Peer Powered Cities and Regions

Deliverable 5.3: Sustainability Plan for the peer-to-peer learning program

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Preface

PROSPECT aims to create an easy and replicable peer to peer learning programme for regional and local authorities to learn with and from each other on how to finance and implement their sustainable energy and climate action plans using innovative schemes. The learning programme has five (5) thematic modules, namely public buildings, private buildings, public lighting, transport, and cross-sectoral in which regional and local authorities, who can serve as mentors or mentees, will learn in two ways: through peer mentoring and study visits. The learning programme has three learning cycles; each learning cycle offers 5 peer mentoring and 5 study visit programmes. Each participant has the opportunity to complete their learning program by taking a professional certification examination based on materials found in the PROSPECT online library. Professional certification examinations were developed for the following three innovative financing schemes: Energy Performance Contracts (EPCs), Citizen Financing (crowdfunding and cooperatives) and Green Bonds.

Who We Are

No	Participant Name	Short Name	Country Code	Logo
1	Institute for Housing and Urban Development Studies BV	IHS	NL	
2	The European association of local authorities in energy transition	ENERGY CITIES	FR	
3	European Federation of Agencies and Regions for Energy and the Environment	FEDARENE	BE	
4	Institute for European Energy and Climate Policy Stichting	IEECP	NL	
5	EUROCITIES ASBL	EUROCITIES	BE	
6	University of Piraeus Research Center	UPRC	GR	
7	Climate-KIC GmbH	CLIMATE-KIC GMBH	DE	
8	Ober Oesterreich Energiesparverband	ESV	AT	
9	Agencia Regional de Energia para os Concelhos do Barreiro, Moita e Montijo	S.ENERGIA	PT	

No	Participant Name	Short Name	Country Code	Logo
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[1] Partner Mesto Trnava has left the project in May 2019, with their official exit beginning on November 20th, 2019.

PROSPECT

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Executive Summary

One of the key elements of the PROSPECT learning programme is to empower participants to learn from their peers and then to apply that learning in their own context. The complexity of topic: innovative funding for sustainable energy and climate projects will however require time in order for the content learned to be applied and integrated into the public planning cycle.

The PROSPECT project can have a long-lasting impact and its outcomes need to be made available, promoted and exploited to help Europe and its public authorities achieve their sustainable energy transition.

The Sustainability Strategy aims to ensure the viability of the learning program after the project's end through a detailed and realistic action plan. It is designed to propose actions aimed at continuing the programme beyond the duration of the EU grant and ensure the exploitation of the project's outputs especially by the members of the consortium.

Two components of the PROSPECT programme: its methodology and its certification programme are already being used and will be further exploited by consortium partners.

This sustainability plan complements the replication plan (Deliverable 5.2) that focuses on the replication of the learning programme by local/regional authorities and their agencies and the dissemination plan for actions beyond the duration of the project which is part of deliverable 6.7.

1   Introduction

The deliverable presents the sustainability strategy of the project: project's legacy in terms of local policies, collaborations and the future exploitation of the project's results by the consortium members but also by any organisation that would like to use part of the outcomes or the methodology of the learning programme to build capacity among public authorities.

The experience of PROSPECT's partners has demonstrated that building a well-developed peer-to-peer learning program and supporting its sustainability is a difficult and resources intensive project. However, consortium members, their networks and participants of the learning programme should continue to collaborate efficiently after the end of the project to guarantee that the replicable measures identified in the replication plan (T5.2) will be delivered. Results of the project will be developed in such a way that they can be tailored to the needs of each target group, transferred to new areas, and used by interested stakeholders after the end of the funding period. The objectives of the sustainability strategy are to:

- Identify the replicable elements of the project
- Identify main target groups and organisations that are interested in the exploitation of the outputs of the project
- Identify the main desirable outcomes and the main target groups
- Set up a timeline of actions
- Set up the responsibilities and source of finance
- Define the communication and dissemination channels to be used to reach an optimal dissemination level in all targeted audience relevant to the project;
- Develop a sustainability plan including the individual exploitation perspectives of each partner.

