

# **Peer Powered Cities and Regions**

## **Deliverable 2.3: Summary of peer to peer learning objectives for all mentees**

**APRIL 2020**



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**Peer Powered Cities and Regions**

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|                                             |                                                                                                                           |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Deliverable number (relative in WP)</b>  | <b>2.3</b>                                                                                                                |
| <b>Deliverable name:</b>                    | <b>Summary of peer to peer learning objectives for all trainees</b>                                                       |
| <b>Focus of deliverable:</b>                | <b>Identify mentors' and mentees' learning objectives</b>                                                                 |
| <b>WP / WP number:</b>                      | <b>WP2: Engagement process in peer to peer learning activities</b>                                                        |
| <b>Date:</b>                                | <b>22/04/2020</b>                                                                                                         |
| <b>Dissemination level:</b>                 | <b>Public</b>                                                                                                             |
| <b>Lead partner:</b>                        | <b>ENERGY CITIES</b>                                                                                                      |
| <b>Participating partners:</b>              | <b>IHS, FEDARENE, IEECP, Energy Cities, UPRC, ESV, S.ENERGIA, TRNAVA</b>                                                  |
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| <b>Acknowledgement:</b>                     | <b>The authors would like to express their gratitude to all PROSPECT partners for their contributions to this report.</b> |

## Preface

PROSPECT aims to create an easy and replicable peer to peer learning programme for regional and local authorities to learn with and from each other on how to finance and implement their sustainable energy and climate action plans using innovative schemes. The learning programme has five (5) thematic modules, namely public buildings, private buildings, public lighting, transport, and cross-sectoral in which regional and local authorities, who can serve as mentors or mentees, will learn in two ways: through peer mentoring and study visits. The learning programme has three learning cycles; each learning cycle offers 5 peer mentoring and 5 study visit programmes.

## Who We Are

| No | Participant Name                                                           | Short Name       | Country Code | Logo                                                                                  |
|----|----------------------------------------------------------------------------|------------------|--------------|---------------------------------------------------------------------------------------|
| 1  | Institute for Housing and Urban Development Studies BV                     | IHS              | NL           |    |
| 2  | The European association of local authorities in energy transition         | ENERGY CITIES    | FR           |  |
| 3  | European Federation of Agencies and Regions for Energy and the Environment | FEDARENE         | BE           |  |
| 4  | Institute for European Energy and Climate Policy Stichting                 | IEECP            | NL           |  |
| 5  | EUROCITIES ASBL                                                            | EUROCITIES       | BE           |  |
| 6  | University of Piraeus Research Center                                      | UPRC             | GR           |  |
| 7  | Climate-KIC GmbH                                                           | CLIMATE-KIC GMBH | DE           |  |
| 8  | Ober Oesterreich Energiesparverband                                        | ESV              | AT           |  |
| 9  | Agencia Regional de Energia para os Concelhos do Barreiro, Moita e Montijo | S.ENERGIA        | PT           |  |
| 10 | Mesto Trnava                                                               | TRNAVA           | SK           |  |



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## Executive Summary

For the PROSPECT learning programme to be successful and satisfactory for all the involved mentors and mentees, the PROSPECT consortium will **identify and achieve their learning objectives**. This is a crucial pre-requisite for a successful match-making process (WP3) and the future replication of the innovative financing schemes and the implementation of sustainable energy and climate actions by the participants.

In the framework of WP2, Energy Cities is responsible for **summarizing the learning objectives of all participants to the learning programme**.

# 1 INTRODUCTION

## 1.1 Aim and objectives

For the PROSPECT learning programme to be successful and satisfactory for all the involved mentees, the PROSPECT consortium will **identify and achieve their learning objectives**. This is a crucial pre-requisite for a successful match-making process (WP3) and the future replication of the innovative financing schemes and the implementation of sustainable energy and climate actions by the participants.

The objectives of the deliverable are the following:

- **Identify the beneficiaries** (geographical location, size, type) of the Prospect learning programme (both mentors and mentees)
- **Highlight mentees' main priority learning objectives** (sector and type of financing scheme)

## 1.2 Methodology

A quantitative assessment will be undertaken based on the learning plans.

