klimabuendnis.at |
| | Georg Priesner | georg.priesner@klimabuendnis.at |
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| | Domingo Cucurull Descarrega | cucuruldd@diba.cat |
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| | | |
|----------|----------------------|------------------------------|
| | Maryke Van Staden | maryke.van.staden@iclei.org |
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| | Anna Hovenmark | anna.hovenmark@jokkmokk.se |
| | Silva Hermann | silva.herrmann@jokkmokk.se |
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| | Bojan Vogrincic | bojan@lea-pomurje.si |
| LEIF | Aija Zucika | Aija.Zucika@lvif.gov.lv |
| | Selina Abelniece | Selina.Abelniece@lvif.gov.lv |
| | Ilze Purina | Ilze.Purina@lvif.gov.lv |
| TCG | Dimitra Kanellou | dcanel@central.tee.gr |
| | Haris Doukas | hdoukas@teemail.gr |
| | Olga Kalantzopoulou | okal@central.tee.gr |
| | Katerina Trandali | ktrad@central.tee.gr |
| | CoM Office personnel | comoffice@central.tee.gr |

For interested regional organizations, that wish to replicate a similar procedure, it is important that the definition of the experienced and learning partner takes into account the following criteria:

- The experienced partner is already a Covenant Coordinator/Supporter (ideally)
- The experienced partner has already provide technical assistance (to compile, submit and ideally implement SEAPs) to its members local authorities and therefore has most probably faced and overcome problems related to this whole process
- The experienced partner has the will and means to transfer its knowledge to the learning partner
- The learning partner has a clear action plan of the activities/services that it wishes to offer to its members and has a clear political commitment on that
- The learning partner has the will and the means to undertake the necessary organizational/administrative changes in order to become an active Covenant Coordinator/Supporter (if not already)
- The learning partner is committed to transfer the knowledge that it will acquire to its member Local Authorities and will support them during the whole SEAP process
- Both partners are willing to initiate an open dialogue and knowledge transfer having as common goal the promotion of the CoM that will eventually conclude in more official and

lasting cooperation (e.g. used in the SEAP-PLUS project the signing of a Memorandum of Cooperation)

2.3 Setting up the schedule of visits

In the case of the SEAP-PLUS project, a Workshop took place among the participating organizations, in order to decide on the schedule of the visits. It was then confirmed that the three (3) staff visits (indicatively each one of three days duration) of the learning to the experienced partners will take place in the periods of project months 4 – 6, 13 – 15 and 22 – 24. Similarly, it was confirmed that the three (3) staff visits (indicatively each one of three days duration) of the experienced to the learning partners will take place in the periods of project months 8 – 10, 17 – 19 and 26 – 28.

Especially for the first visit of the learning to the experienced partners, the following dates have been drafted:

| Pair | Date |
|---------------------|----------------|
| DIBA – TCG | 26 – 29 August |
| CEA – ALESSCO | 11 – 13 July |
| CAA – BSRAEM | 26 – 29 August |
| JOKKMOKK – LEIF | 15 – 17 August |
| ICLEI Europe – AMRR | 11 – 12 July |
| ARE Lig – LEAP | 10 – 12 July |

For interested regional organizations, it has to be highlighted that the staff visits should alternate – meaning that a visit of the learning to the experienced partner should be followed by a visit of the experienced to the learning partner. This way it can be ensured that the transfer of knowledge and best practice acquired during the visits to the experienced partner can be evaluated during the experienced partner visit to the learning partners' premises. In addition, it is recommended that visits take place with a reasonable time distance between them (e.g. max. 6 months) so that the whole process does not become obsolete.

2.4 Quality management

Although an evaluation report will be produced after the finalization of the twinning process, for the training events that will take place in both the experienced and learning regions, an activity dedicated to the **quality management** of the twinning process has been foreseen in order to **ensure the efficiency** of the corresponding activities. The quality management will consist of 3 small reports per visit (the first during the setup of the visit, the second during the visit and the third evaluating the visit) that have the following objectives:

- Help the participating organizations to organize the visits in an timely and common manner
- Give to all participating organizations in a uniform template information about the other five twinning processes
- Indicate any problems that might need corrective actions during the twinning process
- Give an evaluation of the different methods, tools and approaches that will be employed in the different pairs during the twinning process

In parallel to the visit reports, the quality management process will generate a final, public deliverable in which best practices and recommendations will be gathered, processed and presented in an attractive way for regional authorities that intend to replicate the SEAP PLUS twinning process.