A Sustainability Plan is put forth to establish and implement a strategy for the effective exploitation and sustainability of the project's results and impacts by all the participating partners.

The deliverable is structured along five sections as follows:

- Methodology: overview of the Methodology to be followed towards the sustainability strategy
- Target groups: identify main target groups and organisations that are interested in the exploitation of the outputs of the project
- List of all the exploitable results
- Actions and strategy, dissemination channels
- Timeline

2   Methodology

Steps to be followed

The figure below gives an overview of the methodology to be followed towards the development of PROSPECT sustainability strategy
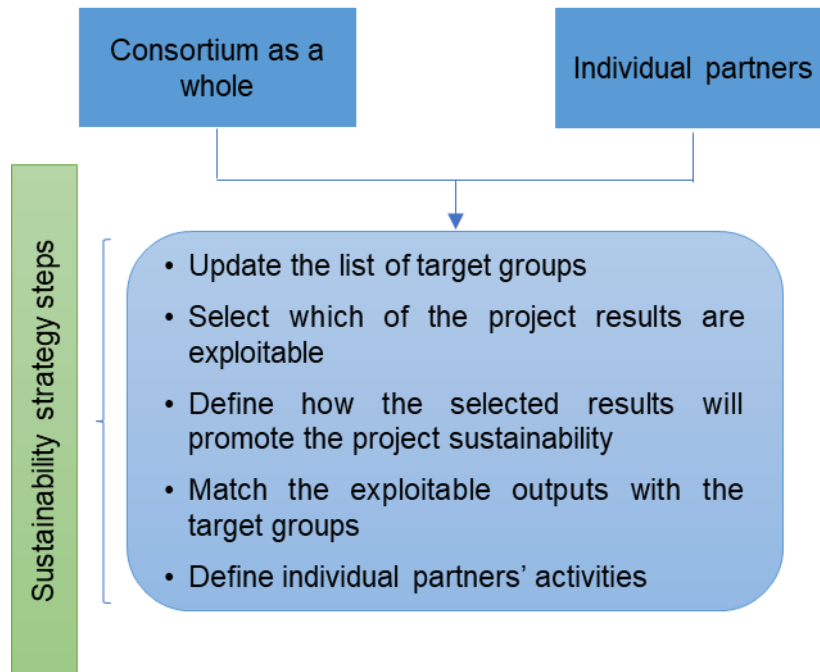
Figure1: Methodology for the sustainability strategy

SWOT Analysis

Strengths Weaknesses Opportunities Threats with the view of exploiting the results of the PROSPECT Learning Programme.

Strengths	Highly replicable peer learning and professional certification methodology. Proven replicability of the financial schemes and related professional, certification examinations. Individual partners having the means and opportunities to exploit the results. A large network of mentees and mentors (local/regional authorities, energy agencies) across Europe, likely able to replicate the results.
Weaknesses	No financial support for the mentors/mentees to continue the programme.

	Learning materials and professional certification examination need to be regularly updated to stay relevant and accurate
Opportunities	EU funding available for the continuation of such type of programme. Several streams of funding could be used (H2020, Horizon Europe, Erasmus, Life, etc.). Some of the informal outputs can be used: peer learning groups can continue exchanging and supporting each other.
Threats	The pandemic resulted in an overflow of online learnings and webinars and the motivation of mentees for individual online learning might be low. COVID-19: the motivation of mentees/mentors might be low for online meetings

Table 1: SWOT analysis

3   Target Groups

The first step is to define the target groups. We will approach differently and with specific dissemination activities each of the following target groups:

- PROSPECT participants (mentees especially)
- Regional/ Local authorities – city council members, staff from various departments: energy, environment, finance, economic development, and investment.
- Financing bodies
- Energy and environmental agencies
- Universities, Academia
- Networks of cities/energy agencies
- Private sector or associations of green technology solutions

These target groups are mostly the same as the ones defined in the dissemination strategy (D6.1) except for:

- PROSPECT mentees. The complexity of the topic requires time to do some further research, to discuss internally with colleagues, to convince decision-makers, etc. In brief, it requires time and PROSPECT mentees might need to consult resources, other documents and get inspiration from other groups or other best practices.