- **Who are the beneficiaries** of the Prospect learning programme?
  - o **Location** (country)
  - o **Small/medium/large cities**
  - o **Type of actor** (city, metropolis, local/regional agency, etc.)
- **What are their priorities?**
  - o **What sector?** (Public building? Private building? Transport? Private lighting? Cross-cutting?)
  - o **What type of financing scheme?** (EPC? ESCOs/third party financing? citizen finance? ELENA? combination of grants/subsidies and finance? PPP (public private partnership)? Public bonds/municipal bonds/green bonds? private bonds? Other?)

The quantitative analysis will be followed by a qualitative one. From the quantitative analysis, we will **focus on the top priorities** (sectors and financing schemes) addressed by the Prospect learning programme and **highlight the main objectives pursued by mentees**.

## 1.3 About the learning objectives

In the context of Prospect, peer learning objective is defined as sharing of knowledge, skills, competencies among matched peers from local and regional authorities, who learn with and from each other on the topic of implementing and financing sustainable energy and climate projects through innovative financing scheme.

**At first, general objectives have been identified by the Prospect project, giving guidelines to facilitator to define together with mentees and mentors some learning objectives.**

**> Applicable to more than one financing schemes per module:**

**Mentee**

- Understand the innovative financing schemes that are relevant under the thematic learning module e.g. public buildings, including how these financing schemes can be accessed or established
- Recognize the barriers, incentives, advantages, and disadvantages for each relevant innovative financing scheme and analyse their success factors and lessons learnt from successful projects

**> Applicable to one innovative financing scheme**

**Mentee**

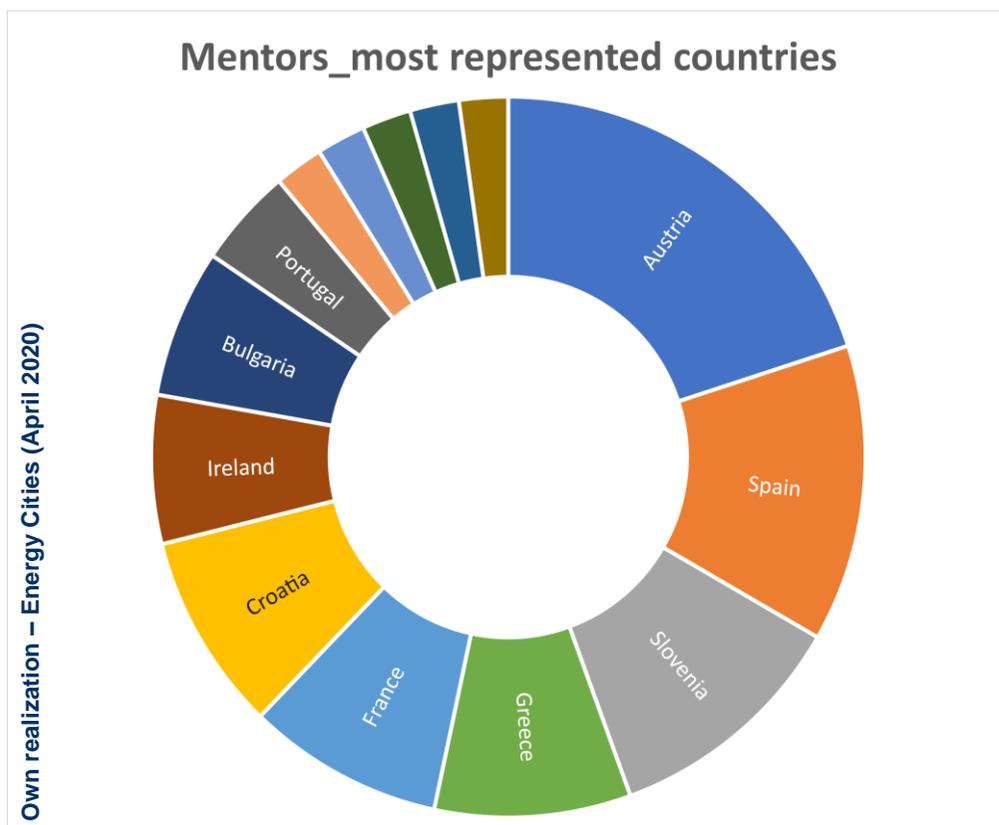
- Understand the basic concept of an innovative financing scheme e.g. energy performance contracting
- Identify the different steps on how the innovative financing scheme can be developed and/or accessed for a project
- Examine selected case studies and reflect on how barriers and challenges were overcome
- Apply practical tools or techniques relevant to the scheme across one or more stages of a project – from preparation and development to implementation and monitoring

## 2 BENEFICIARIES OF THE LEARNING PROGRAMME AND THEIR PRIORITIES

### 2.1 Identification of mentors and mentees

A quick assessment helped to identify the main beneficiaries, both mentors and mentees, of the Prospect learning programme. Below, some key figures.

