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Evaluating the MLG model and sharing experience

Internal workshop WS3

Zlín, 21st October 2015

Objective

The objective of this internal workshop for Coopenergy project partners was to share the evaluation of the collaboration models that the participants have implemented during the project for the revision of their regional SEAPs and for the implementation of joint energy actions.

Agenda

09.15 Evaluating the MLG model and sharing experience (WP3) Álvaro Pérez de Laborda - EVE

09.35 Evaluating the joint actions and sharing experience, lessons learnt (WP4) Francesca Verardo - IRE Liguria

09.55 Partner presentations on evaluation of MLG models in their regions including concrete examples of joint actions in each partner region

- RCRA+RAEE – Stéphanie Ruguet Chappuis and Patrick Biard
- KCC – Carolyn McKenzie

10.35 Coffee break

11.00 Partner presentations (cont.)

- IRE Liguria – Silvia Bovio and Francesca Verardo
- NENET - Silva Herrmann
- EAZK – Tomás Perutka

12.30 Lunch

13.00 Partner presentations (cont.)

- EVE – Álvaro Pérez de Laborda
- MRN – Martina Dünzl

14.00-15.00 Final discussion

Overview

Álvaro Pérez de Laborda, EVE: Evaluation of MLG activities for the revision of the regional SEAP (WP3)

The workshop is part of task T3.4 which has the objective of evaluating the MLG models implemented by the partners in WP3 and 4:

- Evaluation of the collaboration model by each partner based on monitoring indicators
- Share the results of partners' work with other project partners so as to improve their regional models and provide concrete case studies to illustrate the MLG guidebook
- WS3 for evaluation and sharing experience for WP3 and 4

The different MLG models identified within the project team were reviewed. These include models for the revision of the regional sustainable energy action plan, for the preparation of SEAP at a local level and for the implementation of joint collaborative actions between the regional and the local levels.

A summary of the main barriers for the local authorities dealing with sustainable energy was presented, together with the proposed set of recommendations for the regions to help these local authorities (LA) to overcome these barriers. These recommendations were the basis for the discussion that took place at the end of the meeting, with the outputs that are presented below.

Francesca Verardo, IRE: Evaluation of the MLG activities for the joint actions (WP4)

In general the JAs activities have been successfully implemented among the partners' regions and concrete results have been reached in terms of impacts in energy fields (savings in energy consumptions and CO2 reductions), financial instruments developed and long term collaboration partnerships established

The real success factor and the core of this multi-level cooperation process is represented by the setting up of specific LOCAL WORKING GROUPS (LWG) that round up multi-level and multi-areas stakeholders with the clear common aim to reach a target through a fruitful and effective partnerships that in many case have become permanent, beyond Coopenergy project.

The main barriers identified in the JAs activities were:

- Lack of specific expertise in energy and climate issues in the LAs, especially the small sizes ones
- Lack of resources and fundings at local and regional level
- Weak support of the national government in the energy local policies, especially in the financial aspects
- Lack of sharing and exchange between different areas of the LAs such as urban planning vs energy planning
- Lack of coherence in energy plans at different levels (local SEAPs and Regional Energy plan)

Each partner faced this barrier starting from the establishment of Multi LEVEL collaboration based on sharing of experiences and know how, exploiting the strengths of each part involved towards a common goals taking into account the specific needs of each territory

How to set up a good multi-level partnership to successfully deliver a joint energy action?

- Set the **common goal of the LWG**, making clear the benefits but also the commitments of the authorities involved.
- Develop a **detailed action plan of the process to be carried on step by step, including responsibilities and time scheduling**.
- Clearly identify the reference contact of each involved subject and **maintain regular communication** and updates to ensure active engagement in the program.
- Promote **synergies and know-how exchange with other related initiatives** in which the LWG participants are involved.
- Ensure a **continuous monitoring and evaluation of the MLG process** in order to be able to face efficiently the unexpected barriers finding alternative solutions.

Main messages delivered by the regional partners

The project partners presented the activities carried out in the Coopenergy partner regions both for the revision of the regional sustainable energy action plan (WP3) and for the joint actions carried out in the framework of the project (WP4). The following are the main messages delivered, focusing on the results of the collaborative process.

