

Peer Powered Cities and Regions

D6.6: Key Lessons from Final Events

October 2020



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Peer Powered Cities and Regions

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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.

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	
10	Mesto Trnava	TRNAVA	SK	



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Executive Summary

In 2020, PROSPECT hosted two final events:

- the PROSPECT workshop “Green Financing: unlocking the local energy transition”, organised on the 5th of March in Wels, Austria during the World Sustainable Energy Days;
- The PROSPECT virtual workshop “Virtual Peer Learning on Sustainable Financing”, which took place online on the 22nd of October morning.

In total, these two events gathered more than 100 participants, allowing to share the insights of the PROSPECT learning programme with many stakeholders of the sustainable energy field.

1 Wels Workshop

1.1 Summary

The workshop took place in the framework of the [European Energy Efficiency Conference](#) and the [World Sustainable Energy Days](#), in Wels, Austria, benefitting from the popularity of the conference which attracts over 600 participants from over 60 countries each year.

The goal was to provide attendees with a toolbox of smart financing instruments and programmes to unlock the local energy transition. Different instruments were presented and discussed: how do they work? In which context? How to successfully apply them in a city/region?

It was also the occasion to showcase the experience of the PROSPECT mentors, sharing their knowledge beyond the actual learning programme.

Over 70 participants joined the workshop. Participants were mostly from local and regional authorities/agencies in and outside Europe. Several EU organisations and consultancies/private companies specialised in Energy Efficiency services were also present.



Mia Dragović from the Institute for European Energy and Climate Policy (IEECP) opened the session with an introduction on the benefits and main outcomes of the PROSPECT peer to peer learning programme.

Speakers took the floor to showcase their experiences, and provided the audience with an instructive overview of the existing tools for Green Investments:

- **Christine Öhlinger** from the regional energy agency of Upper Austria, **OÖ Energiesparverband (ESV)**, the host of the Conference, was the first to present the facilitation services of the agency for scaling up green financing. She presented the extensive experience of the agency in Energy Performance Contracting (EPC) services and the strategic approach created to develop their facilitation services.
- **Anna Camp Casanovas** from the **Girona Provincial Council**, Spain, was second to present. She presented the BeEnergi project which ran from 2015 to 2019 and brought technical support to municipalities by bundling sustainable energy investments to install biomass boilers. She explained how they could work together with politicians, stakeholders including SMEs to make biomass a real option.



About 15 municipalities have started tendering procedures with ESCOs. The delegation of the various municipalities from the Girona Province allowed them to standardize the technical characteristics and optimize the execution conditions of the actions.

- **Stanislas d'Herbemont** from the EU network **RESCoop** then showed that European municipalities have a growing number of cooperatives where citizens are at the forefront in making energy efficient projects happen. He explained their financing model and gave two good practice examples: Hyperion, a collective self-consumption project in the region of Greek Lamia that created a solar park; and the cooperative of Pajottenland in Belgium, focused on public lighting, district heating and energy efficiency.
- **Jaroslav Klusak** from the **City of Litomerice**, Czech Republic, presented how the city successfully introduced an energy efficiency revolving fund to launch a complex refurbishment project, allowing for the 1st energy active public building in the Czech Republic.
- **Nicholas Stancioff (Funding from Future, Latvia)** presented the Latvian Baltic Energy Efficiency Facility (LABEEF) which managed to invest €10 million for the renovation of multi-family buildings through EPC. LABEEF is the only private finance initiative across EU with a focus on Energy Performance Contracts for residential and public buildings.
- **Olivier Roussel** from **SEM Energies Hauts-de-France** explained how they support the roll-out of renewables through regional co-investment. As a public-private company, SEM Energies Hauts-de-France represents a capital of €5,187 shared between the region (39%), the Communities (31%) and the Banks & citizens investors (30%). Olivier Roussel notably presented the direct input to equity of the “special purpose vehicle” (SPV), created and co-invested by the SEM and a private firm. According to him, providing transparent information at all levels of the project were essential success factors, as well as engaging communities and citizens to ensure local acceptance.
- The final presentation was delivered by **Assen Gasharov** from **the European Investment Bank (EIB)** on the opportunities for energy efficiency provided by the EIB. He first presented the different existing options (loans/funds, blending and technical assistance services) and then focused on the ELENA facility, the related eligibility criteria and application process.