- **Among the mentors**
  - o **More than 50%** (24 out of 45 mentors) **of the mentors** represent or are located in cities superior to 500,000 inhabitants.
  - o Mentors are, for more than **50% of all mentors, Local Energy and Climate Agency or Local Authorities, representing 25% of the mentors.** Few mentors represent also cooperatives, NGOs or research centres.
  - o The most represented countries among the mentors are the following (out of 45): **Austria (9), Spain (6), Slovenia (5), Greece (4), France (4) and Croatia (4).**

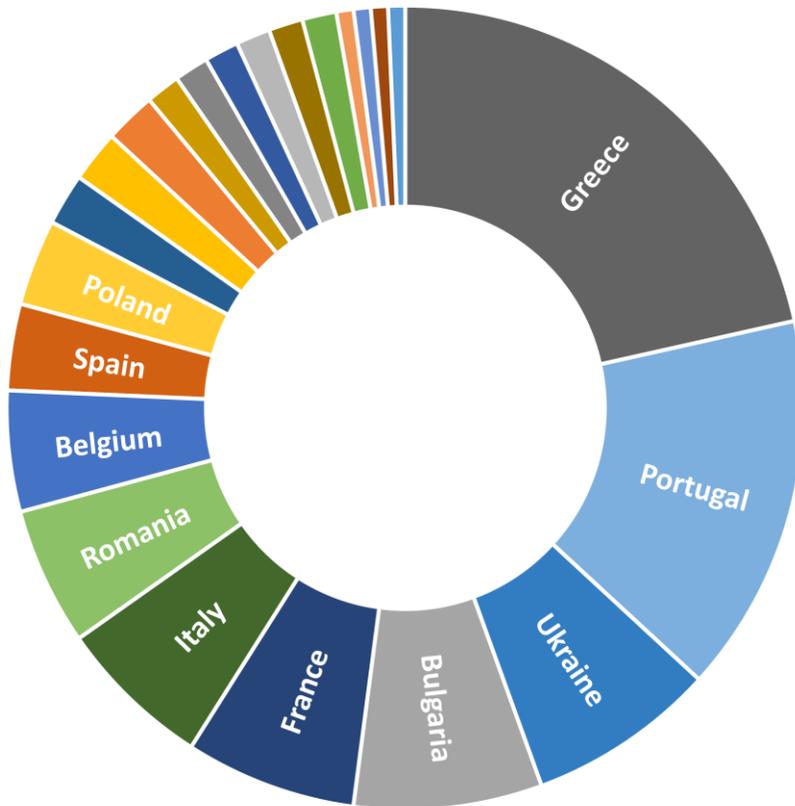


- **Among the mentees**

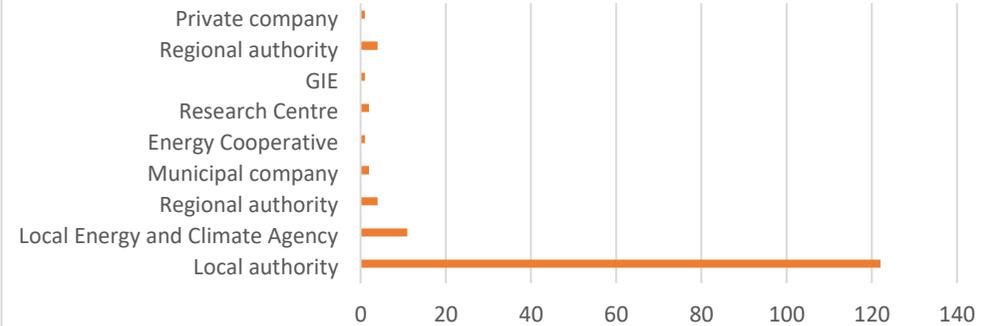
- The most represented countries are **Greece, Portugal, Ukraine, Bulgaria, France and Italy**, representing almost 60% of all countries across the EU.
- Unlike the mentors, the most represented mentees are, by far, the **local authorities, accounting for more than 80% of the total.**
- Mentees' number of inhabitants are much more balanced than mentors. **See the chart below.**