Stéphanie Ruguet Chappuis Patrick Biard, RAEE: MLG activities in Rhône-Alpes

- [Link to Prezi presentation](#)
- Powerpoint presentations available in the project intranet
- Activities in TEPOS Bauges/Chambéry/Annecy
 - Joint analysis of existing local SEAPs and their articulation with the TEPOS plan and regional SEAP
 - Capacity building about existing financial support mechanisms and collaboration for the organization of a dedicated Energy Info Day involving multi stakeholders
 - Exchange of experience based on the presentation of the Coopenergy best MLG practices (PCET regional group, MLS forum,...)
 - Testimonies of TEPOS's representatives to the thematic workshop on stakeholders engagement
 - Providing support in SEAP data collection and participative evaluation
- Activities in Tepos Beaujolais Vert (WP3)
 - Joint assessment of the existing sustainable energy development plan and integration of sustainable energy measures
 - Organization of a multi-level Stakeholder forum to facilitate the development of new and adapted sustainable energy measures (presentation of the regional SEAP objectives, discussions about the impacts of the energy transition on the local economic development, discussions about joint financial mechanisms,..)
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- Joint action: Rural-urban cooperation Improving the wood supply chain
 - Setting up of multi-stakeholder territorial wood energy working group
 - Exchanging experiences and developing new business model (rural-urban cooperation)
- Recommendations fo WP4:
 - Urban- rural cooperation requires strong political will and long decision processes. Need for facilitators support (agencies,..)
 - Increasing demand for wood energy provides great opportunities for urban-rural cooperation. New business models need to take into account extended range of applications such as gazeification, new transport modes such as waterways, existing carbon funds scheme to be accessible to urban partners
 - New sustainable business models can be set up by involving varied levels of public authorities (region, municipalities) as well as private investors

Silva Herman, NENET : MLG activities in Norrbotten

- Powerpoint presentation available in the project intranet
- Recommendations for WP3. Successful collaboration in strategic energy planning needs commitment from all involved partners, and that means
 - willingness to truly collaborate
 - provision of enough resources

- invest enough time to built trust BUT
- work towards concrete results in reasonable time and implement policies and measures IRL
- Tips:
 - Choose a challenge where your collaboration delivers measurable benefits for all parties;
 - Find a committed, accepted and skilled coordinator with enough time to do the work;
 - Show clear benefits for all involved parties but even individuals:
 - Celebrate successes, praise good work – more than you ever could imagine to do 😊
- Norrbotten: Key issues related to MLG energy planning
 - High interest in CoM, but weak link between local and regional SEAP
 - Meeting places for energy and climate for both the coast area and the inland needed for supporting MLG work and for building trust;
 - Big industry in Norrbotten – specifically mining & steel – and transport linked to industry main sources of GHG
- Recommendations WP4
 - Be flexible and creative to find new solutions if framework conditions change;
 - If possible: ensure that you are not only relying on external funds to make things happen;
 - Start with creating understanding, why a joint action makes a difference and delivers concrete tangible benefits
 - And if the JA doesn't do that: do not start it!

Carolyn McKenzie KCC. : MLG activities in Kent region.

- Powerpoint presentation available in the project intranet
- Regional SEAP. Lessons learnt for good collaboration/success factors. **The MLG approach** has enabled us to:
 - Build a robust framework that reflects a wide range of priorities from across different sectors.
 - Helped to develop a strategy that recognises the interdependencies between environment, energy, economy and health.
 - Building ownership (political and non-political)
- Lessons learnt for good collaboration:
 - Take an evidenced based approach to your priorities
 - Communicate/engage (at all levels) with stakeholders early on in the process – to get their buy-in
 - Adopt a partnership ownership for your strategy
 - Be flexible! Identify constraints and differences
- Joint action: Delivering a Kent-wide housing retrofit programme. Lessons learnt for good collaboration/ success factors
- The MLG approach has enabled us to:
 - Build a strong local partnership, benefitting from economies of scale
 - Share costs (call centre funded by partners)
 - Deliver on our targets £5.5 mil lifetime savings for residents; 25,000 tons of CO₂ saved
 - Install 1450 insulation & heating measures in over 1400 homes
 - Resident and SME support events held and resources developed

- Lessons learnt for good collaboration:
 - Identify priorities & agree action plan early
 - Clear and consistent messages agreed by all
 - Work with existing communication channels & ‘trusted professionals’
 - Allow sufficient time for consultation on legal & procurement processes
 - Maintain effective communication within the partnership
 - Be aware of politics

