Part B – Detailed description of the action

Call for Proposals 2011
Call identifier: CIP-IEE-2011

Full title of the action:	**Learning Energy action plans from Supporting Structures**
Action Acronym:	**Plus_for_LESS**
Co-ordinator (organisation, address)	Province of Venice Palazzo Ca' Corner, San Marco 2662, 30124 Venezia

Promotion / Dissemination Projects: SAVE, ALTENER, STEER and INTEGRATED INITIATIVES

[CIP-IEE-PROMO-P]

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Read me first:

- Use the instructions and guidance in the Guide for Proposers!
- Follow closely the structure for Part B (headlines, tables etc.) given in the application form. The forms are designed to correspond to the evaluation criteria which will be applied.
- Remember to keep to maximum page lengths where these are specified. It is in your interest to keep your text concise.
- Please bear in mind that your proposal should be self-explanatory and easy to understand. Its assessment will be based on your descriptions, not taking into account any information elsewhere (e.g. on websites etc.).
- Ensure that you and all your participants have read closely the Call for proposals 2011 and this Guide for Proposers.
- Ensure that information in all three parts of the application (A, B and C) is consistent.
- Maximise your chances: edit your proposal tightly, strengthen or eliminate weak points. Put yourself in the position of an evaluator who only has a few hours to assess each proposal. Remind yourself again of the selection and award criteria given in the Call for Proposals. Arrange for your draft to be reviewed by experienced colleagues; use their advice to improve it before submission.
- Use a clear format and a font of minimum 11pt.
- **NOTE**: before uploading this Part B in EPSS, you must save the file with the name "**IEE-11-ACRONYM"**. The acronym part of the file name can only contain Latin letters (a-z), digits (0-9), the underscore (_), the dash (-) and the dot (.) character. It cannot contain any special characters or spaces.

Only for proposals submitted under the Integrated Initiative "Mobilising local energy investment": some sections of Part B have specific requirements. Please read first the instructions provided in Section VI of the Guide for Proposers.

1. Summary

(a) Abstract

The success of the European initiative "Covenant of Mayors" has a major role in achieving EU climate objectives. The Covenant of Mayors is in line with the Directive 2009/28 EC of the European Parliament and of the Council of 23 April 2009 on the promotion of the use of energy from renewable sources. Since the initiative was launched in 2008, 2566 municipalities have signed the commitment to reduce CO_2 emissions by at least 20% by 2020 through enhanced energy efficiency and cleaner energy production and use. However, several municipalities are still in the first step of the process, finding several difficulties in the implementation of their SEAPs, and risking, thus, the exclusion from the CoM. What emerges from the experience of signatories cities is that success can be strongly affected by **4 main critical areas**: difficulties in **integrating energy policies in ordinary management and regulatory framework of Public Administrations;** difficulties in the **completion of BEI (Baseline Emission Inventory);** lack of **participation of main stakeholders in elaborating and implementing SEAPs**, causing a cleavage between local governance and the needs of stakeholders and citizenship; the **potential role of Supporting Structures** (135 in CoM network) seems to be not completely developed, especially in new member countries.

To address these problems, project Plus_for_LESS actions will be developed on two levels: from one side, a vertical learning network of Supporting Structures will be created. Secondly, SEAP of Signatory Municipalities will be implemented with the support of the project network. The action is

incremental and points at creating a **loop between experienced authorities and learning authorities to tackle problems emerging from the implementation of the Covenant**. At the same time, **Supporting Structures will be a tool by which the Covenant of Mayors will have a broader impact and multiplier effect on the territory**, thanks to their higher coordination capacity on ground than single municipalities.

The main results of the project are the **concrete implementation of ambitious SEAPs** in Municipalities after the signing of the Covenants, improving energy governance at local level, thanks to the institutionalization of sustainable energy policies in local authorities operations. The other main result is the valorisation of an **active role of the Supporting Structures** in the territorial dissemination of SEAPs through a **cooperative learning**.

(b) Major outputs & expected results

The main objectives of the project are: 1) **to improve the energy governance among the European P.A.** 2) **to develop a good practice of collaboration among Supporting Structures (S.S.) and Municipality in order to valorise the S.S. role inside the CoM framework**; 3) **to insert energy efficient policies in the ordinary management, by helping municipalities in the detection of their priority assets in order to address local energy issues**; 4) **to implement concrete actions present in SEAPs through an active stakeholders collaboration.**

The project has as main aim to implement **renewable energies and concrete energy efficient actions** on at least **30 Municipalities** across EU member States, with a possible dissemination of activities to at least **428 municipalities across partner countries**. The action proposed will help 4 Supporting Structures in coordinating the implementation of SEAP among their network of municipalities, through an assets valorisation process, considering the range of socio-political factors that influence asset prioritisation process at local level. The project aims at creating a network of Supporting Structures, as provider of environmental information and services at large scale, in order to valorise their role in the promotion of the CO2 reduction in Europe. Local bodies, energy agencies and covenant coordinators from **6 EU member countries** (Italy, Spain, Bulgaria, Slovenia, Romania, Finland) will be involved in this action.

The corresponding main quantitative effect of the project, both within its project duration, as well as after its end, can be summarised as follows (Operational indicators):

- Number of staff impacted by the capacity building: **28 staff members** will be directly impacted by project actions. Furthermore, **60 professionals from municipalities** (at least 2 from each participant municipality) will benefit from national workshops.
- Number of new SEAPs developed, and number of action delivered: **at least 30 SEAPs** will be developed, with a possible divulgation of activities to **428 municipalities**, constituting the partners' networks.
- Institutionalisation of sustainable energy matters in routine operations. The project involves directly local authorities' staff in training and transfer activities in order to **acquire specific competences on energy efficiency** and to adopt a sustainable energy point of view during the ordinary policy-making process.
- Number of direct exchange: partners will share directly their experience during **5 project meetings**. Moreover, **3 national workshops** will be organised in learning Supporting Structures territories, and approx. **30 local workshops** (1 in each participating municipality with the possible integration of meetings and actions between neighbourhood municipalities) will be held during the project implementation (WP 4).

(Impact indicators):

- Total investment in sustainable energy made by public authorities involved: it has been estimated that cumulative investments made by European stakeholders in sustainable energy will be 453.910.712 € within the project duration, and 1.191.136.258 € within the 2020 target.

- Primary energy savings in toe/ year: has been estimated that primary energy savings compared to projections will be 305,535,26 toe/year within the project action, while the target for 2020 is 801.774,70 toe/year
- Reduction of CO2 emissions in tCO2eq/year: the estimated reduction of CO2 emission is 694.339,16 t CO_2e/year within the duration of the action, and 1.822.059,99 t CO_2e/year for the 2020 target

2. Composition and Rationale for the Consortium

(a) List of Participants:

Part. N°	Participant name	Short name	Country code	Profile of the organisation	Main role in the Consortium
CO1	Provincial Council of Venice	Venice	IT	Local Public Authority	· Coordinator (project management) · Implementation at local level · Support to municipalities · Analysis of results
CB2	FACTOR CO2	FACTOR CO2	SP	Company on Climate Change	· Technical expert · training provider · experience provider (successful cases)
CB3	Provincial Council of Huelva	Huelva	SP	Local Public Authority	· Tutoring/training provider · experience provider (Covenants supported) · Quali-quantitative analysis of results
CB4	Municipal Energy Efficiency Network ECOENERGY	ECOENERGY NETWORK	BG	Association of Municipalities	· Implementation at local level · Support to municipalities · Analysis of results
CB5	Local Energy Agency Pomurje	LEA Pomurje	SL	Energy Agency	· Implementation at local level · Support to municipalities · Analysis of results
CB6	Union of Baltic Cities Commission on Environment Secretariat/ City of Turku	UBC	FI	Transnational Network of Municipalities	· Communication expert · Experience provider (CHAMP experience)
CB7	Romania Energy Cities Network (ORASE ENERGIE ROMANIA)	OER	RO	Energy Agency	· Implementation at local level · Support to municipalities · Analysis of results
CB8	Association for the local and European transregional cooperation	TECLA	IT	Transregional Networking Association	· Communication expert · Dissemination · Tutoring of SSD tool
CB9	Provincial Council of Barcelona	Diba	SP	Local Public Authority	· Tutoring/training provider experience provider (Covenants supported) Quali-quantitative analysis of results

(b) Rationale for the composition of the consortium:
The consortium is composed by 6 Supporting Structures: 2 experienced (Province of Huelva, Province of Barcelona), 4 learning (EcoEnergy, OER, Province of Venice, LEA Pomjure) and the Commission

on Environment Secretariat (City of Turku) of the Supporting Structure "Union of Baltic Cities". The other partners are two technical partners, 1 for the completion of BEI (Factor CO_2), 1 for the dissemination and tutoring of SSD Tool and communication (TECLA).

It was constituted on the basis of the local demand from learning Supporting Structures for entering the Covenant of Mayors and introducing energy efficiency in municipal policies. This need collides with priorities for the action in 2011, since learning authorities can be trained by experienced authorities and technical partners in an incremental process that will lead, step by step, the learning authorities to the completion and implementation of SEAPs.

The added value of experienced Supporting Structures is quite relevant. To begin with, Barcelona Provincial Council is funding the draft of Sustainable Energy Action Plans (SEAPs) in the municipalities of the province. In total, between 2008 and 2011, 120 plans have been drafted and there are 17 on going. This leads to the realisation of 5,000 actions and an investment of 900 M€. In a short term, before the end of 2013, a great amount of actions on energy efficiency and renewable energy production in municipal buildings will be fully implemented. These actions, more than 2.000 actions with an estimated investment of 600M€, will be those that can be funded thanks to both IBE agreement and ELENA program.

Province of Huelva is a partner of great experience in the development of SEAPs. From 2007 it has developed 13 provincial action plans, and supported 22 measures plan by group municipalities. Furthermore, the province has developed pilot experiences in various fields, among which we find energy efficiency, promotion of renewable energy, sustainable mobility and awareness participation. The province of Huelva is already involved in several actions on energy efficiency. To name a few, we list the Energy Audits; Feasibility studies for small-hydro and small-wind energy; Study of biomass potential in the province of Huelva; Study of energy crops for promotion of biodiesel in province of Huelva; Study of sustainable mobility in 10 municipalities province of Huelva; Change of gasoil boiler for biomass ones in public buildings; Study of potential energy efficiency projects and renewable energy in province of Huelva (solar PV in cover); Regional and municipalities SEAPs; Training for municipalities over Covenant of Mayors

Factor CO2 is the technical partner for the completion of BEI. Its support is of major importance, since the partner is well-experienced in the development of action plans to fight climate change, both at local and national level. Furthermore, Factor CO_2 has provided technical assistance to different Supporting Structures of the Covenant of Mayors (European initiative to mitigate climate change), among which are the Province of Huelva and the Province of Castellón. Supporting Structures are defined as those public administrations that are in a position to provide strategic guidance, financial and technical support to municipalities with the political will to sign up to the Covenant of Mayors, but lacking the skills and /or resources to fulfil its requirements, namely the preparation and implementation of Sustainable Energy Action Plan (SEAP). During these projects the company has developed technical materials (guidelines, models, records of actions to mitigate climate change, etc.) and held conferences with the municipalities involved, always directed to steer and develop their SEAP.

The contribution of the Union of the Baltic Cities is of high relevance for project actions and their transferability, since the Structure names as its objectives to promote and strengthen co-operation and exchange of experience among the cities in the Baltic Sea Region; to advocate for common interests of the local authorities in the region, and to act on behalf of the cities and local authorities in common matters towards regional, national, European and international bodies, as well as achieving sustainable development in the Baltic Sea Region with full respect to European principles of local and regional self-governance and subsidiary.
UBC signed the Covenant of Mayors in May 2010 to become a supporting structure. UBC EnvCom will promote and disseminate the CoM activities among its member cities and will support the cities that have signed the covenant.

UBC is actually involved in CHAMP project (a Managing Urban Europe Initiative – Local Response to Climate Change), where a so called "Capacity Development Package" has been developing. It will comprise material about integrated management for climate change for local authorities, training

materials, methods, case studies etc. The tool is still under development, as the project is still running until end of this year. Moreover, UBC has been involved in "Integrated Management System for Russian Cities MATRUSCHKA", an action concerning the stakeholders' involvement for the development of a solid foundation within local authorities upon which long-term planning decisions are taken to support sustainable development.

Tecla is the technical assistance office of UPI (Union of Italian Provinces) for providing support to Italian Provinces (more than 40 out of 107) that have signed the CoM as supporting structures. UPI it self has signed the CoM last May 2010. Tecla has organised info days, during 2010, with all Italian provinces for the promotion of the initiative. UPI-Tecla has created a dedicated web site (http://pattodeisindaci.upinet.it/) that provides information and relevant documents for the CoM initiative.

The experience and good practices of these experienced partners fits with the aim of the project to create a network of twinning local authorities, creating a network of "learning by doing"

The learning supporting structures will be a significant parte of the action, constituting the core of the project. The twinning approach between local authorities is going to be consolidated thanks to the incremental approach of actions. The project network is therefore expected to last on a long-term basis, and representing a work methodology between Supporting Structures to be applied across EU member states and CoM network.

3. Overview of the Starting Point of the Proposed Action

(a) Common important user needs and market barriers

EU energy goals have been incorporated into the "Europe 2020 Strategy for smart, sustainable and inclusive growth", as adopted by the European Council in June 2010. In this framework, problems arise with the effective implementation of Covenant dispositions, and in particular with the application of SEAPs. This is mainly due to economic and social barriers for the application of energy efficient measures and renewable energy sources. In this context the market addressed by the project is the RUE and RES market. In this context the public administrations could have a strategic role in conditioning the supply and offer.

In Eastern Europe, and in particular in Romania, operates the largest power sector in the SE Europe and it has joined the Kyoto Protocol. Nevertheless, **wind energy plays a minor role with an installed capacity of nearly ten times less than smaller neighbouring Bulgaria.** The Romanian energy market is theoretically fully liberalized for corporate and household customers. Actually only half is supplied under free market arrangements. The Romanian wind energy potential is at more than 20 TWh/yr, but until now not utilized in comparison to its hydro potential. The Romanian electricity transmission and distribution grid can handle an additional wind power of ca 2,500 MW, For an exceeding capacity it will have to be expanded and modernized. **Solar power plants are actually still inexistent in the country**

Considering in general the area of south-east Europe, several Economic Barriers can be listed:

- Usually the investment in RE appliances is costly and people/households cannot afford the investment. Business sector can deduct 20% VAT from the investment, but they still believe that the investment is too high. They do not consider that the investment itself pays off greatly in the long term.
- Questionable profitability. The investment in solar collectors highly depends on the sunny/warm days. But profitability is questionable with the investments in photovoltaic. The National Governments usually guarantee the repurchase of the photovoltaic energy-electricity. The redemptory price is fairly high at the moment, but many people question what is going to happen

when the number of photovoltaic installations will increase. Governments won't be able to keep the redemptory price at the same level, so the profitability in the long term is questionable.

- Lack of financial incentives. There was a substantial reduction of subsidies for investments in RES exploitation in later years. There is limited amount of financial support for investments in solar thermal and photovoltaic energy. Some investments planned are therefore dropped or postponed (i.e. in Italy, with the variation of the incentives and procedure to install PV – National Energy incentives).

Social barriers

- Lack of awareness. An important barrier preventing higher rate of use of the RES in these territories is lack of citizens' awareness. People are only aware of high investment costs of the RE appliances, but not of the long-term benefits.
- Also, people do not consider investment in photovoltaic or solar collectors simply because they are not familiarized with the technology, and installers cannot and do not know how to advise them properly.
- Public Administration staff consider energy a separate issue in relation to the ordinary management. This is because only a fraction of local authorities have explicitly incorporated sustainable energy in their plans. Rather, there are elements of sustainable energy in their education, health, transport, public housing and other plans. Without integrating and joining up these efforts, Europe will not achieve its sustainable energy targets.

Technological barriers

- Knowledge gap in the completion of Baseline Emission inventory
- Lack of foresight and town planning. Some may want to invest in RE appliances, but it is impossible or unreasonable because an investment location is not correctly situated.

Specific needs and barriers	**Solutions proposed by "Pluss_for_LESS"**
Lack of investment and financial incentives	Implementation of a working methodology among local administrations (governance process). Collaboration with Supporting structures and relevant stakeholders to prioritize relevant assets to promote local investments.
Lack of familiarisation with technology in the completion of BEI	Collaborative learning between Supporting Structures and municipalities in the completion of BEI
Lack of awareness (from citizens and stakeholders) and lack of energy behaviours of PA staff in relation to the ordinary management.	Dissemination of activities and active involvement of these actors in the implementation of the Covenant of Mayors

(b) Current situation in the target countries/regions:

Looking at the situation in target countries, some considerations on energy efficient market can be done.