The second part of the workshop was an **interactive session** in the spirit of the PROSPECT peer to peer learning programme. The session was divided in two parts, and participants were split in groups (different groups between first and second part):

- 1) Learning cycle around 3 themes: public buildings/infrastructure, Housing, other topics. Participants were invited to choose one of the 3 topics to exchange.
- 2) Open exchange of experience on different financing schemes: EPC, Cooperatives/co-investments, ELENA, Revolving funds, Blending, Other topics. Participants were invited to choose one of the topics and exchange with the others on challenges, opportunities and best practice examples around these topics.



The agenda is available in Appendix 1.

1.2 Lessons Learnt

The following summarises key points of the discussions on how local/regional authorities and their agencies can unlock the local energy transition and trigger further sustainable energy/energy efficiency investments:

- Local and regional energy agencies could play a stronger role as link between governmental policies and implementation (i.e. offering consultancy services and capacity building activities, facilitating exchange between actors/regions/countries). In order to be able to do this, a deeper understanding of EU policies and their progress would be helpful.
- In many regions/countries, heating and cooling are becoming main topics in discussions on climate mitigation measures. Working together on these topics could be an opportunity to increase knowledge and develop toolbox for steering developments in cities and regions.
- The industrial energy transition is a large challenge and will require, among others, cooperation between all stakeholders. Local/regional authorities and their energy agencies can participate in various ways, i.e. by helping train facility managers.
- Energy communities: cooperatives across Europe are already involved in many projects advancing the Energy Transition at local level. Cities and regions should further exploit this path. Notably, they should position themselves as facilitators, linking all actors of the community together. There would be great benefit in developing projects to kick-start and support the establishment of energy communities in EU Member States.
- Many group discussions also included an exchange on participants' "business models" (meaning their service offer, financing, mandate and governance) and how much could be learnt from a deeper understanding of each other's structures. Also mentioned by a number of participants was a need for further support in finding ways to stabilise these

"business models". New service offers with additional income streams could, for example, be technical training, consultancy services in relation to EPC contracts. Finding a niche market with a short-term return on investment is often perceived as a low risk solution, but long-term projects are also clearly needed.

- In relation to their business models, authorities and agencies should learn to have a sound marketing plan for their projects. In other words, they should always know how to sell their project ideas to both financing/funding institutions, but also to citizens. As an instance, people are often not interested in energy efficiency. However, they do care about health, comfort and affordability.
- The ability to extend the city/region/energy agency activity portfolio to new sectors (e.g. SMEs, industry, transport - anything beyond the residential and public sectors) is decisive if they want to be true leaders in the energy transition.
- There is a continued need for networking between local and regional authorities, training and support in developing and implementing green financing schemes.

2 Brussels Workshop

2.1 Summary

While originally planned as a physical side event of the European Week of Regions and Cities, the covid-19 pandemic prevented to host the final event in Brussels. Although now conceived for the digital format, the original concept and agenda remained mostly unchanged.

The goal was to bring together representatives of local and regional authorities and energy agencies from across Europe to exchange and learn about innovative mechanisms for sustainable energy and climate projects. To do this, some of the most experienced PROSPECT mentors were invited to share their tips and tricks with the audience.

The crowd was composed of previous mentees from the four PROSPECT learning cycles, but also many people who heard about PROSPECT but did not get the chance to join the programme yet. Only a small group of participants were selected (see registration list of accepted people in Appendix 3), in order to allow for as much interaction and discussion as possible.

The workshop started with a *tour de table* of participants and a presentation of the project by coordinator Mia Dragović Matosović (IEECP), who revealed some of the insights and results of PROSPECT. Because the [PROSPECT Recommendations-Decisions Matrix](#) was shared with participants prior to the event, Dimitra Tzani (UPRC) was also present to answer questions and give information about this tool and about the PROSPECT benchmark.