- Private sector or associations of green technology solutions has been added because of the professional certification examination. When we opened up the Professional Certification examination, there were indeed some interested stakeholders from these groups: Research & Technology Centres, Eco-Energy/Sustainability consulting/project implementation companies, and from an Engineering Association. These are the ones who can help municipalities also understand the financing /investment options PROSPECT Exploitable Results.

4   Exploitable results

The exploitable results of PROSPECT can be classified in the following categories:
- Background of the learning programme
- Methodology and structure of the Learning programme
- Content of the learning programme
- Replication materials
- Professional Certification Programme

For each category, we are listing the documents that could be used with a small description. These documents will then be matched with the relevant target groups and actions proposed to exploit them in section 5.

4.1   Background of the learning programme

The needs assessment phase in PROSPECT was crucial to build a programme targeted to local authorities' need. The outputs of this exercise consist of two main documents:

Report on the selection process from ongoing needs assessments: This document provides an overview of the needs and barriers that local authorities face when financing their Sustainable Energy and Climate Action Plans (SECAPs). View report

Needs assessment of local and regional authorities: This document provides an update of the initial findings, based on the lessons learnt during the PROSPECT project (running between 2017 and 2020), of a needs assessment, provides an overview of the needs and findings of public authorities, and comes up with conclusions and recommendations for the future. View report

4.2   Methodology and structure of the Learning programme

One of the main exploitable results of PROSPECT is the Learning Programme itself and the way the partnership set up, launched, managed and monitored the programme.
The methodology and structure built on other similar programmes and could be easily replicated by other interested organisations. Here is the list of exploitable resources in terms of the development of the learning programme.

Guidance notes
The report details the step-by-step guidance process and covers all the practical information, including tools and resources, for the PROSPECT learning programme that participants need to know and accomplish – from getting started and working together to meeting up and moving forward. View report

Detailed Structure and Plan for the Learning Programme
The report on Detailed Structure and Plan for the Learning Programme details the structure and activities of the learning programme as well as the roles and responsibilities of the participants. It informs the step-by-step process and covers all the practical information by presenting the tools and resources that are used by the participants throughout the programme. View report

Report on Setting up Peer to Peer Powered Cities and Regions
The development of the learning program is the foundation of the PROSPECT project. This report provides the objectives and methodology, outputs delivered and implementation plan, lessons learned and conclusions in setting up a peer-to-peer learning program. View report

Monitoring guidelines for the success of the learning programme
Establishing a successful peer to peer learning programme is the main objective of PROSPECT. To ensure quality and timely reaction in constantly improving the program, we have set measurable targets, both tangible and intangible, for all our strategic and operational objectives, which focus on the learning programme. View report

4.3   Content of the learning programme

Partners have analysed, collected, and published more than 50 inspiring resources and references related to innovative financing schemes in the 5 topics Public Buildings, Private Buildings, Transport, Public Lighting, Cross-Sectoral.
This analysis fed the content of the learning modules, handbooks and other resources compiled in the Online library and proposed to participants as the basis of their learning journey.