Tomas Perutka, EAZK: MLG activities in Zlín region

- [Link to Prezi presentation](#)
- Powerpoint presentation available in the project intranet
- Based on the accepted scenario for next 20 years the key priority areas have been identified:
 - Consistent implementation of the principles of the energy management in public buildings
 - Continuation of a pro-active role of the Energy Agency of the Zlín Region
 - Creating favorable conditions for construction of low-energy buildings, near-zero-energy buildings and passive buildings mainly in the area of awareness rising, technical background and permitting procedures
 - Support to measurement increasing energy efficiency in producing, distributing as well as consuming systems
 - Creating favorable conditions for construction of the effective waste incinerator in the area of the Zlín Region
 - Awareness rising regarding the selection of the suitable locality, technical background and permitting procedure
 - Creating conditions for a further utilization of the RES in the area of the Zlín Region
- Lessons learned, success factors and perspectives for the joint actions
 - The considerable high number of stakeholders need to be involved to ensure the successful and fruitful cooperation on the field of the waste management
 - Proper planning of each step of the process from the initial survey to final study available
 - Consolidated and experienced coordinator
 - The collaboration model will continue beyond the period of the COOPENERGY project, the project itself just started the activities which are supposed to lead to the ‘wasteless’ Zlín Region after 2024
 - The Energy Group of the Zlín Region established and institutionalized during the duration of the COOPENERGY project will be the coordinating body of future activities.
 - The focus on the reduction of further unusable waste is anchored in the SEAP of the Zlín Region, approved in July 2015

Álvaro Pérez de Laborda, EVE: MLG activities in Basque Country

- [Link to Prezi presentation](#)
- Powerpoint presentation available in the project intranet
- Joint action on public lighting for small municipalities. This has been a successful action that has delivered results in 9 municipalities. Two principal barriers: Training and funding

- Training: To cope with this barrier, provide mentoring and support for management, contracting of equipment and monitoring of actions. Information on the regulations to be applied in public lighting.
- Financing. Search for funding agreements and commitments in several spheres
- Lessons learnt:
 - Establishment of a methodology for working with stakeholders that can be extended.
 - The collaborative process has led to quicker decision-making with greater consensus.
- Joint action on promotion of biomass use in public municipal buildings. This action has not delivered still practical results, although there are still possibilities for implementing projects. The barriers identified are:
 - Lack of knowledge of the energy situation (demand side) and potential of the resource.
 - Often overrated valuation of the resource by forest owners.
 - Financing and economic viability of the projects.
 - Complexity of organization
- MLG activities for the revision of the regional SEAP. Lessons learned
 - Not all the contacted stakeholders collaborated, for political or technical reasons
 - The collaboration was at a technical level
 - Building confidence at technical level along time is a good practice,
 - Meeting in small groups at an early stage of the process allows better feedback

Martina Dünzl, MRN: MLG activities in Rhein-Neckar

- [Link to Prezi presentation](#)
- The Metropolitan Region Rhine-Neckar encompasses parts of three German federal states with three different legislations. These demand different ways of reaching the realization of the SEAP. In two MoCs regional county administrations and energy agencies confirmed a strong collaboration in order to implement the holistic SEAP.
- Transferability: lessons learned and success factors
 - Building up a steering committee with representatives of from all sectors involved
 - Regional actors confirm their willingness in implementing the SEAP in MoCs
 - Participation of all levels that can contribute to the energy turnaround

Silvia Bovio, IRE: MLG activities in Liguria

- [Link to Prezi presentation](#)
- Need for a cooperative approach in the design of SEAPs at regional and local levels to ensure coherent but also swift implementation of sustainable energy actions and to avoid risks of inconsistencies, overlaps, lack of technical skills,..
- In line with the EU strategy, the National legislation fixed specific targets to be achieved within 2020 by each region in energy matters: Burden Sharing decree March 2012
- The revised Plan is based on the integration of a bottom-up approach (inputs from the local territories) and a top-down approach (from regional/national law in synergy with the new programming period of structural funds 2014-2020).
- The inputs of the participants to the SC meetings will be very useful for the final draft of the Plan in order to:



- Refine in details the concrete actions and measures included in the Plan in the field of energy efficiency of public building and public lighting (link with Joint Actions activities carried on in Liguria by IRE SpA within COOPENERGY);
- Revise indicators and index numbers for the shared and collaborative monitoring of the Plan
- Evaluation and perspective
 - The MLG process improved the Regional SEAP providing a more effective involvement of LAs in the regional energy planning through Steering Committee activities.
 - More attention was paid to meet the concrete needs of the Municipalities in the new Plan objectives, like actions related to the energy efficiency of buildings and public lighting.
 - Since the Regional SC is now conceived as permanent tool for the governance of the regional energy policies, the related meetings will continue to be organized also after the end of COOPENERGY project.
 - This will ensure a continuous feedback by the local territories in the energy planning issues.
 - This MLG process will be used also as an occasion to promote further collaboration on other important themes in the energy sector, first of all the issue of energy data collection

Final discussion and conclusions

The discussion at the last part of the workshop was oriented to develop a set of recommendations for regional authorities or regional energy agencies that want to overcome the barriers for the collaboration with local authorities in the area of energy sustainability:

Barrier 1: A lack of commitment at local level. Short election periods compared to long SEAP planning exacerbates this barrier.