Own realization – Energy Cities (April 2020)

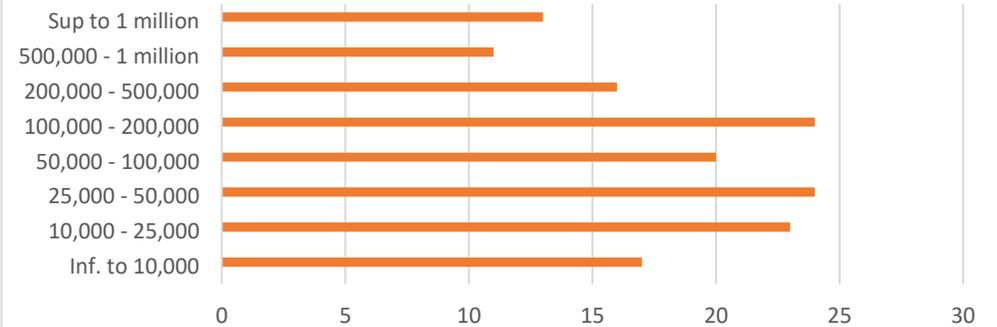
**Mentees\_most represented countries**



**Mentees\_most represented organisations**

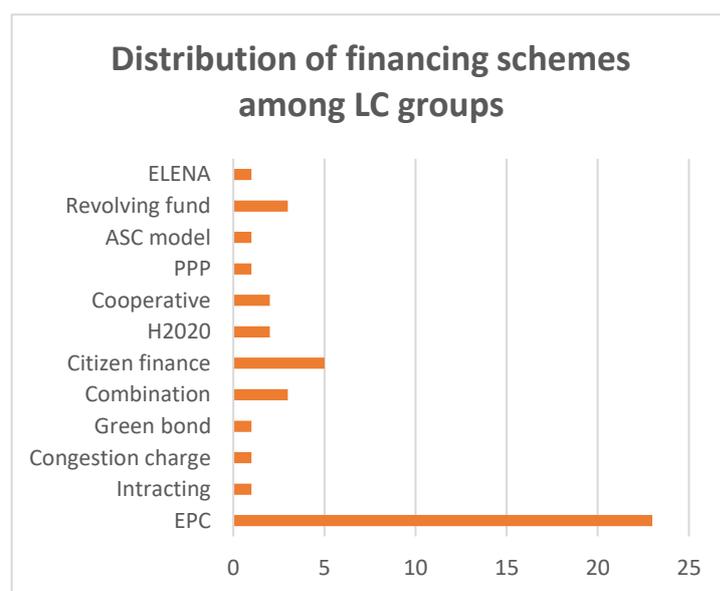
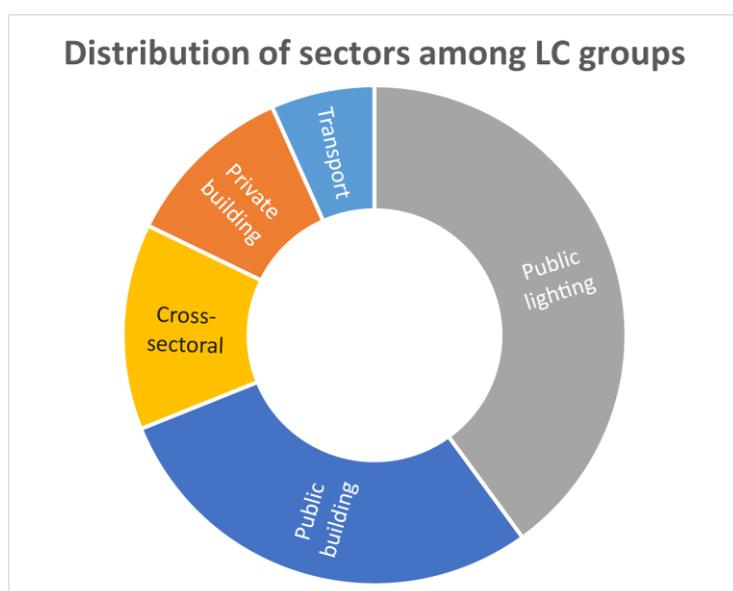