Good practices
The **good practices** can be found in the

- Good practices database on PROSPECT website
  https://www.h2020prospect.eu/library/goodpractices
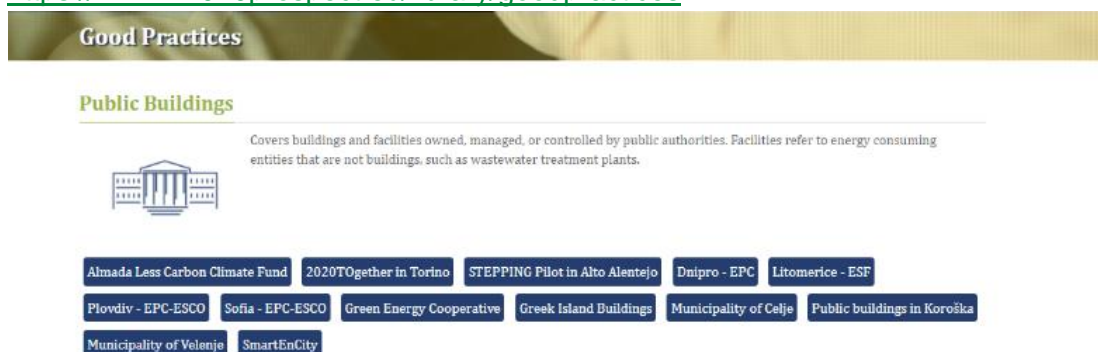
- Report on best practices to feed in the learning programme:
  https://www.h2020prospect.eu/images/libraryresults/D2.2_Best_practices_report.pdf

Handbooks :

They were also used as the basis to develop the content of the 5 Learning Modules (Public Buildings, Private Buildings, Transport, Public Lighting, Cross Sectoral). The partnership developed a report and 5 Learning module handbook including barriers, typical projects, funding sources, best practices in the 5 topics. An additional module was also developed for citizen finance. In total, there are 6 modules now.

Report: https://www.h2020prospect.eu/images/libraryresults/D3.1-Final-Report-on-Content-for-Learning-Modules.pdf

 https://www.h2020prospect.eu/images/Module_Handbooks/Module-on-Public-Buildings.pdf

 https://www.h2020prospect.eu/images/Module_Handbooks/Module-on-Private-Buildings.pdf

 https://www.h2020prospect.eu/images/Module_Handbooks/Module-on-Public-Lighting.pdf

 https://www.h2020prospect.eu/images/Module_Handbooks/Module-on-Transport.pdf

 https://www.h2020prospect.eu/images/Module_Handbooks/Module-on-Cross-Sectoral.pdf

 https://www.h2020prospect.eu/images/Booklets/Citizen_finance_-_Handbook.pdf

Decision matrix excel tool for selecting financing schemes

This self-assessment tool contains a set of questions, which help to determine which financing scheme will be the most suitable for the local authority to implement for local sustainable energy and climate project investments. It consists an easy-to-grasp checklist

that assists a local authority in its first decision-making steps to decide against a set of financing alternatives (EPC, Third-party financing, Revolving funds Cooperative and Crowdfunding, Guarantee funds, Soft Loans, Green bonds), it compares them and proposes the most suitable one
There are 4 sectors of recommendations:
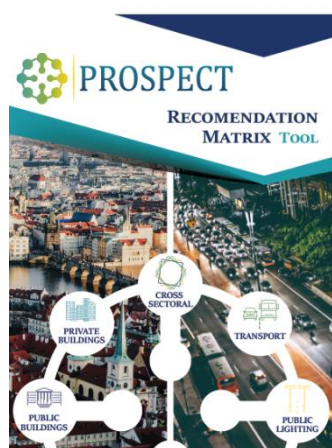
- Public Buildings
- Public Lighting
- Private Buildings
- Cross-sectoral

There are specific innovative financing schemes that could be best adopted in each sector. For each financing scheme, the user should answer the questions by selecting one of the pre-determined (YES/NO) answers provided. These questions represent the pre-requisites for implementing each innovative financing scheme at the local level

PROSPECT Recommendations-Decision Matrix tool provides ease of implementation rate (in %) for each financing scheme concerning general framework conditions. The financing scheme with the most positive answers (YES) is likely to be a suitable choice for your city/region.