Bulgarian energy market has a production of 9953 thousand toe, being independent for a share of 52,5%. The gross energy consumption of 19889 thousand toe, while the final energy consumption amounts to 9419 thousand toe. The energy market involves **53.000 people in mining of coal and lignite. The electricity, gas, steam and air conditioning supply amounts to 130.400 people, while the energy employees 272.400 people** (figures for 2010. Source: National Statistic Institute)**.**

Zooming at municipal level, the expenditure for energy consumption is about 12-15% from municipal budget. The main assets managed by municipalities in the project territory are: administrative buildings; schools and colleges; kindergartens; nurses; hospitals and other health care buildings; social buildings; museums and other culture buildings; sports building; street lighting. In this framework, the highest part of energy consumption is for education buildings. The energy sources are heating naphtha, natural gas, eat, electricity, light ship fuel, coal, wood, while the distribution of electricity is provided by regional private companies: E.ON. AG (South-East Bulgaria), EVN AG (South-West Bulgaria) and

CEZ a.s. (West Bulgaria). For what concern the heat energy, over 20 regional companies have a license for heating activities and all Heating companies, except Sofia Heating company (which serve over 60% of all consumers of heat energy in the country), Pernik Heating company and Shoumen Heating company are private.
The Bulgarian Renewable Energy Market has a share of electricity from RES in gross national electricity consumption of 9.8% (for 2009). The obligatory national target for share of renewable energy in the gross final energy consumption in 2020 is 16%.
Bulgaria is set to dramatically expand its wind power output in the next 10 years reaching over 3,000 MW by 2020 from current 330MW installed. This will meet 13.5% of Bulgaria's electricity demand and will significantly contribute to the EU target of achieving 16% of produced electricity from RES sources. Projects for development of wind farms are well-accepted and a key objective of the Bulgarian Government.
The solar resource in Bulgaria is efficient; however there are some differences amongst the regions in the country. Nevertheless, the analysis of the insensitive of solar energy is set to be of great potential for projects in this sector. **The country is divided in three zones depending on the solar density and the average annual energy density is 2150 h or about 49% of the maximum.** Currently there are several completed projects and many are in different stage of completion.
The hydro sector is well-developed and there are many big scale and small projects already completed. However investors may be interested to invest in these projects and in order to have a diversification in their investment portfolio. Current projects are available for small scale hydro where we can provide contacts and advice.
Geothermal energy is not developed as companies find it more difficult to invest in such projects. Nevertheless, there are some 700 springs and areas of huge potential in the country. As one of the most efficient resources the geothermal energy is one of the best opportunities for heating and hot water supply for many places including tourist destinations.
Romania operates the largest power sector in the SE Europe and it has joined the Kyoto Protocol. Most of the RES energy production will be provided by hydro energy. The current domestic power supply is secured from one third: hydro, nearly one third: coal (mainly lignite), nearly 10% nuclear, and the remaining from natural gas and heavy fuel. Wind energy plays a minor role with an installed capacity of nearly ten times less than smaller neighbouring Bulgaria. The Romanian energy market is theoretically fully liberalized for corporate and household customers. Actually only half is supplied under free market arrangements.
The Law 220/2008 for Promotion of RES provided tariffs and rules of application for RES. Major domains to apply RES are: new installations, all capacities: for 15 years; used wind turbines, all capacities: for 5 years; refurbished hydro < 10 MW: for 10 years; non-refurbished hydro < 10 MW for 3 years
Further incentives are:
- a guaranty of max. 50% of the value of loans for long and medium term.
- the setting up of transport and utilities infrastructure that are necessary for the start up and development of the investment
- tax release and discounts on taxes for reinvested profit for a period of three years from the starting.
- the allocation of subsidies from the state budget for the new created working places

As well as in Italy, "Green Certificates" (GC) represent specific incentives for the green energy. Each MWh produced in a wind farm will get two green certificates until 2015 (included) and one certificate thereafter. Micro hydro power plants get only ½ certificates while solar power plants (actually still inexistent) will get 3 certificates.
In 2007 a green certificate was traded with ca 43,-€, in 2008 for ca 55 ,-€, while for the period between now and 2013 its value shall be in the 27-55 ,-€ range. Such GC will be issued only within the renewable energy quota approved by law; additional green energy will no longer enjoy GC type subsidies (therefore putting pressure on late entrants).
A GC not acquired by the polluter was penalized with 75-82 EUR/certificate in 2007-2008. Starting 2011 Romania will have also a carbon credits market.
For what concerns ***Slovenian*** partner territory, it is estimated that in the Pomurje region there are about 500 workers direct involved in energy market. Most are these installers, suppliers of energy, architects and planers for different system for energy efficient and exploitation of renewable energy

sources. It has to be noted that some organisation / workers are not directly on the energy market but provide energy additional services. In the Pomurje region more than 243 MIO € are used for energy per year. This mean, that each inhabitant pay more than 2.000 € for energy per year. The total energy consumption in region Pomurje it's 2.758 GWh/year.
The Region can count on almost all renewable energy sources, but all aren't in potential, since the exploitation it's economical. The biggest potential of the region is in solar and in geothermal energy.
According to energy data, the use of electric energy in the region has growth consistently from 2005 to 2009. That is why energy efficient is a priority for the Local Authorities.

	Use of electric energy in kWh – year 2005	Use of electric energy in kWh – year 2009
Industry	241.391.101	291.510.869
households	165.048.405	180.722.018
Public light.	6.517.959	7.533.529
Total	412.957.465	479.766.416

The analysis of energy exploitation highlighted several weak points in energy supply in general**:**

- lack of the responsible person in charge for energy management;
- big share of energy consumption for single buildings heating, especially in public sector;
- big share of use of low efficiency old and out-of-date heating boilers either on wood biomass or combined boilers;
- insufficient energy audits made by the biggest energy consumers (but a few exceptions only);
- big rate of energy wasteful buildings in the region thanks to weak insulation;
- lack of data on energy products use in transport sector;
- **biodiesel production and distribution is not so active in Pomurje**

For what concern energy consumption in the Province of Venice, ***Italy***, most recent data are from 2008, and are extrapolated from the "Cognitive Framework of energy intervention under provincial competence".
The aggregate data indicating the consumption of energy and fuels to produce heat and mobility, suggests that the most "energy-consuming" sector in the Province of Venice is the residential one, with 680 Ktep1 of consumption against 500 Ktep from industrial sector and 550 ktep in transport sector..
Major energy consumption in residential sector have to be related to the heating system (67%).
Renewable energy potential installed in the Province of Venice until 2008 is 7MW, with a share of 48% of biogas, 17% of biomass, 35% of photovoltaic.
Main assets of Municipalities from the Province of Venice in Energy related fields are:

- Functions and competences in the frame work of Energy certification of buildings in accordance with article 30 of the Italian Law number 10 of the 9th of January 1991 "current legislation for the implementation of national energy plan for energy efficiency and production of electricity from RES"
- For the municipalities with a population of more than 30.000 inhabitants, municipalities are in charge for the verification of energy performance of thermal plants;
- Authorization of exclusively local interest pipelines (pipelines not belonging to national network whose realization is limited to the territory of one single

[1] Ktep (kilotons equivalent of oil): they represent the quantity of Energy released from the combustion of a ton of oil

municipality) in accordance to article 52 of the DPR n. 327 (8 June 2001) "regulation on expropriation matter for public utility".

- Maintenance of public streets and public lighting
- Territorial and urban planning
- Promotion of energy efficiency behaviours
- Promotion of sustainable mobility
- Direct intervention on plants and on buildings of the Municipalities

Moving our regard to ***Spain***, we can analyze the situation of Barcelona. Energy consumption in the Province of Barcelona is around 134,000 GWh (2005). Industry and transport are the main energy consumers: 34% and 30% of total energy consumption. Domestic sector, services and primary sector use 18%, 13% and 5% of total energy. When considering energy sources gasoline and gasoil are the main source (50%), electricity accounts for 27% of energy consumption and natural gas for 19%. Other energy sources are quite less significant (liquid gases, or fuel). Energy consumption considered in SEAP excludes industry and primary sector and is around 67.000 GWh. Results on energy consumption of 120 already drafted SEAP confirm those data.

According to the results of 120 drafted SEAP we might expect energy savings of 4,881 GWh. Energy savings are mainly expected in the buildings and equipments sector and in land and mobility planning. That is quite logical since those sectors are important in terms of energy consumption, especially since in SEAP we do not consider industry.

Renewable energy sources potential is also important. We expect more than 1,000 GWh on energy production from those 120 SEAP. Solar thermal (58%), photovoltaic (25%) and biomass (7%) are the main renewable energy sources proposed.

If we extrapolate those results to all signatories of the Province of Barcelona (147 municipalities) we might expect energy savings around 8,000 GWh, which represents 12% of energy consumption considered in SEAP (excluding industry and primary sectors) of the whole province, and that includes those municipalities that haven't signed the CoM. Renewable energy production could achieve 1,600 GWh around 3% of energy consumption (excluding primary sector and industry and considering energy savings) in the whole Province.

The other experienced partner is the province of Huelva, which has a high potential in some renewable energy sources. Mainly wind and solar. There are many wind and solar plants across the territory, focusing in the Andevalo and Condado areas. Another potential source of energy is the biomass. Huelva is the main province of Andalusia about forest coverage. Recent studies have showed the potential of this energy source in our province as well as a source of employment.

(c) Link to relevant actions beyond the target countries/regions:

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Country	**Initiative**	**How its results are linked to Plus_for_LESS**
EU level	Energy for Mayors	- Province of Huelva participated in the project and hosted a training seminar for Supporting Structures -Barcelona Provincial Council is also partner of the project and is active in the support to municipalities in joining the Covenant of Mayors and organising Energy Days (dissemination of information)
EU level	Management of Domains Related to Energy in Local Authorities – MODEL	- OER: The energy agency committed itself to put the energy issues in the center of

		activities of the local administration in 6 important cities from Romania -EcoEnergy: Seven Bulgarian municipalities, under the coordination of EcoEnergy, have decided to join the MODEL project by committing themselves to become pilot cities and thus to start taking actions in favour of a better sustainable energy management.
EU level	ENA – BEN – HUL	- TECLA is committed with the creation of 4 energy agencies (in Benevento, Madrid, Maribor and Enna) to support the implementation of their SEAPs.
EU level	NIMSEC (Novel and Integrated Model of Sustainable Energy Communities)	-LEA Pomurje implemented a Sustainable Energy community in its territory to build a framework for concrete implementation of actions, promotion and dissemination of the local sustainable energy community model.
Local – Region of Madrid	ELABORATION OF THE SUSTAINABLE ENERGY ACTION PLAN FOR THE CITY OF ALCORCÓN IN MADRID	- Factor CO2 supported the city of Alcorcon in the elaboration of its Sustainable Energy Action Plan
EU level	ELENA (European Local Energy Assistance)	-Province of Barcelona concluded an agreement within to develop radical innovation in energy management in the province.
EU level	CHAMP	- In CHAMP project UBC support the development of a so called “Capacity Development Package” which will comprise material about integrated management for climate change for local authorities, training materials, methods, case studies etc. The tool is still under development, as the project is still running until end of this year.

4. Objectives and Impacts

(a) Your specific objectives (during the action):
The overall objective of the project is the improvement of the energy governance among European Public Administrations. This objective could be achieved with the institutionalisation of sustainable energy policies in local authorities in the framework of the Covenant of Mayors. Plus for LESS points at having a significant impact on territory working with Supporting Structures, that are European, national and regional networks and associations of local authorities which leverage their lobbying, communication and networking activities to promote the Covenant of Mayors. The action points at creating a network of Supporting Structure, other PA and relevant stakeholders through a twinning approach between experienced Supporting Structure and learning Supporting Structure. This approach will facilitate EU local authorities in **applying energy efficient policy - making approach and integrating energy efficiency in the management** (day by day), with a consistent improvement in citizen well-being. Furthermore, the action will help local authorities in the prioritization of their assets. The asset prioritisation should help Local Authorities to select from their whole range of possible assets (to be used for new energy efficiency implementations) those which seem, from different perspectives, the most promising. Promising can either mean the energy potential, the feasibility due to favourable legal frameworks or of local support / acceptance.

The project aims at: 1) **improving the energy governance among the European P.A.** 2) **developing a good practice of collaboration among Supporting Structures (S.S.) and Municipality in order to valorise the S.S. role inside the CoM framework**; 3) **inserting energy efficient policies in the ordinary management, by helping municipalities in the detection of their priority assets in order to address local energy issues**; 4) **implementing concrete actions present in SEAPs through an active stakeholders collaboration .**

The action proposed will help 4 Supporting Structures from 4 EU member countries in coordinating the implementation of SEAP among their network of municipalities, through an assets valorisation process, considering the range of socio-political factors that influence asset prioritisation process at local level.

The project points at implementing concrete energy efficient actions on at least **30 Municipalities** across EU member States, with a possible dissemination of activities to at least **428 municipalities** across partner countries, with a possible further **dissemination on other 378 municipalities** (from the provinces of Huelva and Barcelona)

(b) Your strategic objectives (for the longer term - to 2020):

For the longer term (to 2020) the project has two main strategic objectives: **1) a broad network of municipalities** will be informed and **raise awareness** on the Covenant of Mayors seven steps; **2) PA administrators and local stakeholders** will have the necessary expertise to deal with diffusion of energy efficiency in policy-making process; **3) the network of Supporting Structures,** created with the project, will assure the sustainability of the solutions offered by project actions.

(c) Overview tables of outcomes and impacts
The expected outcomes and impact, within the project duration, as well as after its end, are reported in the table below. It is important to underline that the work that will be done in this project and its outcomes and results will create a basic pre-condition for contributing to an effective development of SEAPs measures as is the one assumed in the scenario.

- Specific Objectives, Key Outputs and Outcomes within the duration of the action:

Specific Objective(s) of your proposal	Key Outputs (products and services) including their quantification where appropriate	Work package(s)	Outcomes (with quantified SMART performance indicators)	Means of monitoring
1. improving the energy governance among the European P.A.	· workshop on Local energetic priorities and local assets methodology · SWOT analysis and participative methodology · Training on integration of SEAPs in ordinary management	2, 3, 4, 5	▪ number of participant to workshops (28 persons directly involved) ▪ reports on SWOT analysis and participative methodology ▪ number of people trained	- meeting reports - direct monitoring
2. developing a good practice of collaboration among Supporting Structures (S.S.) and Municipality in order to valorise the S.S. role inside the CoM framework;	· international meeting for direct exchange of successful cases · Training on the technical completion of BEI · Workshop on participative methodology	2, 3, 4	▪ Number of participant at the meeting (including relevant stakeholders and PA administrators) ▪ At least 30 BEI completed ▪ Number of participant (at least 60) at workshops on participative methodology	- Meeting Reports (feed back of participants) - BEI Review - Report of Synthesis on participative methodology
3. inserting energy efficient policies in the usual practices of policy making process of local authorities, by helping municipalities in the detection of their priority assets in order to address local energy issues	· Sharing good practices · Analysis of relevant regulations, identification and engagement of stakeholders · Creating competences for the implementation of SEAPs	2, 4, 5	▪ Number of direct exchange with PA administrators (successful cases) ▪ Reports on the analysis of relevant regulation and stakeholders participation ▪ 4 Training on strategies for implementing SEAP	- Report - On line communication - Project meetings
4. implementing concrete action present in SEAPs	· SEAP approval by local authorities · SEAP template · Monitoring of the implementation of SEAPs	5	▪ Number of participant from municipalities at training on “creating competences for the implementation of SEAP” ▪ At least 30 SEAPs implemented	Direct monitoring

- Strategic Objectives and Long-term outcomes beyond the duration of the action until 2020:

Strategic Objective(s) of your proposal		Expected outcomes by 2020
1. broad network of municipalities informed on the benefits of joining the Covenant		At least 428 municipalities will be informed on the Covenant of Mayors seven steps and 90 municipalities in partner countries will implement SEAPs
2. PA administrators and local stakeholders		▪ Improvement in energy efficient policies and investment in RES (from average

will have the necessary expertise to deal with diffusion of energy efficiency in policy-making process		10% to 16%)
3. the network of Supporting Structures, created with the project, will assure the sustainability of the solutions offered by project actions		▪ Diffusion network of the project to countries not participating in the project (UBC network of 10 north Europe and Baltic countries)

- 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	▪ 453.910.712 € Cumulative investment made by European stakeholders in sustainable energy	▪ 1.191.136.258 € Cumulative investment made by European stakeholders in sustainable energy
	▪ 101.223,38 toe/year Renewable Energy production triggered (toe/year)	▪ 265.626,36 toe/year Renewable Energy production triggered (toe/year)
	▪ 305,535,26 toe/year Primary energy savings compared to projections (toe/year)	▪ 801.774,70 toe/year Primary energy savings compared to projections (toe/year)
	▪ 694.339,16 t CO_2e/year Reduction of greenhouse gas emissions (t CO_2e/year)	▪ 1.822.059,99 t CO_2e/year Reduction of greenhouse gas emissions (t CO_2e/year)

A concise, yet robust, explanation of the baseline, benchmarks and assumptions for the extrapolation are given below:

IEE common performance indicators: Methodology

The methodology used for the extrapolation of IEE common performance indicators is based on province and national scale data as well as also data related to SEAPs, that have been already done among the partners. In the following paragraphs is described in detail the procedure used to get the results.

On one hand, the partners have provided their own information about four parameters:

- Investment (€); RES production (toe/year); Energy savings (toe/year) and GHG emissions reduction (tCO2e).

It has to be pointed out, that the calculation of those parameters have been based on estimated ratios described as follows.

On the other hand, the data collection process has been prioritized the information related to SEAPs. In case data has been given about province or national scale, the ratio has been calculated based on the number of inhabitants corresponding to the scale and multiplied by the number of inhabitants involved in SEAPs. The outcome of that process has been a ratio per inhabitant and partner (only for those that had submitted SEAPs before current project).

Once the ratio per inhabitant and partner was calculated, it has been decided to compare those values between partners about the different parameters, taking into account those were completed and consistent.

In the next step, it has been decided to calculate and average between the similar order of magnitude ratios per partner in connection with four parameters.

Finally, the procedure has been completed multiplying the average ratios per number of municipalities' population involved in both targets: within the partners (30 municipalities) and by 2020 (90 municipalities).

The following table shows the ratio per SEAP taking into account to do the estimation:

	Ratio per SEAP
Cumulative investment made by European stakeholders in sustainable energy	13.185.131 €/SEAP
Renewable Energy production triggered (toe/year)	523,76 toe/SEAP
Primary energy savings compared to projections (toe/year)	4.550,23 toe/SEAP
Reduction of greenhouse gas emissions (tCO2e/year)	9.345,89 tCO2e/SEAP

5. Target Groups and Key Actors / Letters of Support

(a) Target Group(s):

Joining the Covenant and completing the seven steps represents a complex procedure that involves several actors, in particular institutions. The main difficulties arise from the lack of collaboration between local administrators and energy professionals, in particular during the technical procedures (calculation of emissions) and its integration in policy-making process.

In this framework the project address directly:

- **PA administrators at local and regional level and energy agencies** as initiators/coordinators of local sustainable energy development and energy efficient policies. Concerned authorities are provinces from EU member states and regional energy agencies
- **Supporting Structures** in the framework of the Covenant of Mayors and their Staff members as supporters of municipalities in implementing their Plans of Action and as potential replicators of the project model/actions.