**Mentees\_Size of represented cities**



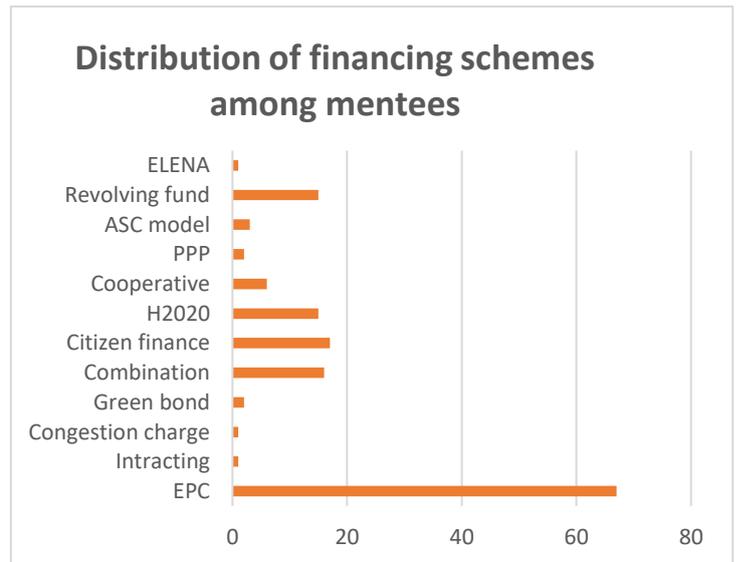
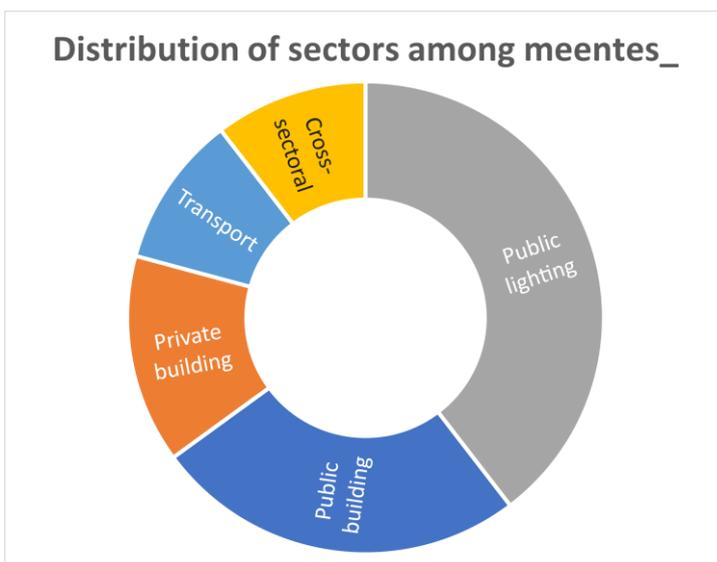
## 2.2 IDENTIFICATION OF MAIN PRIORITY SECTORS

- **Groups – 45 groups participated in the 4 Learning Cycles**
  - **Public lighting** (approx. 45% of total topics) and **public building** (approx. 25% of the total topics) are the most chosen sectors across the 4 Learning Cycles.
  - The **two first** Learning Cycles focused essentially on **public lighting and public building**. As for the **third and fourth Learning Cycles**, new sectors have been introduced such as **private buildings, transport, cross-cutting or renewables (biomass)**.
  - The type of financing scheme has gradually become more diverse. **EPC were the most selected financing scheme for the three first Learning Cycles**. The fourth and final Learning Cycles showed a **great diversity of schemes** including an emphasis on **citizen and community financing for public building and renewables**, and the introduction of green bond with the example of Paris Green Bond.
  - **EPC** has been the **sector** priority for 50% of the learning groups. **Citizen finance** has also been a financing scheme well promoted in the four Learning Cycles, respectively with 6 groups focusing on citizen finance out of 45 groups.
  - **Top financing schemes and their application:**
    - EPC & ESCO > mostly in public lighting and public building
    - Citizen finance > mostly in public buildings or renewables
    - Revolving fund > mostly in public building or public lighting