Participants were then asked to choose one of the five breakout rooms available for a 45' interactive session in small groups. The breakout rooms matched the five PROSPECT learning modules, and were hosted by five PROSPECT mentor organisations:

- **Private Buildings:** Ina Karova (EAP Plovdiv, BG) who presented the long-lasting experience of the Energy Agency of Plovdiv on smart finance for smart buildings and solutions for energy poverty;
- **Public Buildings:** Silvio De Nigris (Piemonte Region, IT) who presented some bundled EPC projects implemented in the Italian Piemonte Region through the Interreg Mediterranean project STEPPING – Supporting the EPC Public Procurement IN Going – beyond;
- **Public Lighting:** Anja Gahleitner and Christiane Egger (OÖ Energiesparverband, AT) whose agency has supported more than 200 contracting projects related to energy efficiency and investments in renewable energy technologies through the regional EPC programme;
- **Transport:** Angela Rivada Rodriguez and Jesus Gomez Perez (Municipality of Valladolid, ES) who have been involved in numerous H2020 projects related to sustainable mobility and transport. These have had several positive effects on the municipality: opening up new pedestrian spaces; enhancing bicycle lanes, creating new

and better-connected lanes; improving infrastructure for transport and; avoiding traffic through the city centre;

- **Cross-Sectoral:** Vasileios Bellis (Development Agency of Karditsa, GR) who shared his experience in establishing the Energy Cooperative of Karditsa (ESEK), which was the first collective effort at country level for exploiting forest and agro-biomass. He also explained how he developed a Guarantee Financial tool in Greece.

As the short descriptions above show, mentors presented some of their best practice examples in relation to the five PROSPECT learning modules. They then exchanged with participants on how best to use innovative financing mechanisms for sustainable energy and climate projects. They also addressed some of the challenges they encountered, and gave some guidance to avoid going through some difficulties they experienced themselves. The mentors were supported by facilitators from the PROSPECT consortium (ESV, FEDARENE, IEECP, UPRC).

At the end of the first interactive session, a short break allowed to move participants to another group for a second 45' breakout session. The workshop ended with a plenary session to summarise the main discussion points and conclusions that were raised in small groups.

All mentors and several participants expressed their satisfaction regarding the workshop. Indeed, despite the digital format, participants had plenty of time to network and ask questions. In total, 36 people participated in the workshop, including 6 mentors, 6 project partners/facilitators and 24 regular participants (around 5 per breakout group).



The agenda and registered participants list are available in Appendix 2 and 3.

2.2 Lessons Learnt

Here below are the lessons learnt that emerged from each breakout room session and from the plenary sessions.

Private Buildings

- It is difficult to get everyone on board and happy with the renovation process of private homes. Usually, people take for granted what is offered to them with a very high percentage of financing rate.
- Energy poverty: although this is challenging, it is essential to go to those families who need it the most and to support them. Providing hard finance for home owners to pay their bills is not a solution because it does not provide an impact in terms of energy savings and CO2 savings. We have to try to do something that has a real impact on the ground.
- Savings coming from renovation processes are mainly measured based on estimations or billing information and not actual building energy performance. This is not allowing to have a clear overview of the real impact of these actions.
- Smart meters offer a qualitative and quantitative assessment of renovation works, allowing to measure the real-life impacts of interventions. But the energy market might not be open enough yet to really take up smart metering.