(b) Key Actors:

In order to assure a large impact of the project activities, key actors are international, national and local associations of the target groups:

- Local Administrations in the network of Supporting Structures
- Networking of local intermediate authorities at EU level (i.e. UPI, or ***European Confederation of Local Intermediate Authorities- CEPLI)***

(c) Letters of support:

Overview Table: Engagement of Target Groups and Key Actors

(a) Target Group(s)	How will the target group(s) benefit from this action?	Key task(s) number from your work programme	Name of organisation(s) providing a Letter of Support
– PA administrators at local and regional level	– Know-how on development of energy efficient policies in the framework of the CoM – Wider scope of their energy efficient obligations in relation to 2009/28/EC Directive	T 2.2; T 2.3; T 2.5; T. 3.3; T3.4; T 3.6; T 4.1; T4.2; T 4.3; T 4.4; T 4.5; T 5.1; T 5.2; T 5.3.	Municipality of Bollullos (Spain); Municipality of Trigueros (Spain); Municipality of Gabrovo (Bulgaria); Municipality of Dobrich (Bulògaria); Municipality of Cankova (Slovenia); Municipality of Rāmnicu Vālcea (Romania); Municipality of Iasi Romania); Municipality of Campolongo Maggiore, VE (Italy); Municipality of Salzano, VE (Italy): Municipality of San Donà di Piave, VE (Italy); Municipality of Santa Maria di Sala, VE (Italy); Municipality of Teglio Veneto, VE (Italy); Municipality of Vigonovo, VE (Italy); Municipality of Cinto Caomaggiore, VE (Italy); Municipality of Camponogara, VE (Italy); Municipality of Portogruaro, VE (Italy); Municipality of Spinea, VE (Italy); Municipality of Gruaro, VE (Italy); Municipality of Caorle, VE (Italy)
– Supporting Structures in the framework of the Covenant of Mayors and their staff members	- Acquisition of relevant know-how in the management and support of municipalities in the framework of CoM. - Strengthening and enlargement of stakeholder network - Access to a network of best practices	T 2.1; T 2.4; T 3.1; T 3.2; T 3.3; T 3.4; T 3.5; T 4.1; T 4.3; T 4.4; T 4.6.; T 5.3; T 5.5	
(b) Key Actor(s)	How will the key actor(s) contribute to this action?	Key task(s) number from your work programme	Name of organisation(s) providing a Letter of Support
– Local administrations in the network of Supporting Structures and National Institutions	- divulgation of project scope at local level - facilitation in the institutionalisation of energy efficient policies at local and national level - improvement in the harmonization of energy efficient legislation at national level (support from the Italian Ministry of Environment)	T 2.1; T 2.4; T 3.1; T 3.2; T 3.3; T 3.4; T 3.5; T 4.1; T 4.3; T 4.4; T 4.6.	Ayutamiento de Gibraleon, Municipality of Huelva (Spain); City Hall of Moguer (Spain); City Council of Aracena (Spain); Ayutamiento de Punta Umbra (Spain) ; Ayutamiento de Cartaya (Spain) Municipality of Yambol (Bulgaria); Municipality of Rogašovci (Slovenia); Municipality of Murska Sabota, Kardoševa 2, 9000 Murska Sabota (Slovenia); UNITATEA ADMINISTRATITV TERITORIALA - Municipality of Moinesti (Romania);

			Municipality of Zalau (Romania); Municipality of Sacele (Romania); Municipality of San Michele al Tagliamento, VE (Italy); Municipality of Ceggia, VE (Italy); Municipality of Concordia Sagittaria, VE (Italy); Municipality of Martellago, VE (Italy); Municipality of Mira, VE (Italy); City of Musile di Piave, VE (Italy); Municipality of S. Stino di Livenza, VE (Italy); Municipality of Dolo, VE (Italy); Municipality of Pianiga, VE (Italy); Municipality of Fossò, VE (Italy); Italian Ministry of Environment, Italy
– Networking of local intermediate authorities at Local, National and EU level	- Access of relevant methodologies to the European network - Strong potential for acting as multipliers and stimulate replication by spreading the project outcomes and results	T 2.4; T 4.4; T 6.6; T 6.7; T 7.1; T 7.2; T 7.3	European Confederation of Local Intermediate Authorities- CEPLI (Italy); Union of Italian Provinces (UPI) Italy; ENEA (Italian National Agency for new technologies, energy and sustainable economic development) , Italy; The network of cities and towns toward sustainability (Spain)

6. EU Added Value

(a) Evidence of the benefit of EU collaboration:

The project acts accordingly to the EU Directive 2009/28 EC on the promotion of the use of energy from renewable sources. As reported in the Directive, member states have to establish Energy Action Plans. This requirement matches with the second step to reach the Covenant of Mayors, on the framework of which the project acts.
Furthermore, the project addresses its actions to the Supporting Structures in virtue of their multiplier effect on their network of municipalities. The key concept of the proposed action is to bring in, from different European countries, several different experiences from experienced Supporting Structures, where the participating Local Authorities can draw hints and ideas from, to build up their specific solutions at local level.
Separate actions taken from the participating municipalities would lead, instead, to non-optimised policies, with the final result of lower impact in terms of the institutionalization of sustainable energy policies in local authorities operations and difficulties in the effective implementation of SEAPs. Moreover, the EU collaboration is essential to bring together different experiences such as the problems with the recovery of energy data, as in several Romanian municipalities, and the successful cases of the Spanish provinces, such as Huelva and Barcelona.

(b) Geographical focus:

According to the geographical focus, the partner countries were chosen basing on the following criteria:

• areas where there are already successful implementations of the Covenant of Mayors and technology for BEI completion is well developed (Spain);

• areas with relevant expansion of EU energy efficient initiatives (Bulgaria, Romania, Slovenia);

• areas which could act as a “replication centre” for assuring a wider European dissemination of the project results and consequent impact (Italy, UBC network).

(c) Transferability:

Since difficulties in the support of municipalities from Supporting Structures are common in the CoM network, the project assures a very high potential for the transferability of its results. This is mainly due to the fact that actions represent an incremental process that transfers a step-by-step learning methodology to Supporting Structures, with a high possibility of replication to all the other Structures in countries not directly participating in the action.
The transferability of the project is well assured by the participation of partners such as TECLA, with a strong network in the Mediterranean and Balkan area, and UBC, with a network of 10 countries (Denmark, Estonia, Finland Germany, Latvia, Lithuania, Norway, Poland, Russia, and Sweden) in Northern Europe.

The work programme of the project takes into account the European dimension in several ways:

- inviting representatives of other Supporting Structures at the final event of the project (international meeting),

- demonstrating the potentiality of the Supporting Structures as promoter and collector of territorial energy strategies at local and EU level.

- bringing together needs and experiences from different participating countries;

- by a continuous information exchange among the different experiences and specific situations of the partner Supporting Structures and Local Authorities;

- by the multiplier capacity of the partners involved.

7. Work Programme

7.1 Introduction to the Work Programme (max. 2 pages)

(a) Rationale and structure of your work programme:

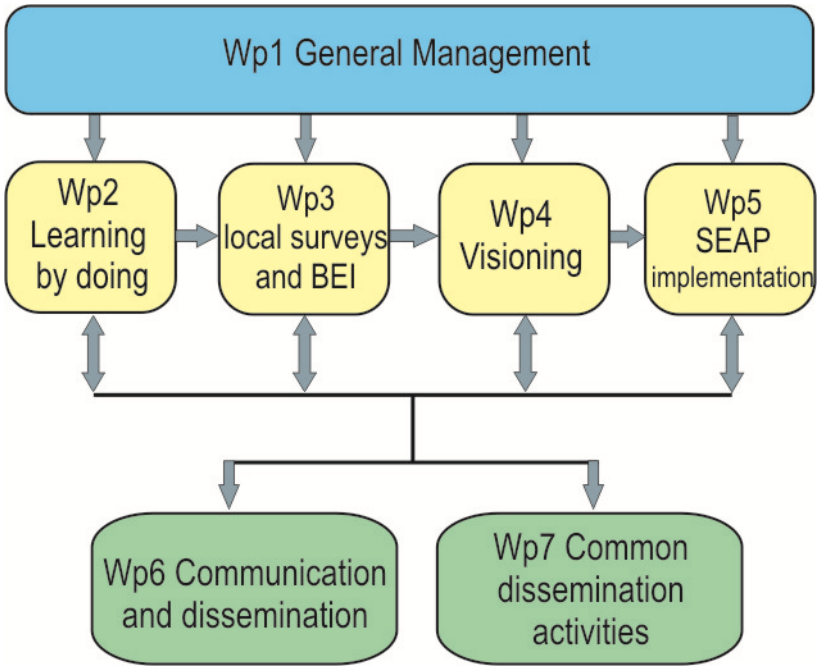
Project work program acts in the framework of the Covenant of Mayors, having as main aim to implement concrete energy efficient actions on at least 30 Municipalities across EU member States, with a possible dissemination of activities to at least 428 municipalities across partner countries. The action proposed will **help 4 Supporting Structures** from 4 EU member countries **in coordinating the implementation of SEAP among their network of municipalities, through an assets valorisation process,** considering the range of socio-political factors that influence **asset prioritisation process** at local level. The project aims at creating a network of Supporting Structures in order to valorise their role in the promotion of the CO2 reduction in Europe.

The work program will start with the general management, for the coordination of project activities. The core of the action will be developed in WPs from 2 to 5, representing an incremental process to the completion and implementation of SEAP. Each one of these WPs represents a "learning step".

WP2 represents the first step of our procedure and it will allow municipalities to outline local energetic priorities by analysing local assets (land, water, buildings, transport, waste, ecc..) that can be exploited and utilised for sustainable energy. Main actions will include the exchange and sharing of best practices to support the selection and categorization of the local energy assets of the learning supporting structure. The selection will be done with the support of an existing tool (LETIT tool from EU FP6) for assets prioritisation. This WP is structured on a vertical scheme of promoting information (from experienced Supporting Structures to learning Supporting Structures, and from Learning Supporting Structures to Municipalities).
After the prioritisation of energy assets of municipalities, the second step will be the training for the completion of BEI – "Where we are" (**WP3**). Technical partners and experienced partner will select and transfer to learning partners the most appropriate methodologies for the completion of the emission inventory. The BEI will allow local authorities to prioritise actions and then to monitor the effects based on relevant indicators.
In **WP4**, relevant regulations will be analysed and a vision for sustainable energy future will be elaborated by municipalities. The working structure will be horizontal, since all partners will develop parallel activities. This implies a participatory process in Learning Supporting Structures and Municipalities as well as in Experienced Supporting Structures in their territories. Partners' activities aim at developing/improving most relevant actions for SEAPs involving relevant stakeholders.
Finally, the entire procedure will give to participating municipalities all the tools and information to implement SEAPs (**WP5**).

The project has as main aim to **implement concrete actions** targeting **direct exchange of experiences** and capacity building among European local authorities that are experienced in implementing effective measures for SEAP and Local entities that have recently signed, or no already signed the Covenant of Mayors. That is why exchange activities (internet, training, frequent meetings) will be planned in all work packages. Project actions also point at the valorisation of an **active role of the Supporting Structures** in the territorial dissemination of SEAPs.

(b) Flow chart of your work programme:



7.2 Work Packages

7.2.1 Work Package 1

N° of work package: 1	General Management
Duration in months: 32	Province of Venice

I. Description of the work:
Aim of this WP is the financial and activity implementation of the project. This WP will be coordinated with the support of all partners. 5 partner meetings will be organised in Venice, Romania, Slovenia, Finland and Bulgaria.

a) Overview of the Work package:
This WP aims to ensure:
- the coordination of Partners activities;
- the continuous and easy communication within Project Consortium;
- an effective trans-national cooperation between Partners;
- the assessment of progress/results;
- the effective involvement of target groups.

b) Description of tasks

T 1.1 Coordinator
The coordinator will assume responsibility for the project management in all aspects as stated by the European Commission contracting rules. This encompasses supervising all strategic concerns of the

project from its start-up phase to its completion as well as all the operational and technical coordination.
In relation to the strategic coordination, fundamental responsibilities are to monitor the fulfilment of the work plan or, if necessary, adjust the activities to ensure the achievement of the main project goals. Furthermore, the strategic coordination will evaluate the scientific soundness of the project and review the project progress against its original objectives. In this function, the coordinator will maintain relationships and correspondence with the Commission and third parties not involved in the project.
The operational and technical coordination will attend to all non-content coordination tasks within the project:

- ✓ Coordination of all designed project tasks, as well as the regular reports on the work progress, the project review and the final report;
- ✓ Quality control, implementation of red flag procedures;
- ✓ Preparation of timing, scheduling, allocation of roles and resources, contingency plans;
- ✓ Preparation of the Project reports (progress, interim, final) to be discussed and validated in collaboration with the work package leaders prior to delivery to the EC;
- ✓ Appropriate establishment of communication channels among the project partners.

The coordinator will draft an action plan with the description of the management tasks and structure. The action plan will be update on a six-month basis.

T 1.2 Work Packages Management
The work package leaders are responsible for the delivery of work package results to the coordinator and will also coordinate the task flow within the work package.
Plus for LESS will rely upon the direction provided by the work package leaders, which will supervise the activities within the corresponding work packages (WP2, WP3, WP4, WP5, WP6, WP7). In particular, they will be responsible for active project planning and progress monitoring within the respective work package, ensuring all involved partners deliver their input to the deliverables in time and at a high quality. WP Leader will provide the coordinator with information about its WP for preparing progress reports.

T 1.3 Project coordination meeting
A first kick-off meeting will be held in Venice in order to coordinate the start up of activities. For an efficient discussion and evaluation as well as for knowledge transfer, other 4 Consortium meeting will be arranged. The coordinator is responsible for the organization of these meetings and for delivering a short report on decisions taken during each meeting. Logistic organization will be carried out by Consortium member that will host the meeting. Partners will take turns in hosting the meetings.

T 1.4 Reports to EACI
The preparation of three reports (progress, interim and a final) to monitor project progresses is planned. Those reports will be discussed during project meetings and validated in collaboration with the work package leaders prior to delivery to the EC.

T 1.5 Conference calls
To ensure a high and continuous level of communication between project meetings, periodical working Conference calls will be arranged. Conference calls will be held on line (skype conference). Almost every two weeks a conference call between Partners involved in the same ongoing WP and the Coordinator should be held. A short report on these meetings will be delivered by WP Leader.

T 1.6 Documents sharing
Delivered documents will be shared between partners though their upload in a reserved area of project web site. Furthermore an online platform (i.e. Google Docs) will be used to share the documents drafting.

T1.7 Monitoring and evaluation

A monitoring and evaluation plan will be developed. Monitoring will be carried out through combined use of Process indicators and Result indicators. Thanks to monitoring the project will account what has been done during project life and if expected results are provided. Monitoring reports will be annexed to the Reports to EACI.
Furthermore an evaluation of project outcomes will be carried during the international meetings. During these meetings, the participants (representing different target groups) will be asked to outline strength, weakness and opportunities of Plus for LESS products.
An intermediate and a final evaluation report will be delivered.
Province of Venice, as WP Leader in the management activities, will take care of these tasks

IIa. Outputs of this work package (apart from deliverables):

- Efficient and effective project management on all project levels
- Clear delegation of tasks and responsibilities
- Organization of and participation to project meetings
- Timely information on project progress and resources
- Clear communication lines within the consortium and with the European Commission
- Appropriate establishment of communication channels among the project partners.
- Monitoring and evaluation plan

IIb. Deliverable of this work package:

- D 1.1. Action Plan
- D.1.2 Reports to EACI
- D 1.3. Project/conference call meetings minutes
- D 1.4. Monitoring reports
- D 1.5. Publishable Report

III. Distribution of tasks of each partner in this work package (Award criterion 5):

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	Start up and supervision of the project, work package management, draft of action plan, coordination meetings, reports to EACI, Conference calls,	T 1.1; T1.2; T 1.3; T 1.5;
CB2 FACTOR CO2	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings	T 1.2; T 1.3;
CB3 PROVINCE OF HUELVA	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings	T 1.2; T 1.3;
CB4 ECOENERGY NETWORK	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings,	T 1.2; T 1.3;
CB5 ENERGY AGENCY POMJURE	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings,	T 1.2; T 1.3;
CB6 UNION OF BALTIC CITIES	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings	T 1.2; T 1.3;
CB7 ORASE ENERGIE ROMANIA	Contribution to the consortium activities,	T 1.2; T 1.3;

	Reports to EACI, Conference calls, project meetings, monitoring reports	
CB 8 TECLA	Contribution to the consortium activities, Conference calls, project meetings, monitoring reports	T 1.2; T 1.3; T 1.4
CB9 PROVINCE OF BARCELONA	Contribution to the consortium activities, Reports to EACI, Conference calls, project meetings,	T 1.2; T 1.3;

Major other specific costs:

None

Major subcontracts:

The Province of Venice will subcontract to External experts the Interpreter service for 5 partner meetings. Total amount: 8.000 euro

The subcontractors identified / to be identified were / will be selected following the provisions of Article II.9 of the Grant Agreement on competitive grounds on the basis of best value for money.

1.2.2. Work Package 2

N° of work package: 2	Step 1 - Learning by doing
Duration in months: 8	Province of Barcelona

I. Description of the work:

The WP will be structured on a vertical scheme of promoting information (from experienced Supporting Structures to learning Supporting Structures, and from Learning Supporting Structures to Municipalities). It represents the first step of an incremental process that will lead to the implementation of SEAPs by participating municipalities. The objectives of this WP is to outline local energetic priorities and to point out local assets (housing, land, transport, water, waste, electricity and heat generation, etc.) that can be used to meet these priorities. Main actions will include the exchange and sharing of best practices. The experiences of local authority partners, practised in identifying assets in SEAPs, will be used to support the selection and categorization of the local energy assets of the learning supporting structure. This will be the core of Exchange and sharing activities.