2.5 Experienced partners

The experienced partners are expected to offer new insights, methodologies and know-how to regional partners involved in the Covenant of Mayors process. More specifically, the experienced partners expect to contribute in the following ways:

| Partner/ Country | Use of own methodologies and practical support offered to LAs in SEAP development (yes / no) | Level of experience in developing BEI / SEAP for LAs (high / medium / low) | Level of experience in developing financing proposals for LAs for SEAP implementation (high / medium / low) | Strengths at CoM context |
|---------------------|--|--|---|---|
| DIBA (Spain) | yes | high | high | <ul style="list-style-type: none"> • Covenant Coordinator • Networking LGS (Network of Cities and Towns towards Sustainability) • Climate Campaigns • Own methodologies for SEAPS development and financing |
| CEA (Cyprus) | yes | medium / high | low | <ul style="list-style-type: none"> • Appointed Executive agency in Cyprus by the associations of the local authorities in Cyprus to promote the CoM. • Has prepared and submitted 3 SEAPs and now monitors implementation • Preparation stage of 3 more SEAPs • Support by the Cyprus Union of Municipalities |

SEAP-PLUS (IEE/11/978/SI2.615950)
Task 2.1 – Detailed Project Action Plan

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|------------------------|-----|--------|------|--|
| | | | | <ul style="list-style-type: none"> • Climate Action and Local Action campaigns • Participates in the “MEDEEA” which disseminates eea for Covenant of Mayors in the Mediterranean countries • Participates in the Pact of Island project which supports 13 local authorities to prepare SEAPs www.isle-pact.eu |
| CAA (Austria) | yes | medium | low | <ul style="list-style-type: none"> • Huge network of municipalities in Austria (more than 900 municipalities out of 2357) • Regular personal contacts with municipalities via regional offices of CAA across Austria • CAA will become a supporting structure for the CoM in the IEE-funded project “NETCOM” (starting in June 2011) • CAA supports local authorities in the elaboration SEAPs in the IEE-funded project “Come2CoM” |
| JOKKMOKK (Sweden) | yes | medium | low | <ul style="list-style-type: none"> • Jokkmokk has signed CoM and SEAP is approved and already accepted (eligible) • Member of the Swedish Eco-Municipality Network • Network leader for a Swedish-Norwegian-Finnish network on Sustainable Development (Northern Network on Climate Change) • Implementation of local and regional Climate and Energy Campaigns and Projects incl. consulting and awareness raising for household and SMEs • Working group and projects on energy and climate reporting / inventory in the region / cooperation with other municipalities in Sweden |
| ICLEI Europe (Germany) | yes | medium | low | <ul style="list-style-type: none"> • Covenant Supporter • Networking LGs • Climate and procurement campaigns • Several own methodologies |
| ARE Lig (Italy) | yes | high | high | <ul style="list-style-type: none"> • eea® licensor for Liguria since 2004: it is a label for municipalities which rewards |

| | | | | |
|--|--|--|--|--|
| | | | | <p>energy planning and it has been recognized by the EU as benchmark of excellence for CoM implementation</p> <ul style="list-style-type: none"> • lead partner of a MED project named “MEDEEA” which disseminates eea® for Covenant of Mayors in the Mediterranean countries • regular contacts with local administration as one of its main missions |
|--|--|--|--|--|

2.6 Learning partners

The learning partners are expecting to become familiar with methodologies and know-how regarding the Covenant of Mayors with the help of the experienced partners of SEAP-PLUS. More specifically, the learning partners explained, during the Workshop that their priorities in the twinning process are related to:

| Partner/ Country | Level of experience in developing and implementing BEI/ SEAP for LAs (high/ medium/ low) | Main needs at CoM/ SEAP-PLUS context |
|-------------------|--|--|
| TCG (Greece) | Low | <ul style="list-style-type: none"> • In-house organizational structure to support CoM • BEI/ SEAP compilation methodologies and tools • Funding mechanism and mobilization of energy stakeholders |
| ALESSCO (Italy) | Medium | <ul style="list-style-type: none"> • BEI/ SEAP compilation methodologies and tools • Implementation and monitoring of SEAP |
| BSRAEM (Bulgaria) | high | <ul style="list-style-type: none"> • Covenant of Mayors and Climate Change related projects and initiatives • Communicating the Covenant of Mayors process • Implementation and monitoring of SEAP |
| LEIF (Latvia) | Low | <ul style="list-style-type: none"> • Cooperation with local and regional stakeholders • Integration of energy and climate policies in regional policies • BEI/ SEAP compilation methodologies and tools • Involving the citizens to the Covenant of Mayors |
| AMRR (Romania) | Medium | <ul style="list-style-type: none"> • Communication and networking with local and regional stakeholders • Organization of events related to Covenant of Mayors • BEI/ SEAP compilation methodologies and tools |

| | | |
|-----------------|--------|---|
| LEAP (Slovenia) | Medium | <ul style="list-style-type: none">• BEI/ SEAP compilation methodologies and tools• Implementation of SEAP• Cooperation with local and regional stakeholders• Funding Covenant of Mayors projects |
|-----------------|--------|---|

3. Identified risks

In order to ensure an effective implementation of the twinning process, risks must be promptly identified and mitigated. For the SEAP-PLUS participating authorities, solutions were discussed and proposed during the workshop that took place. As a general management precaution, a Steering Committee has been established, consisting of eight project partners, will closely monitor and decide on any of these (or any new that might emerge) twinning process risks.