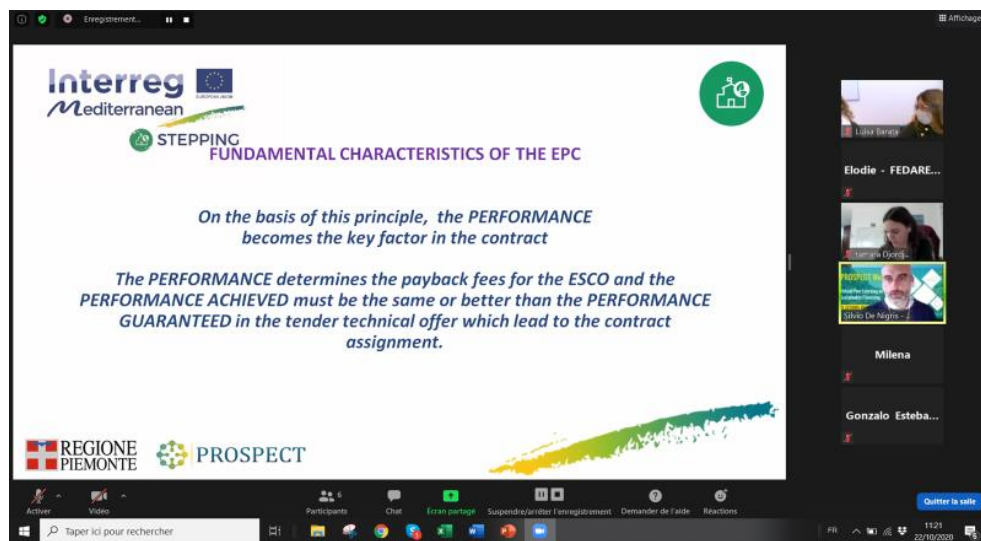


Public Buildings

- The main value added in the Piemonte region's approach was bundling projects, which in itself can bring a higher value and higher savings. Mr. De nigiris recommended for the lead partner to sign individual contracts with each municipality, instead of one agreement with all actors, in order to still keep going if one of the signatories drop out in the middle of the project. Yet, it is important to note that although bundling is a key

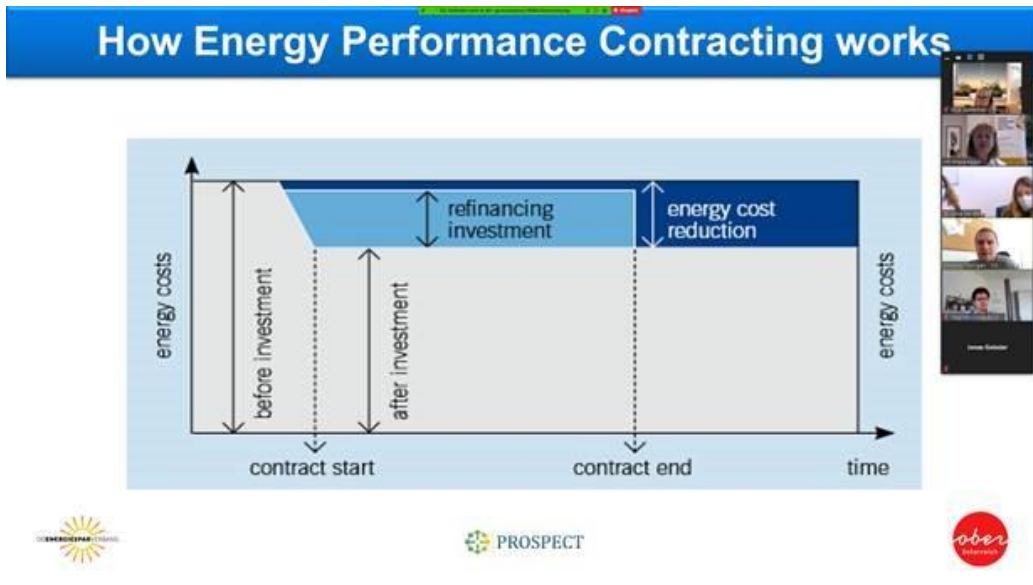
opportunity for small projects to get implemented, it can be a constraint in terms of time and resources needed. For this reason, support in form of [Public Development Assistance \(PDA\)](#) or [European city Facility \(EUCF\)](#) is crucial to unlock the potential of bundling projects across EU.

- In order to persuade municipality staff to take part in an ESCO project, it is crucial to not only address the potential energy savings, but impacts in their broader senses. Besides lower energy bills, municipalities get a building with more satisfied and healthier tenants, the citizens get nice facades that improve the entire municipality, and the politicians get success stories that win votes.