Recommended solutions:

- Find out local priorities early in the process e.g. job creation, local growth. Then demonstrate how the regional SEAP will meet these priorities, to engage the local level.
- Develop a specific communications campaign directed to LA highlighting climate change, European directives, the importance of taking action at the local level etc.
- Use indicators to build an evidence base and measure the benefits of energy actions; and then demonstrate these benefits to stakeholders at the local level.
- Take a bottom up approach for decision and implementation of actions at local and regional level
- Involve local authorities in the definition and the implementation of the regional SEAP
- Identify active project leaders and available resources.
- Use the Covenant of Mayors as a lever to push political commitment.
- Balance long term and short term action to motivate stakeholders.
- Try to take advantage of other events/ initiatives to integrate sessions on MLG dialogue: ex. Conferences on energy planning, renewable energies etc. Organize MLG dialogue on a specific subject of interest for local authorities instead of only “MLG dialogue”. Ex. How to access funding.
- Meet in small group to give the occasion to everyone to talk and feel more concerned.
- Communicate at all levels. Don’t assume senior officers or groups you engage with are filtering the information down to the local groups, and vice versa.
- Engage senior decision makers and involve key champions who can engage with the local level on your behalf.
- Allow sufficient time to consult and gather feedback from local stakeholders. Ensure this feedback is incorporated and an ongoing communication is maintained to foster ownership for the work at the local level.

Barrier 2: Financial constraints for developing sustainable energy projects at local level

Recommended Solutions:

- Identify the financial constraints as a basis to propose solutions
- Identify the financial sources available, provide an information service for LAs and support them to access EU funding
- Establish a regional financial support scheme for LAs to encourage dialogue
- Identify opportunities to reduce costs by working in partnership, prioritising and being efficient (to make limited resources go further) Through this approach you can may also benefit from economies of scale e.g. reduced costs from energy suppliers through ‘bulk buying’ or ‘joint procurement’ processes.
- Organize joint access to European financing (e.g. by promoting/coordinating the bundling of similar projects into a single region-wide proposal)
- Recommend decision makers to orient discussions on funding for sustainable energy planning around pre-defined projects. The results are always more successful if the dialogue is operational and addresses the needs for specific projects. Ex. If there is a field



especially supported at the regional level, suggest funding to organise MLG dialogue around that theme.

Barrier 3: Lack of capacities at local level to prepare and develop a SEAP

Recommended solutions:

- Organise knowledge transfers through workshops, bringing together LAs to share experiences; organise training courses, encourage at regional level peer learning activities among LAs addressing issues such as joint financing, integrated territorial planning, energy grid developments, adaptation, resource use conflict management, etc.
- Help several neighbouring municipalities of similar characteristics to develop a joint SEAP, or for the county level.
- Provide guidance: through knowledge sharing platforms; web based advice; disseminate information from EU projects.
- Provide technical support for the preparation of local SEAPs
- Provide support for data sharing for LAs to develop and monitor their SEAP
- Promote collaborative projects with the participation of LAs.
- Extend the culture of working in a project management approach: making clear which are each one's responsibilities, which is the schedule, the resources available, etc.
- Promote collaborations with local universities to benefit from their technical expertise for supporting LA.

Barrier 4: Lack of capacities at LA to involve the citizen and the energy consumer in sustainable energy

Recommended solutions:

- Promote and support at regional level through for instance regional level campaigns, participatory and multi-stakeholder planning activities implemented at local levels
- Encourage the citizen participate in the plans through bottom-up collaborative process (public consultation, co-decision, co-construction,..) involving local stakeholders (civil society, professionals associations, economic players,..).
- Include educational activities in the regional and local SEAP
- Help the LA to communicate the local SEAP to citizens and stakeholders
- Engage with known figures in the community who can act as local champions to engage citizens in your energy work