3.1 Monitoring of twinning process

A major risk of the method is whether the twinning process will be performed efficiently and will help the learning partners to gain experience and knowledge. In order to ensure the proper execution of the twinning process two parallel activities are foreseen:

1. Preparation of reports for each visit (normal project reporting)
2. Running of a “quality management” activity by the only organization that does not participate in the twinning (EPTA in the specific case, external expert in case that someone follows the SEAP-PLUS method)

Both activities have been provisioned with two objectives in mind:

- Monitoring of the twinning process in order to be able to “steer and correct” it aiming at the best possible results
- Capability of each pair of partners to have “real-time” access in the work of the other twinning pairs so that the best ideas, material, twinning events, etc can be assessed and replicated by all partners

3.2 Steering Committee role

In order to further identify and deal with any problems or difficulties encountered during the project lifetime, as well as to monitor the progress and performance of the project, the project’s Steering Committee, consisting of TCG, EPTA, ICLEI Europe, CAA, DIBA, JOKKMOKK, ARE and CEA, will propose solutions in a short time frame so that the progress of the project is not affected. The Steering Committee will meet during each project meeting, in dedicated sessions, with an agenda arranged by TCG and will also deal with any issues that will be raised during the implementation of the twinning process.

In cases where the method is replicated, the role of the Steering Committee can be allocated to the persons responsible for the management of the twinning process in each of the two organizations.

5.3 List of cities

Before providing any actual technical help to municipalities, all participating regional authorities have to compile a “List of cities” that will contain the number and names of municipalities that will receive this technical help. Although initially this was to take place at a later stage in the SEAP-PLUS project, it has been decided to accelerate preparation of the lists of cities in order to mitigate the risk of the possibility, after adding the lists of all partners, to have a total performance indicator that is smaller than the one provisioned in the grant agreement. Should this happen, the partners have the opportunity to discuss the issue early enough, namely in the second project meeting (Barcelona, project month 7).

It is important for organizations that follow a twinning process like the one proposed here to compile as early as possible a List of Cities that will, afterwards, support, since in most cases the characteristics of these cities (e.g. size, location, main economic indices, etc) pose different challenges that should be identified and coped with during the twinning process.

5.4 Double counting of cities receiving technical help (only in the case of the SEAP-PLUS project)

Since technical help to municipalities (WP4) is co-funded by EU, the situation where a city receives technical help through multiple projects needs to be avoided. To this end, the compilation of a “List of cities”, approved by EACI, that will receive technical help through SEAP-PLUS is foreseen. A probable project risk is the situation where cities willing to join the Covenant of Mayors and compile a SEAP prefer to receive technical help and consultancy through other projects leaving for the SEAP-PLUS project a smaller than needed.

In this context, early working by the partners on the “List of cities” will ensure, at better terms, the accomplishment of the project targets and performance indicators.

5.5 Climate plans resembling SEAP

As it became evident during the project proposal phase, in some European countries, there are in place climate policy schemes that share common targets with Covenant of Mayors but employ different (although similar) methodologies and climate change plans. In this context, a risk that was discussed and – in terms of decisions – resolved during the kick-off meeting is the one related to whether technical help and deliverables related to such (other than Covenant of Mayors) initiatives can be accepted by SEAP-PLUS. After a discussion with the project officer, it was agreed that city climate plans that have a content and quality of data and methodologies that equal these of the Covenant of Mayors will be accepted and counted in the Performance Indicators of the project. This is of course the case in any other interested regional organization that wishes to follow the SEAP-

PLUS method. Priority should be indeed the CoM methodologies and tools, but if other national policies in place set the same targets and scopes, the transfer of know-how can be used for this purpose.

5.6 Funding mechanisms scheduling

Since funding proposals related to local and regional authorities' projects need a large amount of time to be compiled, submitted and get accepted and implemented, a respective risk that was identified by all partners is whether the proposals for funding mechanisms (D4.4) can be sufficiently prepared and delivered. To this end, all partners agreed to intensify their efforts and try to:

- Discuss the progress of this issue in every project meeting
- Circulate and exchange information and know-how on funding mechanisms to all partners

5.7 Energy stakeholders – Memoranda of Cooperation (T3.2)

According to the grant agreement of the SEAP-PLUS project, Memoranda of Cooperation with the energy stakeholders (D3.4) were expected to be delivered in project month 12. Nevertheless, it was identified as a major project risk, that energy stakeholders might not be ready to cooperate and commit themselves through a Memorandum in such a short time. In this context, it was agreed to extent the duration of the respective Task until the end of the project and to deliver all Memoranda in project month 30.

5.8 Partners becoming Covenant Supporters/ Coordinators (Overall)

One of the project's strategic objectives is that learning partners become Covenant Supporters after the end of the twinning process. Unfortunately, according to the updated definitions of the Covenant of Mayors, Regional Agencies, Energy Agencies, etc cannot be nominated as Covenant Supporters or Coordinators. However, during the kick-off meeting, the project officer (EACI) confirmed with the partners that this constraint will not affect the progress of the project and the fact that the learning partners will become competent and self-sufficient in supporting local and regional authorities in the frame of the Covenant of Mayors.