Public Lighting

- “Small is also beautiful”: not only big projects are good, especially in a market where there is not so much experience on EPC. Banks will only fund big projects and in this case, bundling will be needed. But often, there are other alternatives. Starting with a pilot project might be a good option, a small project where all the stakeholders involved learn, including the ESCO.
- In order to implement a first EPC project, streetlight is the ideal sector, as the payback time is much shorter than for buildings.
- The condition for EPC is contractually guaranteed energy savings (by the ESCO). No savings has economic consequences for the ESCO.
- In streetlighting, the maintenance costs are also very interesting, as they usually represent around 60% of the energy costs. Thus it is also a good idea to include a number for maintenance savings.
- To make sure the ESCO does not charge too much, one solution is to make them charge the same fee for the ESCO services as they do for other similar services outside of EPC (e.g. streetlight renovation).



Transport

- “Start easy, start small but start!” was the key message echoed from the City of Valladolid, Spain. Its Agency for Innovation and Economic Development – INNOLID – has been a creator of Valladolid Smart City Evolution, which has the following goals for transport: Intermodality - Urban Planning – Accesibility – Security. They take on a holistic approach of the transport sector in the city, using ITC technologies, nature-based solutions, mobility... which has worked very well in their case.
- There are many EU instruments and funding available for cities with regards to sustainable transport. The first step is to find a suitable and a strong project leader in the territory through the online EC dashboard. The strategy should be aligned with the objectives of the European Union to get your mobility projects financed.
- We have to avoid silos departments. All departments working on a topic (urbanism, environment, innovation, etc.) should be involved in the project.



Cross-Sectoral

- How citizens can facilitate and support energy initiatives? How can a campaign be organised? How an energy cooperative can be established? How to find the first capital for the investment plan? How can we organise local financial tools? We have to find innovative answers to these questions.
- In order to make the local initiative / cooperative / community work, it is essential to organise some awareness campaigns to get the citizens interested and involved. Go meet them in the public space to convince them. This is easier if it is done by a local actor known by the community, such as the Development Agency of Karditsa in this case.
- The new energy communities coming from the Electricity Market Directive and Renewable Energy Directive will give new opportunities to municipalities. They can take the form of a cooperative, but they will have more rights than energy cooperatives had so far. A lot will depend on how it is implemented in the Member States.
- Municipalities could play a very significant role in the establishment of structures facilitating the participation of citizens, hosting energy initiatives, communities and cooperatives. We should not be afraid of trying new things and develop new models.



General Comments from Plenary Sessions

- Recognise what doesn't work is the first step to find solutions and get a project going.
- Most successful cities have budget available for sustainable projects (even just a small percentage) and available staff. These two factors seem to make the most difference in the success of municipalities to get financing for the sustainable energy and climate plans.

Appendix 1 – Wels Workshop agenda

Green Financing Workshop

Green financing: unlocking the local energy transition

5 March 2020 | 14.00

The local energy transition requires investments! Although investment capital is often available in public and private funds, bridging the gap to concrete project implementation remains a big challenge. Having a toolbox of smart financing instruments and programmes unlocks possibilities. Learn, in this interactive session, which instruments work in what contexts and how they can be successfully applied in your region or city.

- **Smart financing: peer-to-peer learning in the Prospect project**
Mia Dragović Matosović, Institute for European Energy and Climate Policy, The Netherlands
- **Opportunities for energy efficiency of the European Investment Bank**
Assen Gasharov, European Investment Bank, Luxembourg

A toolbox of financing instruments

- **"Superhomes" enabled by ELENA**
Paul Kenny, Tipperary Energy Agency, Ireland
- **Facilitation services for scaling up green financing**
Christine Ohlinger, ÖO Energiesparverband, Austria
- **Bigger is better: Bundling sustainable energy investments**
Anna Camp Casanovas, Provincial Council of Girona, Spain
- **Let savings pay the bill: the Assen Service Costs Model for home renovation**
Anna Krämer, Cities Northern Netherlands
- **Energy cooperatives: partners in the energy transition**
Stanislas d'Herbemont, REScoop.eu
- **Be smart: blending funding and financing**
Martin Kikas, Tartu Regional Energy Agency, Estonia
- **A digital platform to bridge the gap between investors and projects**
Velimir Segon, North-West Croatia Regional Energy Agency, Croatia
- **"Smartening up" our city with energy efficiency revolving funds**
Jaroslav Klusák, City of Litomerice, Czech Republic
- **Guaranteeing safety, health, comfort and affordability: LABEEF**
Nicholas Stancioff, Funding for Future, Latvia
- **Supporting the roll-out of renewables through regional co-investment**
Olivier Roussel, SEM Energies Hauts de France
- **Peer-to-peer learning session – Planning replication and roll out**

19.00 Evening programme

NB: due to the covid-19 pandemic, several foreseen speakers were not able to join the workshop (Paul Kenny, Anna Krämer, Martin Kikas, Velimir Segon).