Access the Excel-Tool file and the User Guide here!

4.4 Replication materials

At the end of the PROSPECT project, thanks to the wealth of information gathered from mentors and mentees, the consortium published some very interesting reports on the whole learning experience summarizing in a nice-looking reports (or in several smaller handbooks) the way cities have managed to use innovative funding, how the PROSPECT programme helped to inspire and how replicable are the examples found in PROSPECT.

Replication report (D5.6) - This report can be used by any interested municipality, energy agency, city or region who is planning to replicate energy efficiency projects. It will also be useful to the H2020 PROSPECT participants, as it summarises per module the main success factors and lessons learnt through that project.

This report has also been split into individual reports per module to allow dissemination and exploitation by the relevant target group. It shows per module, in an easy-to-read brochure style the replicable elements, lessons learnt which are most relevant for a city, regional authority who wishes to implement a similar project. It is a practical guide and summary of the H2020 PROSPECT project and relevant for replication.

Benchmark for integrated learning: This report proposes a City Capacity Assessment Framework focusing on city planning, financing, and implementation capacity for Sustainable Energy and Climate Action Plan projects. The framework measures a city's ability to attract investments, identify and utilise diverse funding sources and setup, implement and monitor investment projects.

4.5 Professional Certification Programme

The professional certification programme is the final step in the PROSPECT Learning Programme and provides PROSPECT participants with the opportunity to test the knowledge and skills gained from the Learning Programme handbooks, resources and peer-to-peer mentoring and site visits. The Professional Certification Programme was made available to all four Learning Cycle participants as well as to non-participating members of the partner networks in order to test market interest for such a professional certification in the future.

Needs Assessment – Three professional certification examinations were developed including Energy Performance Contracts (EPCs), Citizen Financing (crowdfunding and cooperatives) and Green Bonds. The selection of these three financing mechanisms out of seven covered by the Learning Programme was decided based on (1) market demand (as demonstrated by the number of PROSPECT participants having selected said topics for their Learning Cycle), and (2) which topics are discreet and robust enough to warrant a professional certification.

Methodology & Structure – The professional certification exams assess Knowledge and Competency capabilities as well as Level of Skill (standard or advanced) of a specific financing mechanism. The exam questions cover various categories covered in the PROSPECT Learning Handbooks (i.e. enabling environment, governance, decision making, contract and project management, business models, stakeholders, barriers and opportunities) and in other publicly available resources developed and compiled by the PROSPECT programme and available in the Online Library. All exams underwent review by professional experts and were tested pre-launch to ensure correctness and quality control.

5 Actions for the sustainability of PROSPECT project

5.1 Summary of actions

The PROSPECT project raised a lot of interest and created a long list of extremely useful and interesting resources that could keep being of use to PROSPECT participants and consortium members but also benefit others. The main desirable outcomes of the sustainability strategy that we could identify are :

- Replication of the learning programme methodology
- Replication of the innovative financing schemes by local/regional authorities (link to D5.2 and D5.6)
- Use of the materials developed to feed other programmes (university courses, training courses, other EU projects…)
- Use of professional certification examinations for Energy Performance Contracts (EPCs), Citizen Financing (i.e. Crowdfunding and Cooperatives) and Green Bonds.

To achieve the objectives laid above, the consortium partners are planning the following activities summarised in a table that you can find on the next page.

The actions outlined are actions of dissemination and exploitation that, for some have already been started or will start in the coming months.
In the next section, a tentative timeline for these actions is proposed.