Local authorities have numerous priorities, particularly social priorities, from education to health, from public housing to public transport, from water provision to waste disposal that have not been addressed from a sustainable energy standpoint by those promoting sustainable energy at a local Community level.

The identification of the energetic priorities of municipalities will be supported at different levels. The methodology, used at a local authority level, identifies possible assets relevant for energy management. This will be done thanks to the use of an existing tool, developed specifically for local level use, and replicable for a wide variety of different local communities throughout Europe (EU Project LETIT tool). The output of this action is to provide a friendly use tool to engage the municipalities in the process of evaluating their sustainable energy assets and integrating them into their plans and programmes.

a) Overview of the Work package:

The objectives of this WP are:

- To outline local energetic priorities of municipalities;
- To point out local assets (housing, land, transport, water, waste, electricity and heat generation, etc.) useful to meet local priorities;

- To exchange and share best practices in the selection and categorization of the local energy assets.

b) Description of tasks
T 2.1. Leading experiences
In this task Barcelona, Huelva, FactorCO2 and UBC will provide a description of their Best practices of successful SEAPs in the municipalities they have supported. At the end of this action a report on best practices will be prepared. The document will be transferred to the learning supporting structures and presented during the international training meeting, held in Barcelona.

T.2.2 Successful stories in the PA energy efficient management
Experiences of public and private key actors in demonstrating the institutionalisation of sustainable energy policies in their operations will be selected from Barcelona's best practices. Selected key actors will have direct exchange with learning support structure representatives during the international training meeting. The output of this action will be collected on a report.

T 2.3. Local energetic priorities and local assets methodology
TECLA, UBC and Venice will work on the adaption of the LETIT tool (developed in a EU R&D project, in 6th Framework Programme) in at the project network level. The tool that will be adopted is friendly-use and it facilitates local authorities in identifying and prioritizing their assets. Each municipality, supported by learning Supporting Structures, will have a tool package with a manual for use.

T 2.4. International training in Barcelona
The training will be held in Barcelona during month 4 of the project and it will take place over 2 days. During the morning of the first day, Factor, Barcelona, UBC and Huelva will first present their successful assets management to learning supporting structures. In the afternoon of the first day, learning supporting structures will meet PA officers from Barcelona municipalities to have a direct experience of energy efficient management in ordinary administration. During the second day, a Supporting Decision tool for assets prioritization (developed in EU LETIT project - R&D in the 6th Framework programme) will be presented to the partnership with the tutoring of TECLA, UBC and Venice

T 2.5. Individuation of local energetic priorities and local asset
Each learning Supporting Structure will be responsible for the implementation of this action at the local level. The task will be organised by different steps:

- One national workshop for each Supporting Structure to transfer the best practices and a methodology for assets prioritization to their municipalities (at least 30 in total for the 4 learning supporting structures).
- support municipalities in individuation of local energetic priorities and local assets
- qualitative and quantitative analysis of the results

Partners involved will be the Province of Venice, EcoEnergy Network, OER, LEA Pomurje

T 2.6.Signature of the Covenant
Interested municipalities (at least 30) will sign the Covenant of Mayors. Learning Supporting Structures will monitor this event in their territory.
The number of municipalities involved in this first step could be bigger then the number of local authorities interested in implementing SEAPs.

IIa. Outputs of this work package (apart from deliverables):

- Best practices in SEAPs will be selected
- Direct exchange with local authorities on the institutionalisation of sustainable energy policies
- Transfer of methodology on the prioritization of local assets to be addressed in local sustainable energy policies

- Individuation of local energetic priorities and local assets in at least 30 municipalities (with a possible spill over to 428 municipalities)

IIb. Deliverable of this work package:

- D 2.1. Best practice and success stories
- D 2.2. Toolkit package to give support to the municipalities in the identification of *local energetic priorities and local assets* adapted to the network needs (software and self instruction manual)
- D 2.3. Reports (one for each learning Supporting Structure) with a quail-quantitative analysis on assets prioritization held by municipalities – highlights of local results

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	Adaptation of LETIT tool at project network level, participation to the international training, national workshop and support to municipalities, quail-quantitative analysis.	T 2.3; T 2.4; T 2.5; T 2.6.
CB2 FACTOR CO2	Description of leading experiences (best practices); training to learning Supporting Structures during the international meeting.	T 2.1; T 2.4.
CB3 PROVINCE OF HUELVA	Description of leading experiences (best practices); training to learning Supporting Structures during the international meeting.	T 2.1; T 2.4.
CB4 ECOENERGY NETWORK	Participation to the international training, national workshop and support to municipalities, quail-quantitative analysis.	T 2.4; T 2.5; T 2.6.
CB5 ENERGY AGENCY POMJURE	Participation to the international training, national workshop and support to municipalities, quail-quantitative analysis.	T 2.4; T 2.5; T 2.6.
CB6 UNION OF BALTIC CITIES	Description of leading experiences (best practices); adaptation of LETIT tool at project network level; training to learning Supporting Structures during the international meeting	T 2.1; T 2.3; T 2.4
CB7 ORASE ENERGIE ROMANIA	Participation to the international training, national workshop and support to municipalities, quail-quantitative analysis.	T 2.4; T 2.5; T 2.6.
CB 8 TECLA	Adaptation of LETIT tool at project network level, participation to the international training,	T 2.3; T 2.4.
CB 9 PROVINCE OF BARCELONA	Description of leading experiences (best practices); selection of local cases of PA energy efficient management; training to learning Supporting Structures during the international meeting.	T 2.1; T 2.2; T 2.4.

Major other specific costs:

None

Major subcontracts:

EcoEnergy will subcontract an external expert for providing technical assistance to support municipalities in identification of local energetic priorities and assets. Total amount: 4.000 euro

LEA Pomurje will subcontract an external expert for providing technical assistance to support municipalities in identification of local energetic priorities and assets. Total amount: 6.500 euro

UBC will subcontract an external expert for the support to the creation of a toolkit for the identification of local energetic priorities and assets. Total amount: 5.000 euro

OER will subcontract an external expert for providing technical assistance to support municipalities in identification of local energetic priorities and assets. Total amount: 4.000 euro

Province of Barcelona will subcontract an external expert for providing technical assistance on the organisation of international workshop contents and to the creation of a toolkit package for the identification of local energetic priorities and assets. Total amount: 12.000 euro

The subcontractors identified / to be identified were / will be selected following the provisions of Article II.9 of the Grant Agreement on competitive grounds on the basis of best value for money

1.2.3. Work Package 3

N° of work package: 3	Step 2 - Local surveys and Baseline Inventory (Scenario 0)
Duration in months: 9	Province of Venice

I. Description of the work:
Technical partners Factor CO2 and experienced partner Huelva and Barcelona will transfer the best practice for the completion of BEI and will share it with the learning partners. This WP represents the second step of the gradual processes for the support to implementation of SEAPs by participating municipalities. The objective of this WP will be the conduction of a baseline review in each signatory municipality. The BEI will allow local authorities to prioritise actions and then to monitor the effects based on relevant indicators.
The baseline inventory will provide an explanation of the influence of several parameters (economical structure, population, density, transport modes, citizen's attitudes, climate, etc.) in energy consumption and CO2 emissions at the local level. It is an important tool to: spread awareness on the fundamental role of local government; facilitate a complete and in depth analysis of CO2 emissions at local level; verify effectiveness of policies implemented; facilitate the confrontation between different communities; create opportunities from the certification and reduction of CO2 emissions.

a) Overview of the Work package:
This WP aims at:
- facilitating a complete and in depth analysis of CO2 emissions at local level;
- conducting a baseline review in each signatory municipality;
- allowing local authorities to prioritise actions and then to monitor the effects based on relevant indicators.

b) Description of tasks
T 3.1. Preparation of step 2
Factor, Huelva and Barcelona will prepare a synthesis on references cases of Baseline Emission Inventory implementation in SEAPs experienced territories for learning Supporting Structures. Relevant methodologies to produce the Baseline inventory (i.e. Greenhouse Gas Protocol Initiative,

International Local Government GHG - Emission Analysis Protocol, Bilan Carbone) will be considered as well.

T 3.2. Collection of software/s for conducting the BEI
After the selection of software for the completion of BEI, an illustrative document will be prepared by experienced and technical partners (Factor, Huelva and Barcelona). At the end of the task will be available for the learning Supporting Structures a selection of software models (used and developed by experienced partners) for BEI analysis. (Learning Supporting Structures may utilize also the support of local technical partners, in line with a further involvement of local stakeholders).

T 3.3. Introduction of software for conducting the BEI to municipalities
A workshop will be organized in each national Supporting Structure with the coordination of Factor (in 2 territories), Huelva (in 1 territory) and Barcelona (in 1 territory) addressing PA local administrations (municipalities). During the meetings the software for Baseline Emission Inventory will be introduced[2] and the the learning Supporting Structures will help municipalities to select the best software tools for their local context.

T 3.4. Municipalities baseline review
Municipalities will establish a clear picture of "where they are" in terms of energy consumption and CO2 emissions, providing a description of the city's current situation in terms of energy and climate change. This action will be coordinated from experienced Supporting Structures (sharing their competences in territories as listed above) with on-line support (skype conference, etc.), while the local Supporting Structures will tutoring the municipalities on their territory.

T 3.5. Analysis and synthesis of BEIs
Municipalities' Baseline Inventory will be collected in a common document that will be scientifically validated by Barcelona, Huelva and Factor. These partners will analyze the Baseline reviews and will give a feedback on the activities developed.

T 3.6. SWOT Analysis:
On the basis of their BEI each municipality will conduct a SWOT analysis on the results with the support or tutoring of learning Supporting Structures. This analysis will determine the Strengths and Weaknesses of the local authority in terms of energy and climate management, as well as the Opportunities and Threats that could affect the SEAP. It is a useful strategic planning tool based on the findings of the baseline review. This analysis can help to define priorities when devising and selecting SEAP actions and measures. Moreover, it facilitates the coordination among institutional levels.

IIa. Outputs of this work package (apart from deliverables):

- Best practices of BEI
- Review of software for BEI completion
- SWOT analysis on the results
- Support for municipalities in BEI implementation

IIb. Deliverable of this work package:

- D.3.1. Document of synthesis on references cases of Baseline Emission Inventory implementation in SEAPs experienced territories.
- D.3.2. Illustrative document on software models for BEI analysis.
- D.3.3 Report on Baseline review (BEI) and SWOT analysis of each municipalities with qualitative and quantitative evaluations (Province of Venice will do the final editing of the report)

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	Workshop for municipality on BEI completion; tutoring for municipalities on BEI; synthesis of municipalities' SWOT analysis.	T 3.3; T 3.4; T 3.6.
CB2 FACTOR CO2	Synthesis on references cases of Baseline Emission Inventory implementation; selection of software for BEI analysis; coordination of 2 national workshop to transfer BEI methodologies to municipalities; support to municipalities for the completion of BEI; scientific validation of Baseline reviews.	T 3.1; T 3.2; T 3.3; T 3.4; T 3.5.
CB3 PROVINCE OF HUELVA	Synthesis on references cases of Baseline Emission Inventory implementation; selection of software for BEI analysis; coordination of 1 national workshop to transfer BEI methodologies to municipalities; support to municipalities for the completion of BEI; scientific validation of Baseline reviews.	T 3.1; T 3.2; T 3.3; T 3.4; T 3.5.
CB4 ECOENERGY NETWORK	Workshop for municipality on BEI completion; tutoring for municipalities on BEI; synthesis of municipalities' SWOT analysis.	T 3.3; T 3.4; T 3.6.
CB5 ENERGY AGENCY POMJURE	Workshop for municipality on BEI completion; tutoring for municipalities on BEI; synthesis of municipalities' SWOT analysis.	T 3.3; T 3.4; T 3.6.
CB7 ORASE ENERGIE ROMANIA	Workshop for municipality on BEI completion; tutoring for municipalities on BEI; synthesis of municipalities' SWOT analysis.	. T 3.3; T 3.4; T 3.6.
CB9 PROVINCE OF BARCELONA	Synthesis on references cases of Baseline Emission Inventory implementation; selection of software for BEI analysis; coordination of 1 national workshop to transfer BEI methodologies to municipalities; support to municipalities for the completion of BEI; scientific validation of Baseline reviews.	T 3.1; T 3.2; T 3.3; T 3.4; T 3.5.

Major other specific costs:

None

Major subcontracts:

OER will subcontract an external expert for providing technical assistance to support municipalities in BEI implementation. Total amount: 4.000

LEA will subcontract an external expert for providing technical assistance to support municipalities in BEI implementation. Total amount: 6.500

Venice will subcontract an external expert for providing technical assistance to support municipalities in BEI implementation. Total amount: 12.000

EcoEnergy will subcontract an external expert for providing technical assistance to support municipalities in BEI implementation. Total amount: 4.000

The subcontractors identified / to be identified were / will be selected following the provisions of Article II.9 of the Grant Agreement on competitive grounds on the basis of best value for money

1.2.4. Work Package 4

N° of work package: 4	Step 3 - Comparison of visioning – from common vision to SEAP
Duration in months: 9	Province of Huelva

I. Description of the work:
This WP, differently from the formers, will be structured on a horizontal scheme, implementing a further step in the incremental process to meet the Covenant of Mayor's energy efficiency objectives. During this action all partners will develop parallel activities. This implies a participatory process in Learning Supporting Structures and Municipalities as well as in Experienced Supporting Structures in their territories. Partners' activities aim at developing/improving most relevant actions for SEAPs involving relevant stakeholders.
The objective of the WP is to analyse relevant regulations and elaborate the "vision" for a sustainable energy future. It is the guiding principle of the local authority's SEAP work. It points out the direction in which the local authority wants to head. A comparison between the vision and the local authority's current situation is the basis for identifying what action and development is needed to reach the desired objectives. The SEAP work is a systematic approach to gradually get closer to the vision. It is vital to involve stakeholders in this process, since this provides a starting point of behavioural change in the community.

a) Overview of the Work package:
the objectives of this WP are:
- to develop/improve most relevant actions for SEAPs;
- to involve relevant stakeholders in decision-making process;
- to analyse relevant regulations and elaborate the "vision" for a sustainable energy future.

b) Description of tasks

T 4.1 Analysis of relevant regulations, identification and engagement of stakeholders

This task foresees three actions:
a) Each Supporting Structure (learning and experienced) and UBC will do the analysis of relevant regulations. The mapping and analysis of these existing plans and policies is useful to identify the existing municipal, regional and national policies, plans, procedures and regulations that affect energy and climate issues within the local authority, representing a good starting point towards better policy integration. In this framework, strategies and plans related to the energy and climate field (such as Agenda 21, etc.) will be taken as a strong reference.

b) In this phase, an address document on stakeholders' engagement and participatory process will be prepared for Supporting Structures and municipalities. The document will present success methodologies for stakeholder analysis (on local relevant actors such as investors, utilities, consumers, …) and the most appropriate participative methods for the development of 2020 local vision (i.e.

European Awareness Scenario Workshop – EASW, an EC registered trademark. http://cordis.europa.eu/easw). The elaboration of the document will be supervised by TECLA with the support of UBC (this partner has a stakeholder involvement toolkit, from "Integrated Management System for Russian Cities MATRUSCHKA" http://www.matruschka-project.net/index.php/matr:toolkit, that can be helpful in this phase).

c) Each Supporting Structure (learning and experienced) and UBC will do the mapping of relevant stakeholders (financial partners, building sector, business and industries, energy suppliers, utilities, knowledgeable persons, representatives of the civil society, A21, including students, workers etc). It consists in a stakeholders' analysis conducted in their territory. The main goal for this activity is a list of potentially important stakeholders in the context of a SEAP. For experienced partners and UBC this type of work will be useful in order to re-modulate existing Action Plan and to verify their network of stakeholders. For learning Supporting Structures this action will be efficacious to elaborate participated SEAPs, as an active stakeholders participation/involvement is needed for successful implementation of actions.

T 4.2. Participative methodology
The learning supporting structures will organize 1 national workshop for their municipalities on stakeholder participation. The importance of local stakeholders participation in the elaboration of an Energy local vision is linked to the expression of different needs related to local and national enterprises and the possibility, thanks to the project network, to compare those needs on a transnational level.
After these workshops, local meetings will be organized (1 in each municipality involved, with the possible integration of meetings and actions between neighbourhood municipalities) and be supported by learning supporting structures, These meetings will use participative methodologies (such as EASW, etc…) in order to elaborate a common vision.

T 4.3. Elaborating the local vision
The Learning municipalities will elaborate a local vision, with the tutoring of Learning Supporting Structures, on the basis of the local participatory meetings. The vision for a sustainable energy future is the guiding principle of the local authority's SEAP work. For the Experienced Supporting Structures this will be the opportunity for a revision of local strategies in SEAPs (they have to select 1-2 municipalities) that they have tutored. The technical partner will evaluate the step implemented by learning partners from the completion of BEI to CO_2 reduction. At the end of the workshops, a quali-quantitative analysis on local visions will be developed by experienced Supporting Structures (Huelva and Barcelona), UBC and Factor CO_2.

T 4.4. International Meeting
An international meeting will be held in Huelva. It will be focused on the evaluation of participatory process results and methodological approach to the preparation of SEAPs: How to go from local vision to SEAP. All Supporting Structures and technical partner will participate to the event.

T 4.5. Elaboration of SEAP
SEAP elaboration represents one step in the overall process and it should not be considered as an objective in itself, but rather as a tool that allows to: outline the future local strategy in terms of energy, climate policy and mobility (the local vision to 2020); set priorities and select key actions and measures; communicate and share the plan with the stakeholders; create a broad political consensus for the SEAP.
All municipalities will elaborate a SEAP that considers the priority and importance of the actions, the analysis of risks, partnership and investments. In this framework, SEAPs key action and activities will be declared. Learning Supporting Structures will tutor these activities ranking the possible measures by importance and summarizing the main characteristics of each action: duration, level of required resources, expected results, associated risks etc. The actions may be broken down in short term actions (3-5 years) and long term actions (towards 2020).