- **Participants – 145 mentees participated in the four Learning Cycles**

- When we look at the number of participants, and not only at the number of groups (some groups are big, some are small), **EPC remains the main financing schemes among mentees.**
- We can observe, that **the revolving fund scheme, is slightly more represented** when we look at the number of participants rather than the number of groups across the four Learning Cycles.
- EPC has been the learning objective priority for **43% of all mentees, representing a 7% decrease** when comparing groups and mentees.
- The distribution of sectors is quite similar when looking at both perspectives, with a small increase for the transport sector and a small decrease for the cross-sectoral sector. This is explained by the fact that groups from the transport sector had more mentees than groups with a focus on cross-sectoral sector.



**Own realization – Energy Cities (April 2020)**

### 3 SUMMARY OF MENTEES' LEARNING OBJECTIVES

The objective of this deliverable is to get an overview of the main learning objectives expressed by mentees. In analysing objectives of all participants in the PROSPECT programme, it becomes evident that most mentees have similar objectives. Thus, instead of listing all objectives of all groups, we decided to focus on various groups, representing different topics and financing schemes. Each example will highlight the initial learning objectives, expressed in the application form and the learning objectives defined by mentor, mentees and the facilitator during the second online meeting.

- **Public building**

- o **EPC – LC3: KSSENA - Energy Agency of Savinjska, Šleska and Koroška Region as Mentor**

|                             | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b>                                                                                                                                                                              | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Canton de Sarajevo          | > I would like to learn more about financing mechanisms for implementation of energy efficiency projects in residential sector.                                                                                                                     | > General overview of the financing scheme EPC<br>> EPC step by step<br>> Overview of technical criteria of refurbishments in public buildings<br>> Viability of an EPC solution according to the local conditions (incorporate other subsidies, bundling, changes in the use of the building, etc.)<br>> Tender specifications for selection of an ESCO company<br>> Energy monitoring and verification plan<br>> Best practice examples, lessons learnt (technical and legal barriers)<br>> Motivation of different stakeholders |
| Municipality of Bydgoszcz   | > Support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MatosinhosHabit-MH          | > Legal support; Financial Schemes; involving partners and stakeholders                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Câmara Municipal de Loures  | > Decide what type of measure to include in each of the projects (specifically how to include lower income but significant energy efficient measures like "windows change" or wall thermal insulation); contract formation; negotiation with ESCOs. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Municipality of Siemiatycze | > Support in project financial appraisal, contracts & tendering, negotiation & partnerships with                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|  |                                             |  |
|--|---------------------------------------------|--|
|  | financiers and investors, technical aspects |  |
|--|---------------------------------------------|--|

○ **Revolving fund – LC1: Municipal Energy Agency of Almada (Portugal)**

|                         | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b>                                                                                                                                   | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                                                                                                                                                                                                                                                 |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipality of Heerlen | <ul style="list-style-type: none"> <li>&gt; Putting up a revolving fund</li> <li>&gt; Understand about real estate maintenance budgets</li> <li>&gt; Learn more about other financial schemes</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Learn about the Almada Energy Fund and look for ways to adapt it to Heerlen situation.</li> <li>&gt; Get inspired by good examples of projects and actions in Almada in order to start similar ones in our region too.</li> <li>&gt; Learn about the role of an energy agency. Explore if it is a good alternative for Heerlen/Parkstad.</li> </ul> |

- **Private residential buildings**

○ **Combination of financing schemes – LC1: Local Energy Agency of Lyon as Mentor**

|                 | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b>                                                                                                                                                                                                                                                                                                                                                                                                  | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                                                                                                             |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Utrecht | <ul style="list-style-type: none"> <li>&gt; Increased understanding of innovative financing options in general and specifically for heat supply alternatives.</li> <li>&gt; Insight into how to monetize future energy savings of households in order to create a business case for investments in climate neutral housing made by corporations today.</li> <li>&gt; How can municipalities contribute to feasible business cases for the energy transition.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Insight in which financial instruments can be applied to realize various energy transition projects</li> <li>&gt; Understand how these instruments work and what the preconditions are to apply them</li> </ul> |
| Lisoba E-nova   | <ul style="list-style-type: none"> <li>&gt; Learn in deep about different financial instruments (FI) and their applicability at the city scale. How to leverage local policies (e.g. solar PV</li> </ul>                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>&gt; Learn in deep about different financial instruments (FI) and their applicability at the city scale.</li> <li>&gt; How to leverage local policies (e.g.</li> </ul>                                               |