Type of resources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
Engagement process in peer to peer learning activities	Report on selection process from ongoing needs assessments: overview of the needs and barriers that local authorities face when financing their Plans (SECAPs).	Moderate	Background document to feed projects, research, other training programme	Energy and environmental agencies Universities, Academia Networks of cities/energy agencies	Background document for other projects proposals and training programmes that will build on PROSPECT Internal Peer to peer programme for members	The needs assessment survey will be used in future studies. It was also mentioned in the published, open -access article here: https://www.mdpi.com/2071-1050/12/20/8447	Will feed other capacity building programmes for cities	
	Needs assessment of local and regional authorities in implementing projects related to SECAPs with innovative financing schemes	Moderate						
	Report on best practices to feed in the learning programme	Moderate	Inspiring content for local authorities	PROSPECT mentees Regional/ Local authorities Energy and environmental agencies Universities, Academia Networks of cities/energy agencies	Promoting on their communication channels to inspire local authorities Best practices imported to websites and promoted via communication channels	Best practices mentioned and promoted in future research projects regarding local/regional authorities in energy transition and lessons learned will be exploited for further research.	Examples which could feed other learning courses	Inspiring examples for own work
	Guidance Notes for Facilitators: step-by-step guidance process and practical information, for the PROSPECT learning programme	High	Replication of the peer learning programme	Energy and environmental agencies Universities, Academia Networks of cities/energy agencies	Using the methodology for a new project H2020 Energee Watch Using the methodology for an internal P2P programme Capitalize the methodology for future use in new projects	Using the methodology of the learning programme in future projects Internal use to replicate knowledge within the organisation		

| Content of the learning programme | Learning handbooks | High | Training material for local/regional authorities MOOC Replication of the financing scheme by local authorities | PROSPECT mentees Regional/ Local authorities Energy and environmental agencies Universities, Academia Networks of cities/energy agencies | Uploaded on own websites Promotion on communication channels | Handbooks will feed into further studies and used as reference for other P2P programmes and sustainable financing related projects. | Handbooks could feed learning courses on financing of local/regional energy and climate projects | Inspiring examples for own work |

Type of resources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
Replication materials	Replication plan for city/region participants	High	Uptake by local and regional authorities e.g. details about lessons learnt, the process and methodology, explanation and templates	PROSPECT mentees Regional/ Local authorities Energy and environmental agencies	Promotion of the replication plan and background materials Uptake by member by local and regional authorities e.g. details about lessons learnt, the process and methodology, explanation and templates		Climate-KIC Education Team – Lessons learned from PROSPECT will feed other capacity building initiatives internally.	Inspiring examples for own work or for local authorities in the region
	Replication brochures: 5 reports on the PROSPECT modules, best practices, experiences from mentees and mentors	Moderate	Inspiring content for local authorities	PROSPECT mentees Regional/ Local authorities Financing bodies Energy agencies Universities, Academia Networks of cities/energy agencies Private sector or associations of green tech. solutions	Promotion on website and communication channels			

Type of resources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
	Replication report	High	Synthetised information about the lessons learnt, objectives, projects and questions asked. Inspiring material for local and regional authorities with practical insights	PROSPECT mentees Regional/ Local authorities Financing bodies Energy agencies Universities, Academia Networks of cities/energy agencies Private sector or associations of green tech. solutions	Promotion on website and communication channels			

Type of resources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
Launching and Monitoring the Peer to Peer Learning Programme	Monitoring guidelines for the success of the learning programme	Moderate	Background document for other peer learning programmes Monitoring methodology for training courses	Universities, Academia Networks of cities/energy agencies	Using the methodology for a new project Energee Watch Using the methodology for an internal P2P programme Using the methodology for the monitoring of training sessions	The methodology of the learning programme used in future projects and internally within the organisation to monitor outcomes of training sessions.		