T 4.6. Synthesis and Analysis of SEAPs
After the completion of Sustainable Energy Action Plans, Huelva will collect a Synopsis of SEAPs created with comments and suggestions (…toward a common vision). In order to analyse this output from a large (European) point of view, it can be useful to identify recommendations for the implementation phase and key issues that need to be resolved.

IIa. Outputs of this work package (apart from deliverables):

- A research on relevant regulations in partner countries;
- A analysis of the network of stakeholders of Supporting Structures;
- 4 national workshops and 30 local workshops on participative methodology
- Elaboration of local strategies
- Elaboration of Sustainable Energy Action Plans (30 SEAPs + possible update of existing SEAPs in experienced territories)

IIb. Deliverable of this work package:

- D.4.1. Reports on relevant regulations and mapping/analysis of stakeholders.
- D.4.2. Reports of local participatory meetings (at least 30)
- D.4.3. Reports of comparison and evaluation of local visions
- D.4.4. Document of Quali – Quantitative analysis of SEAPs elaborated (comments and suggestions). WP Leader will edit this document.

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	Analysis of relevant regulations, identification and engagement of stakeholders; National workshop on participative methodology; tutoring to municipalities on the elaboration the local vision; International meeting; tutoring to municipalities in the elaboration of SEAP.	T 4.1; T4.2; T 4.3; T 4.4; T 4.5.
CB2 FACTOR CO2	Quali-quantitative analysis on local visions; International meeting.	T 4.3; T 4.4.
CB3 PROVINCE OF HUELVA	Analysis of relevant regulations, identification and engagement of stakeholders; Quali-quantitative analysis on local visions; International meeting; Synopsis of SEAPs with comments and suggestions.	T 4.1; T 4.3; T 4.4; T 4.6.
CB4 ECOENERGY NETWORK	Analysis of relevant regulations, identification and engagement of stakeholders; National workshop on participative methodology; tutoring to municipalities on the elaboration the local vision; International meeting; tutoring to municipalities in the elaboration of SEAP	T 4.1; T4.2; T 4.3; T 4.4; T 4.5.
CB5 ENERGY AGENCY POMJURE	Analysis of relevant regulations, identification and engagement of stakeholders; National workshop on participative methodology; tutoring to municipalities on the elaboration the local vision; International meeting; tutoring to municipalities in the elaboration of SEAP	T 4.1; T4.2; T 4.3; T 4.4; T 4.5.

CB6 UNION OF BALTIC CITIES	Analysis of relevant regulations, identification and engagement of stakeholders; Quali-quantitative analysis on local visions; International meeting.	T 4.1; T 4.3; T 4.4
CB7 ORASE ENERGIE ROMANIA	Analysis of relevant regulations, identification and engagement of stakeholders; National workshop on participative methodology; tutoring to municipalities on the elaboration the local vision; International meeting; tutoring to municipalities in the elaboration of SEAP	T 4.1; T4.2; T 4.3; T 4.4; T 4.5.
CB 8 TECLA	Production of a document on the participative methodologies to be used in local meetings; international meeting	T4.2, T 4.4
CB 9 PROVINCE OF BARCELONA	Analysis of relevant regulations, identification and engagement of stakeholders; Quali-quantitative analysis on local visions; International meeting.	T 4.1; T 4.3; T 4.4

Major other specific costs:

None

Major subcontracts:

OER will subcontract an external expert for providing technical assistance to support municipalities in SEAPs formulation. Total amount: 4.000 euro

LEA will subcontract an external expert for providing technical assistance to support municipalities in SEAPs formulation. Total amount: 5.000 euro

EcoEnergy will subcontract an external expert for providing technical assistance to support municipalities in SEAPs formulation. Total amount: 4.000 euro

Huelva will subcontract an external expert for the organisation of technical contents for the Workshop "From common vision to SEAP" and for the definition of methodological approach to the preparation of SEAP. Total amount: 7.500 euro

The subcontractors identified / to be identified were / will be selected following the provisions of Article II.9 of the Grant Agreement on competitive grounds on the basis of best value for money

1.2.5. Work Package 5

N° of work package: 5	Step 4 - Implementation of SEAPs
Duration in months: 10	EcoEnergy

I. Description of the work:
The implementation of the SEAP represents the 4th and maybe most challenging step of the process.

After the completion of the incremental process, local actors will have all the elements and information to implement their SEAPs. They will have a clear picture of local current energy situation, a clear vision of local authorities' role, a precise vision for a sustainable energy future and a solid network of stakeholders. Local actors will be given responsibility, encouragement and tutoring in this phase.
It has to be highlighted that SEAPs' Actions do not have to provide necessarily high costs to be implemented. Measures can include the use of led lights in public lightning, or other low-cost or also no cost measures (i.e. behavioural change, etc.)
During the implementation phase, it will be essential to ensure both good internal communication (between different departments of the local authority, the associated public authorities and all the persons involved (local building managers) as well as external communication (citizens and stakeholders). This will contribute to awareness-raising, increase the knowledge about the issues, induce changes in behaviour, and ensure wide support the whole process of SEAP implementation. Monitoring of progress and energy/CO2 savings should be an integral part of SEAP implementation. Finally, networking with other local authorities developing or implementing a SEAP, will provide additional value towards meeting the 2020 targets by exchanging experience and best practices, and establishing synergies. Networking with potential CoM signatories, and encouraging their involvement in the Covenant of Mayors will be provided.

a) Overview of the Work package:
The objectives of this WP are:
- to provide to local actors all the elements and information to implement their SEAPs;
- to support municipalities in the application of SEAP measures;
- monitoring on effective application of SEAP measures.

b) Description of tasks

T 5.1. SEAP approval by local authorities
Municipalities will have to submit their Sustainable Energy Action Plan to local authorities for the approval.

T 5.2. SEAP template
Once approved, the SEAP will be presented on line to the Covenant of Mayors template. In this phase, the completion of the template on BEI and Plan of Action will be realised by municipalities. Learning Supporting Structures will tutor this activity

T 5.3. Creating the competences for the implementation:
Training courses on integration of SEAPs in ordinary management will be held. 1 multidisciplinary training will be held by learning Supporting Structure in each learning Supporting Structure territory with the tutoring (on line) of UBC, Factor CO2 (on monitoring BEI), Huelva and Barcelona to facilitate the implementation of measures.

T 5.4. Implementation of measures
Each municipality will start processes to implement actions presented in its SEAP.
Measures to be implemented can be low cost or no cost measures, such as the behavioural approach to Energy Efficiency. This approach recognises the central role of people if the desired changes in energy consumption and GHG emissions are to be achieved. As an example, two buildings may be technically identical, but differences in the choices and behaviours of building users may result in significant differences in energy consumption levels. By adopting sensible measures to run a greener buildings, a relevant amount of euro can be saved on their annual energy bills and reduce the carbon dioxide they emit.
Other measures ca be: low-cost investments and raising awareness through citizenship.

T 5.5 Internal/external monitoring:
Every 3 months the learning Supporting Structures will control the effective application of SEAP measures in their municipalities (difficulties and weakness aspects)

IIa. Outputs of this work package (apart from deliverables):

- Implementation of 30 SEAPs
- Monitoring on application of measures

IIb. Deliverable of this work package:

- D.5.1. materials of training courses (PowerPoint presentations, etc.)
- D.5.2. monitoring reports

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	Tutoring in filling the SEAP template; multidisciplinary course on integration of SEAP in ordinary management; monitoring on the application of SEAPs.	T 5.2; T 5.3; T 5.5
CB2 FACTOR CO2	Training courses on integration of SEAPs in ordinary management	T 5.3.
CB3 PROVINCE OF HUELVA	Training courses on integration of SEAPs in ordinary management	T 5.3
CB4 ECOENERGY NETWORK	Tutoring in filling the SEAP template; multidisciplinary course on integration of SEAP in ordinary management; monitoring on the application of SEAPs	T 5.2; T 5.3; T 5.5.
CB5 ENERGY AGENCY POMJURE	Tutoring in filling the SEAP template; multidisciplinary course on integration of SEAP in ordinary management; monitoring on the application of SEAPs	T 5.2; T5.3; T 5.5.
CB6 UNION OF BALTIC CITIES	Training courses on integration of SEAPs in ordinary management	T 5.3.
CB7 ORASE ENERGIE ROMANIA	Tutoring in filling the SEAP template; multidisciplinary course on integration of SEAP in ordinary management; monitoring on the application of SEAPs	T 5.2; T 5.3; T 5.5.
CB9 PROVINCE OF BARCELONA	Training courses on integration of SEAPs in ordinary management	T 5.3.

Major other specific costs:

None

Major subcontracts:

Venice will subcontract to an external expert the technical assistance to support municipalities in SEAPs implementation. Total amount: 16.000 euro

OER will subcontract to an external expert the technical assistance to support municipalities in SEAPs implementation. Total amount: 4.000 euro

LEA will subcontract to an external expert the technical assistance to support municipalities in SEAPs implementation. Total amount: 4.000 euro

EcoEnergy will subcontract to an external expert the technical assistance to support municipalities in SEAPs implementation. Total amount: 4.000 euro

The subcontractors identified / to be identified were / will be selected following the provisions of Article II.9 of the Grant Agreement on competitive grounds on the basis of best value for money

1.2.6. Work Package 6

N° of work package: 6	Communication and dissemination
Duration in months: 32	TECLA

I. Description of the work:
This WP aims at ensuring the widest possible dissemination of the results and the products of the project via the development of a detail divulgation system that takes into account the high dissemination potential of partners network.
The main objective of this work package is to disseminate the project results with particular focus on the relevant target groups of the project.
The communication strategy will cover both the local and European dimension. Local dimension will be targeted in WP 3, 4, 5 by partner territories while the European dimension will be reached mostly by the role of Tecla and UBC.

The dissemination activities will be developed according to a dissemination plan proposed by Tecla at the kick off meeting, and approved by all partners in order to ensure coordination of the various Project communications actions and to capitalize on the dissemination of the results.
The consortium has a broad and relevant dissemination network potential and direct access to municipalities, regions, national associations, local energy agencies, universities, relevant national stakeholders as well as other CoM supporting structures.
CEPLI network (confederation of European local intermediate power representing national association of NUTs 3 level) will be as well reached. Important focus will be given to other EU CoM supporting structure and a special section on the project web site will be created.

The main Project communication and dissemination tools will be:
- Project Logo
- Electronic Newsletter
- Project presentation Brochure
- Project website
- Concluding Conference
- Awareness raising campaign in schools
- Mainstreaming document
- Video

a) Overview of the Work package:

The WP has the following aims:

- To spread project contents, methodology and results
- To enhance replicable activities
- To involve other Local Authorities and Supporting Structures

b) Description of tasks:

T 6.1: Communication strategy preparation
The communication strategy preparation will be based on the following actions:

- development of communication plan prepared by Tecla and agreed among the partners, the communication plan will be updated on a constant basis;
- preparation of a mailing list. Each partner will prepare a mailing list of local and national relevant stakeholders (9 territories, 6 countries covered) containing local energy agencies, local stakeholders, municipalities, CoM supporting structures, schools, provinces, regions. (9 mailing list). Furthermore Tecla will prepare a relevant mailing list with Mediterranean and Balkan area relevant stakeholders and EU institutions key actors and a mailing list of all EU CoM supporting structures, while UBC a mailing list with EU northern countries stakeholders thanks to its broad network of municipalities across 11 Baltic and north Europe countries. (2 mailing list).

T 6.2: web site
The project web site will be the most important communication tool of the project. The Web site will be easy to used and the language will be easy and not focus on WPs, common IEE terminology, but information, examples and documents will be easily accessible by stakeholders and target groups. It will contain:

- a section for project description
- specific section on SEAP preparation (BEI inventory, SEAP drafting)
- specific section with training tools (videos, ppt presentation, booklet, toolkit package)
- specific sections for supporting structures of CoM, underling Plus for LESS methodology and benefits
- a section collecting deliverables and project documents;
- private area for partners for internal project communication
- a section dedicated to partners description with a country focus

Web site will be developed by the Lead Partner but update regularly by partners

The web site will be in English with short summary in Italian, Romanian, Bulgarian, Spanish and Slovenian (5 languages).

T 6.3: Design and development of communication tools
The following dissemination material will be created:

- Project brochure: presentation brochures will be in English designed and translated in the 5 languages of the project (Italian, Spanish, Romanian, Slovenian, Bulgarian) and will be printed in 6.000 copies
- E-newsletters (5 issues): newsletter will have a common format and will be edited twice a year. A specific focus on project results and activities will be given in the first part of the newsletter, while specific information and news on CoM initiatives, events and methodologies linked with SEAP will constitute the second part of the newsletter. The newsletter will be in English and translated in the 5 partner languages.

Project brochure and newsletters will be distributed by:

- events with the municipalities
- sending to the mailing lists
- uploading in the web site

- Task 6.4 local dissemination activities

All partners will be responsible for local dissemination activities. In particular learning supporting structures (Venice, OER, EcoEnergy, LEA) will meet in different occasion (Wp3, 4, 5) municipalities and local stakeholders, thus representing an opportunity for presenting the project results and methodology. Each partner will link its web site to the Plus for LESS project web site, will publish articles in local press and web site. Institutional partners will organise at least one press conference during the project life time. Local events disseminating the project results will be organised by learning local authorities (Venice, OER, EcoEnergy, LEA) and by experienced local authorities (Huelva and Barcelona). The Lead Partner (as the Province is in charge of schools) will organise a campaign with schools focused on SEAP description and Plus for LESS initiative. In particular students, with the help of teachers will work on drafting a SEAP for their school, with the description of concrete actions to be undertaken in order to improve sustainable energy behaviours.

T 6.5 transfer of the result to other supporting structures

As already underlined, the involvement of other EU CoM supporting structures is crucial to ensure a high impact of the project results. A supporting structure mailing list will be created using the list given in CoM web site. Practical actions that will be used to better reach this target:

- sending of e-newsletter and ad hoc articles on plus for Less methodology
- invitation to concluding event
- crucial information on UPI-TECLA role in promoting the CoM among its members will be available for the other European supporting structure on the dedicated web site (http://pattodeisindaci.upinet.it platform to create synergies and exchange of best practices; this tools has been created in the framework of the National Coordination for the Covenant of Mayors appreciated by the EU Commission as a very strategic tool to strengthen the participation of the provinces involved).
- UPI-Tecla and UBC will participate to CoM thematic workshop and presentation of progress of the project
- presentation of Plus for Less project during CoM initiatives

T 6.6: concluding event

One concluding event will be organised in Rome at the end of the project. EU institutions, national authorities, target groups will be invited to participate. At the event all EU CoM supporting structures will be invited to participate. The methodology will be clearly shown and at least 6-8 replication case by other Supporting structure will be achieved. A video of the duration of max 10 minutes, showing in summary the results of the project will be projected in English (images on training, images on events with municipalities). The video will be used by project partners, published in their web site and projected during local meetings with municipalities and local stakeholders.

IIa. Outputs of this work package (apart from deliverables):

- a professional website is created and visited by the target group identified
- main stakeholders are reached by the project communication
- the communication impact is monitored on a constant basis
- Mediterranean, Balkan area, and Northern Europe area not included as partners are aware of the project
- All other EU CoM supporting structures are aware of the project and start using plus for LESS methodology
- Communication tools are developed with a high quality and addressed to main target groups
- Awareness raising campaign is carried out in partner countries and replicated in other schools

IIb. Deliverable of this work package:

- D.6.1. A communication plan

- D.6.2. 5 project newsletters in 6 languages (English, Italian, Spanish, Bulgarian, Romanian, Slovenian)
- D 6.3. 1 project brochure in 6 languages (6000 brochures)
- D.6.4 1 project website
- D.6.5. 1 concluding event disseminating the project results
- D.6.6. local dissemination events
- D.6.7. press articles (at least 20)
- D.6.8. 6 press conferences
- D.6.9. 1 mainstreaming document
- D.6.10. 1 video in English will be created and projected at the concluding event

Partner	Task(s) for this partner organisation	Related to Task N°
CO1 PROVINCE OF VENICE	contribution to development of communication tools, responsible for the project web site, contribution to final concluding event	T 6.1, T 6.2, T 6.3, T 6.4, T 6.6,
CB2 FACTOR CO2	contribution to development of communication tools, contribution to final concluding event	T 6.1, T 6.2, T 6.6,
CB3 PROVINCE OF HUELVA	contribution to development of communication tools, contribution to final concluding event Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.6,
CB4 ECOENERGY NETWORK	contribution to development of communication tools, contribution to final concluding event Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.6
CB5 ENERGY AGENCY POMJURE	contribution to development of communication tools, contribution to final concluding event Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.6,
CB6 UNION OF BALTIC CITIES	contribution to development of communication tools, contribution to final concluding event transfer of the results to other supporting structures Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.5, T 6.6,
CB7 ORASE ENERGIE ROMANIA	contribution to development of communication tools, contribution to final concluding event Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.6,
CB 8 TECLA	Leader of this WP Definition of communication strategy; update of the web site, design of communication	T 6.1, T 6.2, T 6.3, T 6.5; T 6.6

	tools, definition of local dissemination activities for partners, transfer of the results to other supporting structures, organisation of the concluding event	
CB9 PROVINCE OF BARCELONA	contribution to development of communication tools, contribution to final concluding event Participation in dissemination activities, update of project website	T 6.1, T 6.2, T 6.4, T 6.6,

Major other specific costs:

5.000 euro for the organisation of the final concluding event (Tecla)

7.2.7. Work Package 7: EACI Dissemination Activities

N° of work package:	EACI dissemination activities
Duration in months: 32	Province of Venice

I. Description of the work:

a) Overview of the work package:

The work package covers resources to contribute, upon request by the EACI, to common dissemination activities to increase synergies between, and the visibility of IEE-supported actions.

b) Tasks

1. Contribution, upon request by the EACI, to the development of information material (Intelligent Energy News Review, videos, images etc.), as well as inputs to European portals and databases in the quality and form specified.
2. Participation and/or contribution, upon request by the EACI, to information, training and dissemination events such as contractors' workshops, conferences, briefing days, exhibitions, etc) related to IEE or other relevant EU programmes.
3. Delivery, upon request by the EACI, of an update/further input of the action's contribution to the IEE Common performance indicators"

II.a. Outputs of this work package:

- Delivery of agreed presentation materials and media tools
- Participation in events, such as contractor's workshops, conferences etc.