Appendix 2 – Online Workshop agenda

09:30 Welcome

09:35 PROSPECT overview by the project coordinator Mia Dragović Matosović, IEECP

10:00 Break-out session I

Choose one mentor/module and discuss in small groups

11:15 Break-out session II

Choose one mentor/module and discuss in small groups

12:00 Harvesting session & final remarks

Report the main conclusions from your groups in plenary

12:30 End

Appendix 3 – Online Workshop List of registered participants (accepted)

First Name	Last Name	Organisation
Melissa	Miklos	FEDARENE
Dimitra	Tzani	UPRC
Silvio	De Nigris	Piemonte Region
Ina	Karova	Energy Agency of Plovdiv
Sara	Ahuir	FEDARENE
Vasileios	Bellis	Development Agency of Karditsa
Christiane	Egger	OÖ Energiesparverband
Dominique	BOURGES	FEDARENE
Mia	Dragovic Matosovic	IEECP
Anja	Gahleitner	OÖ Energiesparverband
Elodie	Bossio	FEDARENE
Alexandre	Varela	AdEPorto - Agencia de Energia do Porto
Dave	Gittins	Severn Wye Energy Agency
Ourania	Mavridou	Municipality of Nea Ionia, Greece
Luisa	Barata	Comunidade Intermunicipal do Oeste
Marko	Zlonoga	REGEA
Fredrik	Svensson	Malardalens energy agency
Zdravko	Georgiev	Sofia Energy Agency SOFENA
CHRISTINA	GOGOLOU	Municipality of Igoumenitsa
Despoina	Antypa	CRES
SANTO	ABATE	SANTO ABATE
Iolanda	Sousa	camara municipal de loures
Carolina	Oliveira	Intermunicipal Community of Oeste Region - Portugal (OesteCIM)
Eva	Athanasakou	EUDITI Energy and Environmental Design
Dimitris	Tzempelikos	Municipality of Egaleo
Konstantinos	Asikis	Municipality of Farkadona
Dmytro	Leskiv	Khmelnyskyi City Council
Tetyana	Varenko	Kharkiv City Council
Stephan	CHARLES-DONATIEN	Metz Metropole
Sebastian	Negrea	Bacau Local Development Agency
Jonas	Geissler	Municipal Energy Agency Frankfurt
Tamara	Djordjevic	ALEC Sud Aisne
Alexis	Chatzimpiros	Samsoe, Energy Academy
Caterina	Dada	Commune d'Ixelles
MARTHA	PAPADOMICHELAKI	Municipality of Heraklion
Gonzalo	Esteban	Diputación de Granada - Energy Office
Seamus	Hoyne	Limerick Institute of Technology

Maja	Bratko	Medjimurje Energy Agency Ltd.
Francisco	Puente	Escan sl
Robert	Bialas	City Hall Bytom
CHRYSANTHI	KISKINI	REGIONAL DEVELOPMENT FUND OF CENTRAL MACEDONIA
Eva	Zane	Veneto Region
Isabel	Rodriguez	ENA - Energy and Environment Agency of Arrábida
Cristina	Daniel	ENA, Energy and Environment Agency of Arrabida
Magalie	Van Lishout	Province of Flemish Brabant
Aleksandra	Luks	Mazovia Energy Agency
Orlando	Redondo	EREN
Milena	Agopyan	Association of Bulgarian Energy Agencies
Maria Luisa	BORRA MARCOS	ANDALUSIAN ENERGY AGENCY
Todor	Tonev	Black sea regioanl agency for energy maangement
katarine	bouckaert	Provincie Vlaams-Brabant
João	Encarnação	Energaia - Agência de Energia
Danijela	Vrtaric	MENEA Ltd.
Diogo	Casaleiro	Município de Mafra
Mustafa	Copelj	Government of Canton SArajevo