Type of ressources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
	Brochure with the results of the project coming from the monitoring process	Moderate	Background document for other peer learning programmes	Regional/ Local authorities Financing bodies Energy agencies Universities, Academia Networks of cities/ energy agencies Private sector or associations of green tech. solutions	Using the methodology for the monitoring of training sessions	The methodology of the learning programme used in future projects and internally within the organisation to monitor outcomes of training sessions.		
Communication and Dissemination Materials	Infographics	Low	Replication of the learning programme	Regional/ Local authorities Financing bodies Energy and environmental agencies Universities, Academia Networks of cities/energy agencies Private sector or associations of green technology solutions	Promotion on communication channels	Promotion on communication channels		
	PROSPECT video	Low						
	Postcards & Posters	Low						
	Impact assessment of the dissemination strategy and actions beyond the duration of the project	Low	Guidelines to disseminate the project after its end		Guidelines to disseminate the project after its end	Guidelines to disseminate the project after its end		

Type of ressources	Deliverables	Potential for exploitation	Desirable outcome	Target groups	Actions planned by networks	Actions planned by Academia	Actions planned by CLIMATE KIC	Actions planned by the energy agencies
Professional Certification Programme	Study Ressources for Professional Certification Examination	High	List of resources to develop a certification programme	Regional/ Local authorities Financing bodies Energy and environmental agencies Universities, Academia	Inspiration to develop such programme for members	The certification methodology will be replicated in future projects and for internally training sessions.	Climate-KIC to compile in "Professional Certification Programme Guidebook"	Use of the certification programme in the region

	Databank of Questions (correct/incorrect answers per Question); Case Study and Questions - without outline of possible answers; all available for three Professional Certification Exams	High	Developing an internal/external certification programme	Networks of cities/energy agencies Private sector or associations of green technology solutions			Climate-KIC to pull from TestInvite with latest exam edits/updates
	Replicability of the Exams - using TestInvite - under other organisation accounts	High	Developing an internal/external certification programme				Climate-KIC to compile in "Professional Certification Programme Guidebook"

Table 2 : summary of actions per resource, target group and per partner

5.2   Highlights and first results of the sustainability strategy

PROSPECT partners already started to implement the strategy and can already share two highlights.

5.2.1   Certification Programme

Climate-KIC is in the process of exploring the level of interest to leverage PROSPECT materials including the Professional Certification Examination with the following groups:

- Climate-KIC Cities Deep Demonstrations team. The idea is to integrate professional certification programme as an ongoing component to the city capacity-building focus within the Climate-KIC Deep Demonstrations; if interest exists, then a professional certification programme for Climate-KIC cities could be launched in 2021.

- Frankfurt School of Management & Finance – might be interested in the outcomes of the PROSPECT programme and its certification component. CLIMATE KIC is in contact with their City Finance team.