II.b. Deliverable(s) of this work package:

- To be agreed specifically at the time of the request.
- Set of updated IEE Common Performance indicators including their baseline and assumptions for extrapolation

III. Role and contribution (tasks) of each partner in this work package (Award criterion 5):

Venice will be responsible for this WP.

Partner	Task(s) of this partner organisation	Related to Task N°

7.3 Overview of Deliverables

Work Package	Deliverable N°	Deliverable name [a)]	Type of deliverable [b)]	Format [c]	Language(s) [d)]	Target group [e)]	Lead participant [f)]	Dissemination level [g)]	Month of completion [h)]
WP1	D1.1	Action Plan	Working Paper	Electronic	English	Project Partners	Province of Venice	CO	1
	D1.2	Reports to EACI	Report	Electronic	English	Project Partners/EACI	Province of Venice	CO	11, 17, 22, 32
	D1.3	Project/ conference call meetings minutes	Working paper	Electronic	English	Project Partners	Province of Venice	CO	1, 6, 12, 18, 24, 29
	D1.4	Monitoring reports	Report	Electronic	English	Project Partners	Province of Venice	CO	19, 32
	D1.5	Publishable Result-Oriented Report [i)]	Report	Electronic	English	EACI	Province of Venice	PU	32
WP2	D2.1	Best practice and success stories	Report	Electronic	English	Partners	Province of Barcelona	PU	4
	D2.2	Toolkit package to support municipalities in *local energetic priorities and local assets* (software and self instruction manual)	Webtool/ manual	Electronic	English	Partners	Province of Barcelona	PU	8
	D2.3	4 Reports with a quail-quantitative analysis on assets prioritization - highlights of local results	Report	Electronic	English	Partners	Province of Barcelona	CO	8
WP3	D3.1	Document of synthesis on references cases of Baseline Emission Inventory implementation in SEAPs experienced territories	Report	Electronic	English	Partners	Province of Venice	CO	10
	D3.2	Illustrative document on software models for BEI analysis	Paper	Electronic	English	Partners, local administrators	Province of Venice	PU	15
	D3.3	Report on Baseline review (BEI) and SWOT analysis of each municipalities with	Report	Electronic	English	Partners	Province of Venice	CO	16

		qualitative and quantitative evaluations (Province of Venice will do the final editing of the report)							
WP4	D4.1	Reports on relevant regulations and mapping/analysis of stakeholders	Report	Electronic	English	Partners	Province of Huelva	CO	17
	D4.2	Reports of local participatory meetings	Report	Electronic	English	Partners	Province of Huelva	CO	19
	D4.3	Reports of comparison and evaluation of local visions	Report	Electronic	English	Partners	Province of Huelva	CO	20
	D4.4	Document of Quali – Quantitative analysis of SEAPs elaborated	Report	Electronic	English	Partners	Province of Huelva	CO	23
WP5	D5.1	materials of training courses (PowerPoint presentations, etc.)	Working paper	electronic	English	Partners, local administrations	EcoEnergy	CO	27
	D5.2	monitoring reports	Report	electronic	English	Partners	EcoEnergy	CO	29, 32
WP6	D6.1	A communication plan	Report	Electronic	English	Partners	Tecla	CO	6, 12, 18, 24, 29
	D6.2	5 project newsletters	Newsletter	Electronic	English, Italian, Spanish, Bulgarian, Romanian, Slovenian	Partners, Supporting Structures, local stakeholders, local administrations, Key actors	Tecla	PU	6, 12, 18, 24, 30
	D6.3	1 project brochure	Brochure	Printed and Electronic (6000 brochures)	English, Italian, Spanish, Bulgarian, Romanian, Slovenian	Partners, Supporting Structures, local stakeholders, local administrations, Key actors	Tecla	PU	3
	D6.4	1 project website	Website	Electronic	English, short summary in partner languages (Italian,	Partners, Supporting Structures,	Venice	PU	3

					Spanish, Bulgarian, Romanian, Slovenian)	local stakeholders, local administrations, Key actors			
	D6.5	1 concluding event disseminating the project results	International event	Event	English	Partners, European supporting structures, local and national stakeholders	Tecla	PU	30
	D6.6	local dissemination events	4 local events	Event	Local languages	Local citizens, municipalities, students	Tecla	PU	20
	D6.7	press articles (at least 20)	Articles	Depending on the article	Local languages	Local stakeholders	Tecla	PU	18, 22, 28, 32
	D6.8	6 press conferences	Press releases	Depending on the press release	Local languages	Local stakeholders	Tecla	PU	18, 22, 28, 32
	D6.9	1 mainstreaming document	Working document	Electronic	English	EU supporting structures, EU stakeholders, subjects involved in CoM implementation	Tecla	PU	30
	D6.10	1 video in English will be created and projected at the concluding event	Video	Video	English	Partners, European supporting structures, local and national stakeholders	Tecla	PU	29

a) Please use the same deliverable name as indicated in the work package descriptions in section 7.2. of your work programme. The deliverable name should be self-explanatory.
b) The type of deliverable could be: a publication (flyer/brochure/working paper/paper/article/press release/slides/Cd-rom), website/webtool, etc.
c) The format could be: printed and/or electronic (downloadable), the approx. number of pages / number to be printed of a publication.
d) Please specify each language in which the deliverable will be available - indicating ‘all’ or ‘national’ is not sufficient.

e) Please indicate the specific target group for each deliverable. The target groups indicated should be consistent with section 5 of your work programme. Indicating 'all' is not sufficient.

f) Name the participant of your consortium who will lead the preparation of the deliverable.

g) Please indicate the dissemination level using one of the following codes:

PU = Public, to be freely disseminated, e.g. via the website of the action

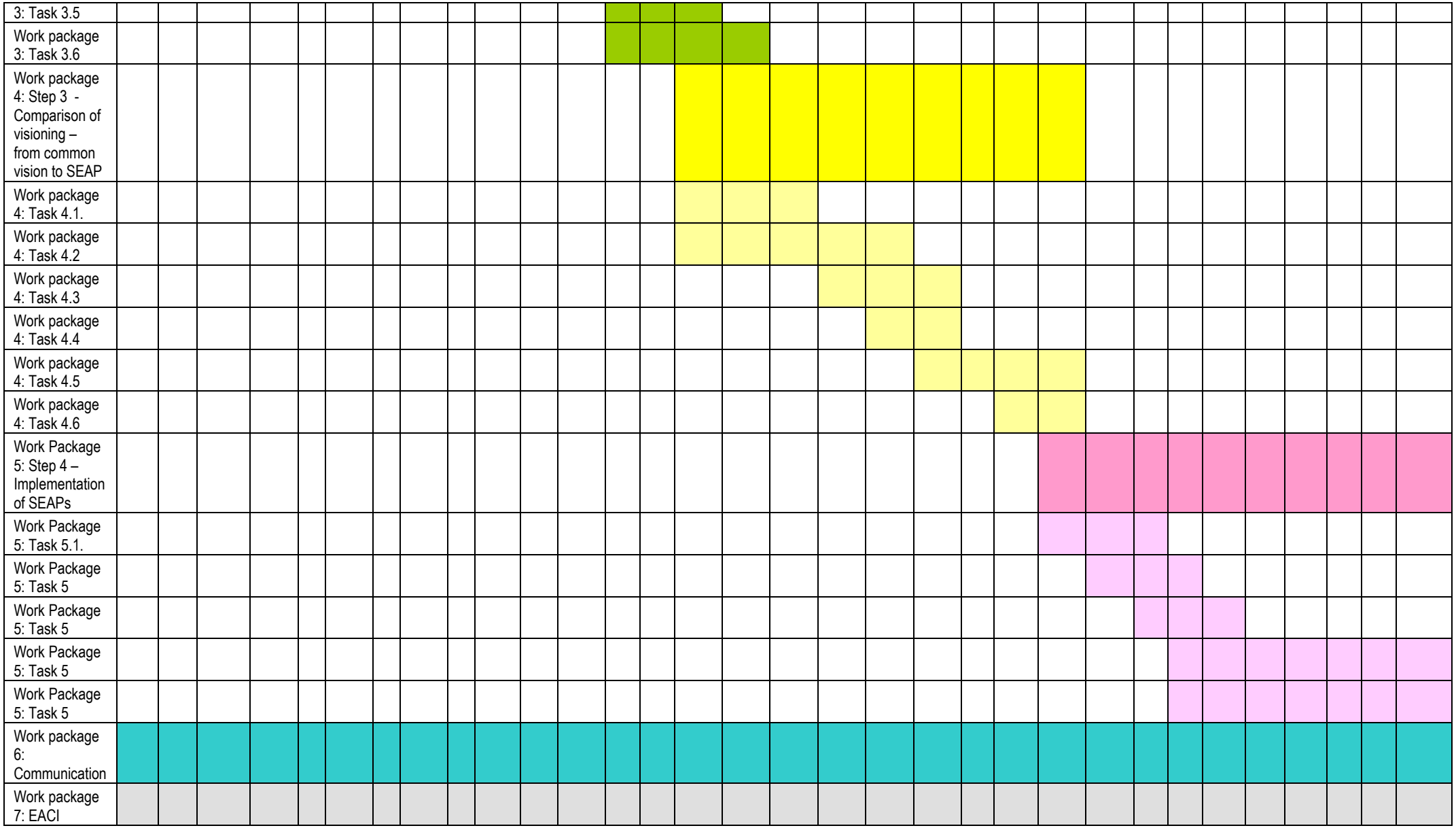
CO = Confidential, only for members of the consortium including the Commission/EACI Services (mainly for internal working documents and only in exceptional cases for results)

h) Month in which the deliverables will be actually completed. Month 1 marks the start of the action, and all deadlines should be relative to this starting date.

i) Each IEE action must produce a (Final) Publishable Result-Oriented Report. Its form and shape can vary depending on the nature of the action. It must be delivered to the EACI with the Final Report.

7.4. Schedule of activities

Phase / Duration of the action (in months)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Work package 1: Management																																
Work package 2: Step 1 – Learning by doing																																
Work package 2: Task 2.1.																																
Work package 2 - Task2.2.																																
Work package 2 - Task2.3																																
Work package 2 - Task2.4																																
Work package 2 - Task2.5																																
Work package 2 - Task2.6																																
Work package 3 - Step 2 - Local surveys and Baseline Inventory (Scenario 0)																																
Work package 3: Task 3.1.																																
Work package 3: Task 3.2																																
Work package 3: Task 3.3																																
Work package 3: Task 3.4																																
Work package																																


3: Task 3.5
Work package 3: Task 3.6
Work package 4: Step 3 - Comparison of visioning – from common vision to SEAP
Work package 4: Task 4.1.
Work package 4: Task 4.2
Work package 4: Task 4.3
Work package 4: Task 4.4
Work package 4: Task 4.5
Work package 4: Task 4.6
Work Package 5: Step 4 – Implementation of SEAPs
Work Package 5: Task 5.1.
Work Package 5: Task 5
Work Package 5: Task 5
Work Package 5: Task 5
Work Package 5: Task 5
Work package 6: Communication
Work package 7: EACI

Dissemination Activities																																
Project meetings [a)]	x						x						x								x								x			
Project reports to EACI [b)]										PR										IR												FR[c]
Project Information Sheet & Slides to EACI		X								X										X												X
Project Webpage/site creation and update			X					x						x								x									x		
Project deliverables [d)]	D1.1 D1.3		D6.3 D6.4	D2.1		D1.3 D6.1 D6.2		D2.2 D2.3		D3.1	D1.2	D1.3 D6.1 D6.2			D3.2	D3.3	D1.2 D4.1	D1.3 D6.1 D6.2 D6.7 D6.8	D4.2	D4.3 D6.6		D1.2 D6.7 D6.8	D4.4	D1.3 D1.4 D6.1 D6.2			D5.1	D6.7 D6.8	D1.3 D1.4 D5.2 D6.1 D6.10	D6.2 D6.5 D6.9		D1.2 D1.4 D1.5 D5.2 D6.7 D6.8

[a)] It is recommended to hold consortium meetings about every 6 months. A kick-off meeting should take place in the first 1-2 month(s). A final meeting should be foreseen to present the results to the EACI.

[b)] According to the model Grant Agreement the minimum number of reports to EACI:

- 1-2 Progress reports (PR; the number of progress reports depends on the duration of the action).
- 1 Interim report (IR – technical and financial),
- 1 Final report (FR – technical and financial) at the end of the action, including a final Publishable Result-Oriented Report.

Please be aware that submission deadlines for the three types of reports have to be indicated in this time schedule, whereas the period covered is fixed in the grant agreement (PR/IR within 1 month after the end of the period, FR at the latest 2 months after the end of the period). The submission deadline of the interim report is to be proposed by the contractors, bearing in mind that it should represent a substantial advancement of the works performed. It is recommended to set the end of the interim period when about 50-60% of the works will have been accomplished.

Examples of submission deadlines (depending on the duration of the action):

24-months-action [month]: PR: 7; IR: 14 / 30-months-action [month]: PR: 10; IR: 19 / 36-months-action [month]: PR: 10, 28; IR: 19

c) The Final Report will be due at the latest 2 months after the end of the action (in this 30 month example: at the end of month 32). Only costs related to the preparation of the Final Report and to an audit certificate (where applicable) are eligible during these 2 months. Note: the Final Report can of course be submitted immediately at the end of the action.

d) Please ensure that the deadlines indicated in the List of Deliverables and the Schedule are consistent.

8. Co-financing Sources

Participant	Co-financing source	Comments/justifications
CO1 (VENICE)	Own sources	The Province of Venice has jurisdiction on drafting and adoption of programs to promote renewable energy sources and energy efficiency. For this reason the Province of Venice is very interested in this project and decided to co-finance it through the cost of its staff involved in the project. Furthermore Venice has signed the CoM as supporting structure and is strongly committed with its Municipalities to support them in joining and meeting the commitment derived from the signature of CoM.
CB2 (Factor CO2)	Own sources	Factor CO2 will ensure co-financing through its own assets in order to gain additional international experience.
CB3 (Huelva)	Own sources	Huelva is a regional entity. There is a Renewable Energy Area with several technicians working on it. Moreover, there is, since 2001, a regional Energy Agency with a huge experience in energy projects, energy audits and energy efficiency which we collaborate. The funds for co financing, will be covered by own resources of our annual entity budget.
CB4 (EcoEnergy)	Own sources	EcoEnergy will ensure co-financing through membership fees and its own assets in order to gain additional international experience
CB5 (LEA)	Own sources	LEA will support the project by providing 25% in co-financing from own resources, reflecting the work they are already financed to carry out in the field of RES and RUE in Pomurje region.
CB6 (UBC)	own resources	UBC will support the project by providing the co-financing from own resources. UBC is working with several climate change related projects and wants to strengthen their liaison with the Covenant of Mayors and supporting their member cities.
CB7 (OER)	Own sources	OER is funded by the annual member fees and these funds will be used as co-financing. The results of the project will be disseminated towards and will benefit all members of the network.
CB8 (TECLA)	Own sources	Tecla is an association of Italian Nuts 3 local authorities and is strongly commitment to support Italian provinces in the implementation of RUE and RES policies. Tecla provides technical assistance to UPI (Union of Italian Province) on the support of Italian Provinces for the promotion and implementation of CoM initiative. The co-financing part will derive from the membership fees of associate partners.
CB9 (DIBA)	Own sources	Barcelona Provincial Council is a second level local government, whose mission Is to achieve cooperation with municipalities to exercise its powers with the utmost efficiency. Barcelona Provincial Council was the first Covenant Coordinator or Supporter (previously a “Supporting Structure”) to be set up in Europe and it promotes since 2008 the joining of municipalities to the Covenant of Mayors and the development of Sustainable Energy Action Plans (SEAPs) as the primary means of achieving the reduction of CO2 emissions on its territory. This is the core of its policy of climate change mitigation and sustainable energy management. The collaboration with other organisations should give impetus and greater efficiency in its energy sustainability policies.

		That is why Barcelona Provincial Council is interested in this project and committed with the dedication of staff and funds considered in the budget of the project.

9. Description of Each Participant

9.1 Description of the organisation and the key personnel

CO1 PROVINCE OF VENICE

(a) Description of the organisation

The Province of Venice has an extension of 2461 square meter, a population of 830.000 inhabitants, and a population density of 330 inhabitants for square meter.

The Provinces is divided in 44 Municipalities and the main City is the Municipality of Venice.

The competences of the Province in the energy related field are:

In the framework of territorial planning:

✓ To determine the general guidelines of the territorial planning;

✓ To plan energy efficiency intervention and promotion of renewable energy sources;

- In the frame work of coordination competences:

✓ Policies and initiatives for the reduction of light pollution;

✓ Planning in the field of local public transport;

✓ Technical and administrative assistance to the municipalities, management of database (related to air, water, waste etc) in line with the regional informative system;

✓ Coordination of the initiatives of the municipalities in the field of energy;

in the frame work of monitoring system and incentives:

✓ Verification of thermal plants and authorisation for the release of "green certificates"

✓ Incentives for RES thermal plants: biomass, geothermal (low enthalpy) boilers;

✓ Verification and release of authorizations for:

- Energy production
- CO 2 emissions
- Waste management

The Province of Venice has joined the Covenant of Majors as Supporting structure on the 25th of September 2010 with the Directorate of the European Commission and has started since that date actions addressed to the Municipalities for accompanying them to the commitment of the CoM initiative.