Terminology

Energy efficiency actions

- **Sustainable energy and climate actions:** These refer to actions that fall under the five (5) thematic modules of the PROSPECT learning programme; namely public buildings, private buildings, transport, public lighting and cross-sectoral.
- **Public buildings:** This covers buildings and facilities owned, managed, or controlled by public authorities. Facilities refer to energy consuming entities that are not buildings, such as wastewater treatment plants.
- **Private buildings:** This covers buildings owned, managed, or controlled by private individuals or corporations. This refers primarily to the tertiary sector (services), such as private companies, banks, commercial, and retail activities, hospitals, etc. and residential buildings, including social housing.
- **Transport:** This covers the provision of and management of mass transit systems by public authorities, as well as private transport.
- **Public lighting:** This covers the provision of public lighting (e.g. street lighting and traffic lights) owned or operated by public authorities. Non-municipal public lighting is under private buildings.
- **Cross-sectoral:** This covers all those interventions falling under two or more thematic modules; climate change adaptation; local electricity production (e.g. wind power, hydroelectric power, photovoltaic); and local heat/cold production (e.g. combined heat and power and district heating plant).

Innovative financing schemes

- **Citizens finance (crowdfunding and cooperatives):** A crowd-funding involves an open call, mostly through the internet, for the provision of financial resources either in form of donation or in exchange for some form of reward and/or voting rights. This can happen in combination with energy cooperatives, which are business models based on shared ownership and democratic decision-making procedures.
- **Energy Performance Contracting (EPC):** EPC is a method to implement energy efficiency projects, by which an ESCO (Energy Services Company) acts as a unique contractor and assures all of the steps of a project, from audit through installation up to operations and maintenance. The ESCO delivers a performance guarantee on the energy savings and takes responsibility for the end result. The EPC contract is the contractual agreement by which the output-drive results are agreed upon.
- **Guarantee funds:** These are loan guarantees provided to lenders which serve as buffers against first losses of non-payment by the borrowers.

- **Third party financing:** This refers solely to debt financing. The project financing comes from a third party, usually a financial institution or other investor, or the ESCO, which is not the user or customer.

Project & Investment Cycles

- **Investment cycle:** This refers to the stages of pre-financing or servicing/operations from the financial institution's perspective.
- **Pre-financing:** This includes origination (e.g. own funds, technical assistance, EU facilities e.g. PDA, ELENA), underwriting (determining value and risk, requiring final project information, accurate costs and savings, procurement and contracting approach), and the investment decision.
- **Post-financing includes (servicing and operations):** Investment administration (legal documentation), draw down of funds (the external financing entity's final inspection) and on-going servicing for the life of the investment (following the agreement).
- **Project cycle:** This refers to the stages of development, implementation, and monitoring of a sustainable energy and climate action project financed by an innovative financing scheme.

Learning Programme

- **Mentor:** An individual representing a local or regional authority who have had direct experience on or have a specific expertise in financing a sustainable energy and climate action through an innovative scheme and is willing to share insights to a mentee.
- **Mentee city/region/agency:** An individual representing a local or regional authority who would want to learn from an experienced or expert peer on financing a sustainable energy and climate action using an innovative scheme and is interested to apply what they learned in their own context.
- **Peer mentoring:** A one-to-one relationship between a mentor and a mentee and is characterized by open ended counselling and joint problem solving.
- **Peer group:** A group of more than two peers (maximum of seven) with similar learning needs and objectives who can participate in the learning programme via study visits with the support of a mentor and a facilitator.
- **Online peer learning:** A learning activity that involves virtual discussions wherein the matched pair or peer group can discuss their issues and challenges and work on how they can achieve their learning objectives.
- **Facilitator:** An individual who supports the interaction among the matched pair or peer group by establishing the purpose of the program, steering the discussions, and

collecting feedback on the peer learning process. All partners in the PROSPECT consortium will act as facilitators.



PROSPECT