5.2.2   Using the methodology for other Peer learning programmes for local/regional authorities and energy agencies

UPRC, IEECP and FEDARENE are already planning on using the PROSPECT Learning methodology and the lessons learnt from the PROSPECT programme to launch a new peer learning programme funded by EU H2020: Energee Watch
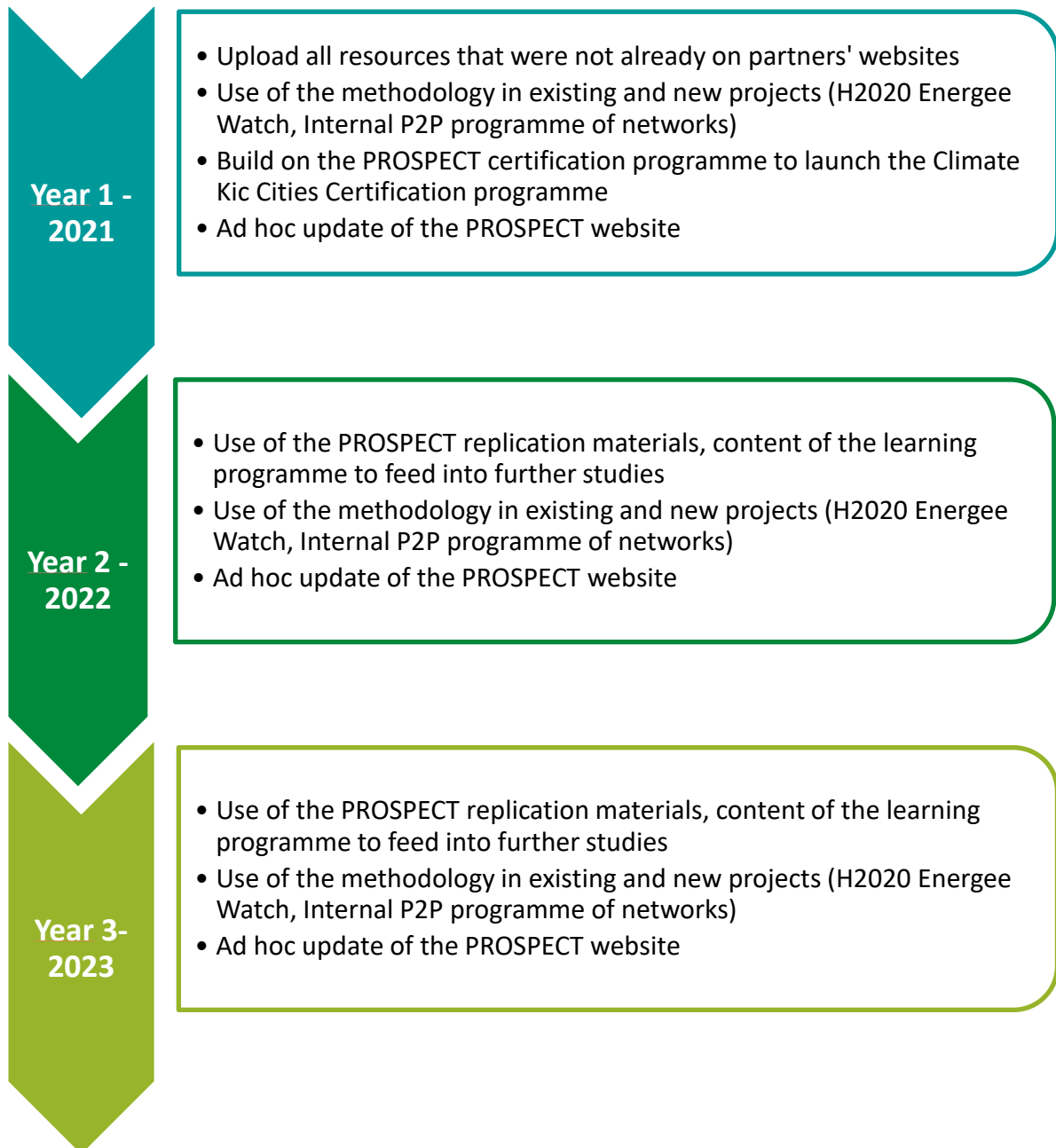
FEDARENE has already launched an internal Peer Mentoring programme for its members

6 Timeline

Regarding the timeline, we can with confidence plan the activities of the first year after the end of the project. The activities of the following years will depend on the activities of the first year.
Nevertheless, below we present a potential plan of activities for the next three years.

Year 1 - 2021

- Upload all resources that were not already on partners' websites
- Use of the methodology in existing and new projects (H2020 Energee Watch, Internal P2P programme of networks)
- Build on the PROSPECT certification programme to launch the Climate Kic Cities Certification programme
- Ad hoc update of the PROSPECT website

Year 2 - 2022

- Use of the PROSPECT replication materials, content of the learning programme to feed into further studies
- Use of the methodology in existing and new projects (H2020 Energee Watch, Internal P2P programme of networks)
- Ad hoc update of the PROSPECT website

Year 3- 2023

- Use of the PROSPECT replication materials, content of the learning programme to feed into further studies
- Use of the methodology in existing and new projects (H2020 Energee Watch, Internal P2P programme of networks)
- Ad hoc update of the PROSPECT website