|                         |                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                              |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | in Lisbon, or energy buildings large scale retrofit) using several FI.                                                                                                                                                                                       | solar PV in Lisbon, or energy buildings large scale retrofit) using several FI.                                                                                                                                                                              |
| Municipality of Vilnius |                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>&gt; Learn from other cities experience</li> <li>&gt; Learn about innovative finance schemes</li> <li>&gt; Learn how to use finance schemes in practice.</li> </ul>                                                   |
| Bruxelles Environnement | <ul style="list-style-type: none"> <li>&gt; Establish partnerships with private banks, clarify communication with citizens, reduce staff costs</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>&gt; Establish partnerships with private banks</li> <li>&gt; Clarify communication with citizens</li> <li>&gt; Reduce staff costs</li> </ul>                                                                          |
| Ecotransfaire           | <ul style="list-style-type: none"> <li>&gt; Develop Practical stance</li> <li>&gt; Discover existing and mostly innovative schemes.</li> <li>&gt; Best practices</li> <li>&gt; Network with (innovative) players in the field.</li> </ul>                    | <ul style="list-style-type: none"> <li>&gt; Develop practical stance</li> <li>&gt; Discover existing and mostly innovative schemes</li> <li>&gt; Best practices</li> <li>&gt; Network with (innovative) players in the field.</li> </ul>                     |
| Grad Zagreb             | <ul style="list-style-type: none"> <li>&gt; raise the level of knowledge</li> <li>&gt; go deeply into implementation process,</li> <li>&gt; communication with experts</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>&gt; Raise the level of knowledge</li> <li>&gt; Go deeply into implementation process</li> <li>&gt; Communication with experts</li> </ul>                                                                             |
| MatosinhosHabit-MH      | <ul style="list-style-type: none"> <li>&gt; learn from good practices already implemented</li> <li>&gt; learn from their mistakes</li> <li>&gt; adapt and advice to our reality</li> <li>&gt; advice and internalize successful financing schemes</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Learn from good practices already implemented</li> <li>&gt; Learn from their mistakes</li> <li>&gt; Adapt and advice to our reality</li> <li>&gt; Advice and internalize successful financing schemes</li> </ul> |

- **Public lighting**

o **EPC – LC2: Province of Girona as Mentor**

|                                      |                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipality of Taraclia             | > I would like to learn more about the implementation process of the Energy Planning in the municipality. Also, would like to learn more about the implementation of the street lighting and the different financing instruments available. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Municipality of Neesbar              | > I would like to learn more about the financial management of projects to reduce the amount of emissions produced and recent trends in the use of renewable sources.                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Municipality of Vila Nova de Poiares | > How to develop a project in this area and capture an investor in this field                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ALEA - Alba Local Energy Agency      | > how to develop the EPC scheme for this project                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Municipality of Svilengrad           | > Support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                      |                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>&gt; Understand the basic concept of energy performance contracting</li> <li>&gt; Identify the different steps on how the EPC can be developed and/or accessed for a project</li> <li>&gt; Examine selected case studies and reflect on how barriers and challenges were overcome</li> <li>&gt; Apply practical tools or techniques relevant to the scheme, such as feasibility studies and energy audit</li> <li>&gt; Gain knowledge on legal conditions and regulations</li> <li>&gt; Build knowledge around innovative financing schemes (e.g. mix funding through subsidies and EPC)</li> </ul> |

o **Revolving fund – LC2: City of Litoměřice as Mentor**

|                           | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b>                                                                                                                                                                       | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                                                                                             |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipality of Coutances | > Better understand how to choose between financial instruments available for energy efficiency in buildings. Another project this expertise could be used for is the retrofit of the 50 Norman colleges that are the less energy efficient. | > Better understand how to choose between financial instruments available for energy efficiency in buildings. Another project this expertise could be used for is the retrofit of the 50 Norman colleges that are the less energy efficient |

|                                    |                                                                                                                                                                                                                |                                                                                                                                                                                                            |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipality of Seixal             | > Legal and administrative aspects<br>> Management of a revolving fund.                                                                                                                                        | > Legal and administrative aspects.<br>Management of a revolving fund.                                                                                                                                     |
| Municipality of Meligalas-Oichalia | > support in developing and implementing projects on energy efficiency<br>> support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors and etc... | > Support in developing and implementing projects on energy efficiency, support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors and etc... |
| MatosinhosHabit-MH                 | > Support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors                                                                                      | > Support in project financial appraisal, contracts & tendering, negotiation & partnerships with financiers and investors                                                                                  |