(a) Relevant experience of the key personnel proposed to work on this action

Organisation:	Province of Venice				
Name :	Gattolin	**First Name:**	Massimo	**Nationality:**	Italian
Qualification:	Manager				
Staff category*:	Senior Expert				
Short description of work experience, relevant to the proposal:**	Manager of Environmental and Energy Department of the Province of Venice since February 2009. Environmental technical officer of the Province of Venice with relevant experience in the field of pollution prevention in different fields such as environmental education and specific projects in the field of energy. In particular in the field of energy he has worked on the analysis of ecological foot print of the Province of Venice, on the energy analysis of the Province of Venice and on the "reference framework of the energy field of the Province of Venice". Years of experience as Manager of the Environmental and Energy Department: 4 years Years if experience as officer: 10 years				

*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

Organisation:	Province of Venice				
Name :	Pastore	**First Name:**	Anna Maria	**Nationality:**	Italian
Qualification:	Environmental technical officer				
Staff category*:	Expert				
Short description of work experience, relevant to the proposal:**	Environmental technical officer of the Environmental and Energy Department of the Province of Venice since 1999. Since 2005 she has been appointed as responsible of the Environmental protection office. Main functions have been: assessment of environmental impact of projects, verification of energy efficiency of thermal plants, authorization of Renewable energy sources plants from biomass, Covenant of Mayors				

9.2 List of most relevant actions.

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
Passive - On	European	2006	714.000,00	www.passive-on.org
Ener-Plan-Alp	European			
Casa dell'Energia	Local	2012-2013	120.000,00	
Interreg/Life				

CB2 FACTOR CO_2

(a) Description of the organisation

Factor CO2 (http://www.factorco2.com/) is a Spanish company focused on climate change which was born in 2004 as a result of the combined initiative from several companies and a group of professionals led by Kepa Solaun.

Factor CO2 is formed by highly motivated professionals in various fields (including engineering, economics, biology, law, sociology, philosophy, etc.), and has offices in Madrid, Barcelona and Bilbao. Our method of work is based on the development of project-specific, interdisciplinary and innovation-oriented teams.

Factor CO2 has also advised several Spanish Public Administrations in the development of regional Climate Change Mitigation Policies, such as Andalucía, the Basque Country, Catalunya, or Cantabria. Our experience in this area includes the establishment of comprehensive Action Plans for GHG mitigation, frameworks for programme coordination and follow-up, as well as the development of GHG emission and removal inventory systems, and GHG emission projection models.

On an international level, Factor CO2 has advised several International Organisations (such as the World Bank's IFC, the IADB and the EBRD) in the development of policies and institutional capacity building related to the Kyoto Protocol's flexibility mechanisms.

In 2009, Factor CO2, along with a major part of the team of the old Ecofys Spain, created Factor CO2 Ennova. This company has been created as a specialized Factor CO2 initiative to offer tangible solutions to the problem of climate change using renewable energies, energy savings and energy efficiency, green building and sustainable mobility. Both companies share a common operational direction and participate together in the development of various projects.

In terms of organization and staffing, Factor CO2's main features are:

- Five distinct areas of work: EU ETS-related services, climate action plans, carbon footprint services (all carried out by Factor CO2 Ideas), consultancy on renewable energies and energy efficiency (Factor CO2 Ennova) and carbon market trading and brokerage services (Factor CO2 Trading).
- Staff of over 25 professionals, located in the company's three offices, located in Madrid, Barcelona and Bilbao.

(b) Relevant experience of the key personnel proposed to work on this action

Organisation:	FACTOR CO2				
Name :	KEPA	First Name:	SOLAUN	Nationality:	SPANISH
Qualification:	Team Leader				
Staff category*:	General Manager				
Short description of work experience, relevant to the proposal**:	Main independent advisor in the development of regional Climate Change Mitigation Policies in Spain, covering over 10 of the 17 regions in the last 5 years and including technical and economic modelling exercises related to GHG emissions. Team leader of project focused on the development of Spain's long-term (2030 and 2050) marginal abatement cost curves in the non-energy sectors, including F-gases, agriculture, waste and LULUCF. The project is being carried out for Spanish Office for Climate Change.				
Organisation:	FACTOR CO2				

Name :	ITXASO	First Name:	GÓMEZ	Nationality:	SPANISH
Qualification:	Responsible for the area of climate change policies				
Staff category*:	Senior Expert				
Short description of work experience, relevant to the proposal**:	Her professional activity focuses on the development of specialized environmental policies on climate change, focusing on the development of strategies and action plans in the level of both mitigation and adaptation to climate change, both regionally and locally. She has been responsible for the design and development of many tools for calculating greenhouse gases to municipalities, local councils, transport companies and industry sectors affected by European trade allowances.				

Organisation:	FACTOR CO2				
Name :	SANDRA	First Name:	VALDUEZA	Nationality:	SPANISH
Qualification:	Senior Industrial Engineer				
Staff category*:	Expert				
Short description of work experience, relevant to the proposal**:	Her professional activity is focused in the field of energy consulting, developing Action Plans for Sustainable Energy at the local level and participating in the development of climate change policies at a broader level, both at local and regional and national levels. Broad experience on the development on Sustainable Energy Action Plans, working with important Spanish municipalities as Valencia, Malaga, Alcorcón and others. Also she is providing technical assistance to the Province of Huelva and the Province of Castellón in the development of support materials for the development of PAES in the respective provinces.				

Organisation:	FACTOR CO2				
Name :	MARIA JESUS	First Name:	MUÑOZ	Nationality:	SPANISH
Qualification:	Senior Consultant				
Staff category*:	Expert				
Short description of work experience, relevant to the proposal**:	In terms of emission inventories of greenhouse gases she has participated in the development of emission inventories of greenhouse gases in Navarre for the years 2005, 2007 and 2008 at regional level. At the local level has conducted numerous calculating emissions inventories for the Basque towns of the Red Udalsarea 21 under IHOBE assistance. Broad experience on the development on Sustainable Energy Action Plans, working with many municipalities of the Basque Country.				

Organisation:	FACTOR CO2				
Name :	FRANCK	First Name:	VAN DELLEN	Nationality:	SPANISH
Qualification:	Environmental Consultant				
Staff category*:	Expert				
Short description of work	Consultancy services related to Climate Change Mitigation Strategies, Adaptation to Climate Change, Carbon Capture and Storage. Broad experience				

experience, relevant to the proposal**:	on the development on Sustainable Energy Action Plans, working for the Province of Barcelona and Balearic Islands. Wide experience in the field of renewable energies related to biomass technology and solar energy.

*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

9.2 List of most relevant actions

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
ELABORATION OF THE SUSTAINABLE ENERGY ACTION PLAN FOR THE CITY OF ALCORCÓN IN MADRID	Local – Region of Madrid	2011	44,999.50 €	
ELABORATION OF THE BASQUE PLAN AGAINST CLIMATE CHANGE 2011-2020	Regional – Basque Country	2011	56,700 €	
TECHNICAL ASSISTANCE IN THE ELABORATION OF THE SUSTAINABLE ENERGY ACTION PLANS IN THE MUNICIPALITIES OF THE PROVINCE OF CASTELLÓN	Regional – Province of Castellón	2010-2011	20,156 €	
TECHNICAL ASSISTANCE IN THE ELABORATION OF THE SUSTAINABLE ENERGY ACTION PLAN IN THE PROVINCE OF HUELVA	Regional – Province of Huelva	2010	26,043 €	
SUSTAINABLE ENERGY ACTION PLAN FOR THE CITY OF VALENCIA	Local - Valencia	2010	88,195 €	
REGIONAL INTEGRATION OF THE ACCOUNTING FOR REDUCING GREENHOUSE GASES EMISSIONS IN THE NATIONAL ACCOUNTS	National - Spain	2009	17,900 €	

CB3 PROVINCE OF HUELVA

(c) Description of the organisation

Diputación de Huelva is a public organization that involves 79 municipalities. We have a specific area of Renewable Energies and an Energy Agency working together. We are constituted as supporting structure of the Covenant of Mayors since 2009, at the same time as Diputación de Barcelona and Junta de Andalusia in Spain. We have a long experience in the coordination and management of IEE projects. The last one, called Energy for Mayors, is focused in the promotion and development of SEAP´s, subscribe new supporting structures and as well as, implementation of actions in energy matter. In this matter, we have yet developed SEAP´s in 58 municipalities (less than 5000 inhabitants) divided in 4 groups, Andevalo, Condado, Sierra and Cuenca Minera. Moreover, we have collaborated (in technical and financial ways) with Junta de Andalusia in the SEAP´s of other 8 municipalities with more than 5000 inhabitants.

(d) Relevant experience of the key personnel proposed to work on this action

Organisation:	Province of Huelva				
Name :	Isabel	**First Name:**	Brito	**Nationality:**	Spanish
Qualification:	Technician of Renewable Energy Area				
Staff category*:	Senior expert				
Short description of work experience, relevant to the proposal:**	Coordinator Regional Sustainable Energy Action Plans province of Huelva (SEAP Region Sierra,SEAP Region Condado, SEAP Region Cuenca Minera, SEAP Region Andevalo). These SEAPS grouping 58 municipalities province of Huelva less than 5000 inhabitans.				

*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

9.2 List of most relevant actions

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
▪ Development of SEAPS municipalities of province of Huelva under 5000 inhabitans	Local	December 2010	37.250 €	www.laccc.es
▪ Support the Andalusian Goverment in the development of SEAPS municipalities of province of Huelva over 5000 inahabitans	Local and Regional	December 2010 April 2011	70.000 €	www.laccc.es
▪ Organization and holding I European Conference for the promotion of Local Actions to Combat Climate Change (within the framework of the Covenant of Mayors Initiative) and participationin some projects IEE over initiative Covenant of Mayors (Energy 21, Energy for Mayors)	European	23, 24 y 25 of September 2009 (Conference) October 2009 (Energy 21) April 2013 (Energy for Mayors)	360.000 € (Conference) 86.937 € (Energy 21) 45.985 € (Energy for Mayors)	www.laccc.es www.energy21.es www.energyformayors.eu

▪ Promotion Covenant of Mayors Initiative in 78 of 79 municipalities of province of Huelva and sign as Supporting Structure	Local and European	January 2009	-	www.laccc.es
▪ Organization and support of two Provincial Sustainable Energy Week between 40 municipalities and participation in European Sustainable Energy Week	Local and European	March 2010 (first week) March 2011 (second week)	25000 €	www.laccc.es www.eusew.eu (first week)

CB4 MUNICIPAL ENERGY EFFICIENCY NETWORK ECOENERGY

(a) Description of the organisation

The Municipal Energy Efficiency Network EcoEnergy is an association of Bulgarian municipalities for mutual help and joint actions in formation of local policies for effective usage of traditional and alternative energy resources and for insurance of energy security and possibilities for sustainable development of the municipalities.

EcoEnergy was established in February 1997 at the initiative of the mayors of 23 municipalities and was officially registered in the end of 2003 as Association of Municipalities. EcoEnergy aims to support the efforts of the central and local authorities for attainment of sustainable development of the country.

The Network has three strategic objectives:

- to raise energy efficiency awareness in member municipalities;
- to create conditions for diminishing the burden of energy costs on municipal budgets;
- to reduce the energy costs incurred by individual end-users in municipalities.

EcoEnergy collaborates with governmental and other institutions and private sector for achieving its goals and creating better regulatory conditions for Bulgarian municipalities.

The main directions in EcoEnergy activities for the period 2007 – 2013 are:

I. Recognition of the Local energy planning and management as a main instrument of the Municipal energy policy
II. Training of local authorities and energy managers
III. Information dissemination
IV. Organizational development of the network

32 Bulgarian municipalities are members of the EcoEnergy network. EcoEnergy is Supporting Structure of the Covenant of Mayors since June 2009.

(b) Relevant experience of the key personnel proposed to work on this action

Organisation:	Association Municipal Energy Efficiency Network EcoEnergy				
Name :	Genchev	**First Name:**	Zdravko	**Nationality:**	Bulgarian
Qualification:	Architect, MSc				
Staff	Senior expert				

category*:	
Short description of work experience, relevant to the proposal:**	Graduated from the Faculty on Architecture of the Higher Civil Engineering Institute. Employment record: Editor-in-Chief of the Architecture Magazine, Head of the Housing Policy Department of the Ministry of Regional Development and Housing Policy, Director General of the National Centre for Regional Development and Housing Policy. Since 1993, Executive Director of the Center for Energy Efficiency EnEffect and, since 1997, Executive Director of the Municipal Energy Efficiency Network EcoEnergy. More than 200 publications in national and foreign editions. Author of a "Methodology and Guide for Municipal decision makers and managers". Trainer on Municipal Energy Planning. Participation in international forums as lecturer. Chairman of the Steering Committee of the UN ECE Project "Energy Efficiency 21". Regional Coordinator of RENEUER for Southeast Europe. Has a great experience in working with the municipalities and governmental bodies.

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

Organisation:	Association Municipal Energy Efficiency Network EcoEnergy				
Name :	Nakova	**First Name:**	Kalinka	**Nationality:**	Bulgarian
Qualification:	MSc Civil Engineering				
Staff category*:	Senior expert				
Short description of work experience, relevant to the proposal:**	Graduated from the Higher Institute of Civil Engineering, subject field "Industrial and Civil Building Construction". Previous employment: designer at "Metalurgproject", the National Design and Programme Fund with the Association "Software Products and Systems". Employed at EnEffect since 1996 as expert on communications and information. Since 2001 is a Coordinator of the Municipal Energy Efficiency Network EcoEnergy. Administrator of the Municipal energy information system and editor of the EcoEnergy's e-bulletin. Trainer on Municipal energy planning. Co-author of a "Methodology and Guide for Municipal decision makers and managers". Has experience in working with the municipalities and in the organisation of different events. Management of three European projects. Supports municipalities in their efforts to fulfil the requirements of the Covenant of Mayors.				

Organisation:	Association Municipal Energy Efficiency Network EcoEnergy				
Name :	Simeonov	**First Name:**	Kamen	**Nationality:**	Bulgarian
Qualification:	M.Sc. in Mechanical Engineering / Energy Equipment and Technologies				
Staff category*:	Expert				

Short description of work experience, relevant to the proposal:**	Graduated from the Technical University – Sofia. Previous employment: Overgas Inc. PLC, Head of Eco-policy, evaluations and projects Department. Employed at EnEffect, the Secretariat of EcoEnergy network since 8 years as expert. Management of local and international projects. Main experience: energy auditing, energy planning, energy efficiency, GHG emissions, RES, business planning.

9.2 List of most relevant actions

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
Management of Domains Related to Energy in Local Authorities – MODEL	European	2010	73,460	www.energymodel.eu
Innovative Thinking - Sustainable Communities through Joint Commitments	European	2009	13,910	innovativethinking.eu
Redirecting Urban areas development towards Sustainable Energy – RUSE	European	2007	44,800	www.ruse-europe.org
The Role of Municipality in Climate Change Mitigation - Awareness Raising Campaign	National	2005	20,800	

CB5 ENERGY AGENCY POMURJE

(a) Description of the organisation

Local Energy Agency Pomurje – LEA Pomurje is regional organization that takes care to promote and facilitate continues improvement of energy efficiency and accelerated deployment of renewable energy sources in the region by seeking to maximilization local energy self-supply region. The establishment of the agency dates back to 2005 in the framework of an international consortium in the Intelligent Energy Europe.

The basic guidelines of operation of activities is the promotion of RES (renewable energy sources) and RUE (efficient use of energy) and environmental protection at all levels and

tracking requirements and guidelines in international, national and regional level in the energy sector.

LEA Pomurje increasingly realize the objective to become a key software, implementing, negotiating and representative institution in the implementation of RES and RUE and sustainable development in the region.

Activities and projects, which was and will be implement and can be roughly placed into three groups as follows:

A) Preparation project of strategy documents on the energy fields in Pomurje, as well as micro fields (local community and closed area);
B) Project and activities for implementation of strategic documents;
C) Projects, educational and promotional nature of the field of RES and RUE.

(b) Relevant experience of the key personnel proposed to work on this project

Organisation:	Local Energy Agency Pomurje – LEA Pomurje				
Name :	Vogrinčič	**First Name:**	Bojan	**Nationality:**	Slovenian
Qualification:	Management				
Staff category*:	Expert				
Short description of work experience, relevant to the proposal:**	Responsible for coordination and management of the Institution, for project management and coordination and help for local authorities in preparation joint development programmes.				

Organisation:	Local Energy Agency Pomurje – LEA Pomurje				
Name :	Štefan	**First Name:**	Žohar	**Nationality:**	Slovenian
Qualification:	mechanical technician				
Staff category*:	Expert				
Short description of work experience, relevant to the proposal:**	Promotion and fostering sustainable energy development in the region, consulting private and public entities in the field of RES and RUE and preparation of financial statements and technical reports.				

*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

9.2 List of most relevant projects

Project (not more than 5 items per organisation)	**European, national or local/regional**	**Year of finalisation**	**Budget involved for your organisation**	**Website**
»Creation of new energy management agencies in the Loire County (France), the Wärmland Region (Sweden), the Pomurje	European	2008	380.000 €	www.lea-pomurje.si

region (Slovenia), The Region of Burgas and the Municipality of Dobrich (Bulgaria) «				
NIMSEC (Novel and Itegrated Model of Sustainable Energy Communities)	European	2010	117.409 €	www.nimsec.info
Pomurje - Energy sustainable Region	Regional	2006	104.400 €	www.lea-pomurje.si
The road of renewable energy sources	European	2007	74.069 €	www.cove.ra-sinergija.si
Energy concept / strategy of 18 municipalities in Pomurje	National	2007	226.750 €	www.lea-pomurje.si

CB6 UNION OF BALTIC CITIES

(a) Description of the organisation

The Union of the Baltic Cities (UBC) consists of 106 member cities from the 10 Baltic Sea Region countries (Germany, Denmark, Norway, Sweden, Finland, Russia, Estonia, Latvia, Lithuania, and Poland). The UBC was founded in Gdansk 1991, and is legally registered in Poland as an association of cities. According to UBC Statutes, the purpose of the Union is to contribute to balanced democratic, social, economic and environmental development in the Baltic Sea Region.
The overall aims of the Union of the Baltic Cities are: 1) to promote and strengthen co-operation and exchange of experience among the cities in the Baltic Sea Region; 2) to advocate for common interests of the local authorities in the region, and 3) to act on behalf of the cities and local authorities in common matters towards regional, national, European and international bodies, as well as achieving sustainable development in the Baltic Sea Region with full respect to European principles of local and regional self-governance and subsidiary.
The Secretary-General and the UBC secretariat are located in Gdansk, Poland. The actual work of the UBC is carried out by 13 working commissions located in different cities.
The UBC Commission on Environment (EnvCom) Secretariat is hosted by the City of Turku. The Commission on Environment is therefore administratively in a legal term a part of the City of Turku and follows the internal regulations and working arrangements of City of Turku. The UBC EnvCom Secretariat is located within the Planning and Environment Department of the City of Turku, and the department provides it with working facilities and accounting services. The UBC functions as the co-ordination secretariat of the entire UBC Sustainability Program..
UBC EnvCom is actively networking with its member cities and works in close cooperation with the Commissions of Energy (Oskarshamn, Sweden) and Transport (Gdynia, Poland)

UBC signed the Covenant of Mayors in May 2010 to become a supporting structure. UBC EnvCom will promote and disseminate the CoM activities among its member cities and will support the cities that have signed the covenant.

(b) Relevant experience of the key personnel proposed to work on this action

Organisation:	Union of the Baltic Cities – Commission on Environment Secretariat				
Name :	Kreutz	**First Name:**	Esther	**Nationality:**	German
Qualification:	Master of Environmental Sciences				
Staff category*:	Project coordinator				

Short description of work experience, relevant to the proposal:**	Several years experience of European projects related to climate change and sustainable development. Experience in stakeholder involvement work and with communication and involvement methods.

Organisation:	Union of the Baltic Cities – Commission on Environment Secretariat				
Name :	Erkko	**First Name:**	Sanna	**Nationality:**	Finnish
Qualification:	MSc Econ (Business Administration)				
Staff category*:	Financial manager				
Short description of work experience, relevant to the proposal:**	Several years experience in EU projects including different funding sources. Following financial management procedures that have been used in EnvCom for several years with success.				

Organisation:	Union of the Baltic Cities – Commission on Environment Secretariat				
Name :	Lonkila	**First Name:**	Kirsi-Marja	**Nationality:**	Finnish
Qualification:	Master of Social Science				
Staff category*:	Project officer				
Short description of work experience, relevant to the proposal:**	A couple of years experiences in research and work in EU projects related to climate change. Experience in working with local authorities and sustainable development issues. Special experience with communication issues.				

9.2 List of most relevant actions

Project (not more than 5 items per organisation)	**National or local/regional or European**	**Year of finalisation**	**Budget involved for your organisation**	**Website**
CHAMP	European	2011	308 376 €	www.localmanagement.eu
New Bridges	European	2011	559 373 €	www.urbanrural.net
Matruschka	European	2009	316 035 €	www.matruschka-project.net
BUSTRIP	European	2007	574 628 €	www.movingsustainably.net
Managing Urban Europe -25	European	2008	345 877	www.mue25.net

CB7 ORASE ENERGIE ROMANIA (OER)

(a) Description of the organisation

OER (Romanian Energy-Cities Network) is a non-governmental organization, gathering 28 members, important municipalities interested in improving energy efficiency in public services and in promoting renewable energy and the environment protection.

Main activities:

- Experience exchange between members as well as with other similar bodies.
- Establishing technical database locally and nationally.
- Organizing seminars, training courses, workshops.
- Advice and recommendations on legislation to members.
- Support to local authorities in defining and implementing a local effective energy policy.
- Dissemination of information about experiences, technologies and modern equipment.
- Representation of members' interests in relation to national institutions and energy operators.
- National supporting structure for Covenant of Mayors and Sustainable Energy Action Plan developing
- Coordinate and assist Romanian pilot cities in implementing Municipal Energy Planning Process
- Implementing energy information systems to improve energy performance of municipal properties,
- Consulting for getting financial means / using financial schemes for concrete investments,
- Taking communication initiatives – like the Display® Campaign, Municipal Intelligent Energy Days etc. – towards civil society.

(b) Relevant experience of the key personnel proposed to work on this action

Organisation:	Asociaţia "Oraşe Energie România" - OER				
Name :	Raţă	**First Name:**	Camelia	**Nationality:**	RO
Qualification:	▪ Dipl. Engineer/ Electric Engineering/ Transylvania University of Braşov ▪ Engineer/ Mechanics/Transylvania University of Braşov, Faculty of Mechanics ▪ 8 years experience in EU funded projects and in management of an Energy Management Agency and National Network of municipalities				
Staff category*:	Senior Expert				
Short description of work experience, relevant to the proposal:**	Executive Manager of OER (2007 – present), Executive manager of ABMEE – Brasov's Energy Management Agency (2003 – present). Project Manager for OER and ABMEE in several EU or national funded energy efficiency and planning projects. Energy Auditor, Specialist in Indoor and Outdoor Lightning, Level I Thermographer, Certified Energy Auditor				

*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

Organisation:	Asociaţia "Oraşe Energie România" - OER				
Name :	Muscoiu	**First Name:**	Mihaela	**Nationality:**	RO
Qualification:	Engineer thermo-energetic, – Polytechnic Institute of Bucharest – Faculty of Energetic and Electrotechnic Postgraduate studies: Energy Audits for buildings, Thermal scans for buildings, Project Management - Open University				
Staff category*:	Senior Expert				
Short description of work experience, relevant to the proposal:**	Project Manager in EU or national funded projects on energy efficiency and rational use of energy. In charge with energy audits / energy performance certificates for buildings, feasibility studies for building thermal retrofitting. In charge with the development of SEAP for the Brasov municipality, BEI and municipal energy plans for several municipalities in Romania.				

Organisation:	Asociaţia "Oraşe Energie România" - OER				
Name :	Gaşpar	**First Name:**	Radu	**Nationality:**	RO
Qualification:	Communication and Public Relations Specialist – National School of Political and Administrative Studies – "David Ogilvy" Communication and Public Relations Faculty				

	8 years experience in EU funded projects, project management and dissemination.
Staff category*:	Expert
Short description of work experience, relevant to the proposal:**	Junior Project Manager in several EU or national funded projects on energy efficiency and rational use of energy. Manage day-to-day operational aspects of a project and scope, prepare and review the deliverables and technical reports, liaison between stakeholders in the project, facilitates the dissemination activities and creates the materials

9.2 List of most relevant actions

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
MODEL Management Of Domains related to Energy in Local authorities	European	2010	143.676	www.energymodel.eu
Schoo-Bie-Do: Energy efficiency improvement in school buildings	European	2006	-	-
PENELOPE – BACHUS: Dissemination of the best practice of energetic efficiency in municipalities	European	2003	-	www.managenergy.net/products/R55.htm
Package of products for instruction and evaluation of the technical staff of the municipalities in energy management	National	2003	-	-
Energy Management in Romanian Schools	National	-	-	-

CB8 TECLA

(a) Description of the organisation

Founded in 1993, TECLA is an association of Italian Provinces with offices in Roma and Brussels, whose mission is supporting the development of territories and their resources, through the dissemination and use of the European union opportunities, in terms of policies and legislative, planning and financial tools. Therefore, TECLA supports Italian Provinces in the fields of European union policies and transnational cooperation, through the formulation and management of projects funded by the EU, networking and training activities, etc.
The experiences gathered by TECLA in more than 15 years, has provided the Association with the ability to plan, formulate and manage transnational actions in various fields (energy, environment, civil protection, territorial cooperation, education and training, etc.).
The Association has thus acquired a sound experience and expertise needed to manage complex transnational projects (coordination of activities and partnerships, etc.) and all the transversal actions related to communication and dissemination of results and monitoring and evaluation of activities. Since 1994, TECLA has been involved, as project leader or partner, in more than 60 transnational projects.
TECLA represents the Union of Italian Provinces (UPI) at European level, through the Brussels-based office "European Office UPI-TECLA", which works for the promotion and representation of the

system of Italian Provinces within the European Union through lobbying, communication, partnership, networking and training activities. Tecla provides technical assistance to Italian provinces in Leading IEE co-financed project, in particular EducaRUE project (energy efficiency path in educational buildings) which has created a model for energy efficiency improvement in educational public buildings. Tecla is coordinating the "Pact of Italian southern provinces in the framework of the Interregional Operational Programme Renewable Energy and energy efficiency"(Dec.CE 2007/6820). In the framework of this Pact UPI-TECLA has developed a project of RUE and RES intervention in 25 Public Buildings. This Project that aggregates together 25 Provinces will create 25 Building sites opened to the citizens and stakeholders (ESCO, engineers, architects, installers) in which the new technologies and intervention works will be accessible to the public. UPI in this WP can actively contribute in the definition of a baseline on average energy efficiency performance, templates for energy surveys on existing building stock (data already available at provincial level NUTS 3 level), typologies of buildings. UPI-TECLA has signed the Covenant of Mayor as supporting structure in 2010, and is thus organizing different activities (info day, training, technical assistance) to its Provinces member that have signed the CoM as Supporting structure (40 until now).

Relevant experience of the key personnel proposed to work on this action

Organisation:	Tecla				
Name :	Del Vecchio	**First Name:**	Ginevra	**Nationality:**	IT
Qualification:	UPI-Tecla European Office Coordinator				
Staff category*:	Senior Expert				
Short description of work experience, relevant to the proposal:**	2010- Ongoing: Coordinator of "European Office UPI-TECLA" (Technical assistance office of the Union of Italian Provinces and TECLA based in Brussels); **Covenant of Mayors:** -Covenant Coordinator for UPI mainly providing support to its Provinces (40 until now) member, activities of exchanges of models and strategic in formations necessary for the implementation of SEAPs; -Supervising and monitoring the activities of the Covenant Media Officer- particularly in the management of the "UPI website for the Covenant of mayors"; -Participation as intervenient at Events, Conferences, Seminaries, workshops organized in the framework of Energy policies (e.g. Workshop- "Covenant of Mayor regions, Provinces and Networks- key to access" Brussels 14 April 2011, title of the presentation: "The experience of the Union of Italian Provinces as supporting structure for the Covenant of Mayors"); -Management of the relations/ official communications with the Brussels based Covenant bureau; **Energy policies:** -Coordination of UPI Tecla Project management department: supervising and monitoring projects writing, partnership building activities, technical assistance provided to the Italian Provinces on Sustainable Energy; -Coordination of UPI Tecla activities of policies making in the context of European strategy 2020 and the participation of Italian Provinces; **UPI Tecla energy ongoing projects:** - Supervising and monitoring activities for IMMODI (Interregional Cooperation); - Official Referent for UPI Tecla ongoing projects in the field of Energy cooperation: Providune (European LIFE+);				

Organisation:	Tecla				
Name :	Marocchi	**First Name:**	Rossella	**Nationality:**	IT
Qualification:	Project Manager				

Staff category*:	Expert
Short description of work experience, relevant to the proposal:**	2007-2011: Project coordinator for EU projects, drafting up of communication instruments necessary for the projects (communication plan, newsletters, press releases); organization of meetings; Study on the role of the Italian provinces in the framework of new programming period (2007-2013); Organization of fairs, training courses and seminars for the Italian provinces; Drafting of EU project in the framework of territorial cooperation; From 2003 to 2007: - Technical Assistance activity for the Province of Mantova for EU projects finalised at finding grant opportunities in the framework of transnational programme in fields transport/environment and rural development; Management of Interreg III B and C already approved projects (AlpFRail, Praxis, Blue) and drawing up of new project idea (Aspect – Interreg III B; EIE 2005 call for proposal for creation of Local Energy Agency – Agire Mantova; Concerto in the framework of VI framework programme on energy saving in housing building); Tutoring for an ESF financed project on EU projects management (organization of daily training; preparation of relevant material; contact with teachers) 40 hours of teaching on EU old programming period, new programming period special focus on territorial cooperation, financial related issues

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*: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person

9.2 List of most relevant actions

Action (not more than 5 items per organisation)	National or local/regional or European	Year of finalisation	Budget involved for your organisation	Website
Providune - Conservazione e ripristino di habitat dunali nei siti delle Province di Cagliari, Matera, Taranto e Caserta	European (Life +)	2012	€ 255.769,00	www.providune.it
ENA – BEN – HUL	European - IEE	2006	Budget: € 68.000,00	
IMMODI	European - Interreg	2013	255.769,00 euro	www.interreg-immodi.net
ARUPA	European (LIFE)	2012	199.050,00 euro	www.arupalife.it

CB9 PROVINCE OF BARCELONA

(a) Description of the organisation

Barcelona Provincial Council is the governing body of the province of Barcelona, a territory which has 311 municipalities and nearly 5 ½ million people. It has 4,200 employees and an annual budget of 615 M€.

In the period 1993-2011, Barcelona Provincial Council has promoted a Local Agenda 21 program in all municipalities of the province that has meant a radical change in the governance of the environment, going from sectorial management to an integrated management. Energy management as the core of the Local Agenda 21 has gained ground since 1993 to become the main focus in 2011. Currently, 172 municipalities in the province have developed their Local Agenda 21. In them lies the bulk of the population of the province, more than 4 ½ million people.

In the 2007-2011 mandate, Barcelona Provincial Council established the fight against climate change as one of its main objectives. This meant the development of measures for both mitigation and adaptation to climate change.

In early 2008, the Covenant of Mayors was launched, and in November 2008 Barcelona Provincial Council was established as a Covenant Supporting Structure, the first European organisation to assume this role, and has, since then, promoted the adhesion of municipalities of the province to the Covenant. The Covenant has been signed by 148 municipalities of the province, which lies more than 90% of the population of the province.

Barcelona Provincial Council is also funding the draft of Sustainable Energy Action Plans (SEAPs) in the municipalities of the province. In total, between 2008 and 2011, 120 plans have been drafted and there are 17 on going. This leads to the realisation of 5,000 actions and an investment of 900 M€. In a short term, before the end of 2013, a great amount of actions on energy efficiency and renewable energy production in municipal buildings will be fully implemented. These actions, more than 2.000 actions with an estimated investment of 600M€, will be those that can be funded thanks to both IBE agreement and ELENA program.

Barcelona Provincial Council promotes the creation of public-private partnerships for the realisation of investments. It has been established an agreement with the European Investment Bank (EIB) and two savings banks to provide the necessary funding. Subsequently, a market structure has been organised for energy service companies so they can access to finance and implement investments in plans of action. The energy savings obtained allowed back loans and get the normal benefits of any investment.

(b) Relevant experience of the key personnel proposed to work on this action

Organisation:	Diputació de Barcelona				
Name :	Rabella	**First Name:**	Ramon	**Nationality:**	Spanish
Qualification:	PhD in Biology				
Staff category*:	Senior Expert (Head of the Technical Office of Climate Change and Sustainability)				
Short description of work experience, relevant to the proposal:**	- Head of the Technical Office Climate Change and Sustainability, direction and management of projects and economic assistance regarding energy, waste, mobility and agenda 21, especially related to the Covenant of Mayors, the SEAP's and the revision of the A21 to rio+10				

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

Organisation:	Diputació de Barcelona				
Name :	Perxacs	**First Name:**	Helena	**Nationality:**	Spanish
Qualification:	MSc Geography				
Staff category*:	Expert (Environmental Officer)				
Short description of work experience, relevant to the proposal:**	Employee at the Environmental Awareness, Participation and Divulgation Technical Office since 2005. Working on technical, economic and financial management of European projects for the Environment. Participation as leaders or as partners in different European projects. Some of the most recent ones are Intelligent Energy Europe projects: ENERGY FOR MAYORS (focused on Supporting Structures of the Covenant of Mayors of the European Commission), EURONET 50/50 (focused on energy efficiency at schools around Europe) and RESPUBLICA (focused on energy efficiency and renewable energies). Good command of English, French and Italian.				

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

Organisation:	Diputació de Barcelona				
Name :	Melcion	**First Name:**	Carme	**Nationality:**	Spanish
Qualification:	MSc Biology				
Staff category*:	Expert (Environmental Officer)				
Short description of work experience, relevant to the proposal:**	Cooperation in Barcelona province methodology development, management of several SEAPs, SEAP database creation and processing, SEAP monitoring. Monitoring and management of several Local Agenda 21 processes.				

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

Organisation:	Diputació de Barcelona				
Name :	Ocaña	**First Name:**	Rafael	**Nationality:**	Spanish
Qualification:	MEng Industrial Organisation Engineering				
Staff category*:	Expert (Programme Manager of Municipal Environmental Support)				
Short description of work experience, relevant to the proposal:**	- Management of local environmental planning projects such as municipal environmental audits/Local Agenda 21 processes and Sustainable Energy Action Plans (SEAPs, in the framework of the Covenant of Mayors). - Management and participation in European and international projects. Representative of Barcelona in the steering committee of the European Sustainable Cities and Towns Campaign.				

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

Organisation:	Diputació de Barcelona				
Name :	González	**First Name:**	Carlos	**Nationality:**	Spanish
Qualification:	MSc Economics				
Staff category*:	Expert (Programme Manager of Support to Local Agenda 21 processes)				
Short description of work experience, relevant to the proposal:**	- Promoting the development of Local Agenda 21 - Developing supramunicipal cooperation in sustainable subjects - Managing European Projects (including financial and technical aspects)				

***: e.g. Senior expert, Expert, Junior Expert / **: 1 paragraph per person**

9.3 List of most relevant actions

Action (not more than 5 items per organisation)	**National or local/regional or European**	**Year of finalisation**	**Budget involved for your organisation**	**Website**
Local Agenda 21 Program	Local/Regional	On going (from 1992)	4,3M€ (until march 2011)	www.diba.cat
Becoming a Support	Local/Regional	2008	Unquantifiable.	www.diba.cat

Structure			Included in the normal activity of the department	
Sustainable Energy Action Plans drafting	Local/Regional	On going (from 2008)	2,2M€ (until march 2011)	www.diba.cat
Creation of energy efficiency and renewable enrgy production markets through public-private partnerships	Local/Regional	On going (2010 to 2013)	2,6M€	www.diba.cat
Development of a financial instrument for the implementation of actions drafted in SEAPs in public-private partnership scheme	European	2009	Unquantifiable. Included in the normal activity of the department	www.diba.cat

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