○ **Public Private Partnership – LC3: Sant Cugat as Mentor**

|                                            | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b> | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipality of Thiva (Greece)             | > Support in project financial appraisal                               | Based on the needs of the mentees and the experience of the mentor, the participants agree to focus on the following learning goals:<br>> Lessons learnt from best practice projects: master plan, adopt it to local conditions, financial analysis to assess the viability<br>> Refurbishment of street lighting: Step by step (planning phase, what to change, an overview of lighting technologies, etc.)<br>> an overview of tender and contractual issues (monitoring, verification plan)<br>> An overview of the financing schemes in Sant Cugat<br>> Mentees are interested in public lighting and public building: focus will be on public lighting but the mentor will provide a short overview about their public building projects too |
| Kramatorsk City Council (Ukraine)          | > Improve project climate action content, improve project bankability  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Kremenchuk Development Institute (Ukraine) | > Contracts & tendering                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

- **Cross-sectoral - Renewables**

o **Cooperative – LC4: Development Agency of Karditsa as Mentor**

| -                               | <b>INITIAL LEARNING OBJECTIVES (expressed in the application form)</b>                                                                                                                                                                                                                                | <b>LEARNING OBJECTIVES (defined together with mentees and mentor at step 2)</b>                                                                                     |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Acquappesa, Italy       | > Support in the financial evaluation of the project, negotiation and partnerships with lenders and investors                                                                                                                                                                                         | > Learn more on Karditsa energy cooperative's financing scheme (see replication opportunities for a wind farm / a biomass plant / heat recovery from thermal baths) |
| City of Sztum, Poland           | > Contracts & tendering, negotiation & partnerships with financiers and investors                                                                                                                                                                                                                     | > How to find the fairest way to share investments and profits in a collective/multi-family auto-consumption PV installation                                        |
| City of Château-Thierry, France | I would like to know:<br>- how to find some partnerships;<br>- how to negotiate with financiers and investors;<br>- how to mobilize the citizens;<br>- what kind of funds a project could get from the EU;<br>- what kind of funds an agency could get from the EU for leading the energy transition. | > How the municipality can handle citizens participation into PV production and auto-consumption projects (crowdfunding, bank cooperative...)                       |
| City of Viseu, Portugal         | > Development of contracts and clauses; Transfers of risks; Performance guarantees                                                                                                                                                                                                                    | > How to develop a funding mechanism involving the community/neighborhoods in renewable energy production projects, including auto-consumption                      |

○ **Green bonds – LC4: The City of Paris as Mentor**

|                      | <b>INITIAL LEARNING OBJECTIVES<br/>(expressed in the application form)</b>                                                                   | <b>LEARNING OBJECTIVES (defined<br/>together with mentees and mentor<br/>at step 2)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cascais Ambiente     | > how to bring stakeholders and investors to our efficiency strategy                                                                         | <p><b>Both mentees expressed their interest in 1) Paris green bond framework and 2) Paris Green Fund</b></p> <ul style="list-style-type: none"> <li>- Understand the (financing) scheme of Paris green bond framework, Paris Green Fund and other financing instruments and tools used by the city of Paris</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Samso Energy Academy | > Examples and experience, options available and requirements, challenges and lessons learnt of implementation of green bonds at local level | <ul style="list-style-type: none"> <li>- Get to know the success factors and lesson learnt from Paris Green Bond and Paris Green Fund (what worked well and less well? what we need to keep in mind?), what questions we have to ask ourselves?)</li> <li>- How to attract investors? How to diversify the investment portfolio?</li> <li>- Get to know successful projects that can be replicated</li> </ul> <p><b>Specifically to Paris green bond framework</b></p> <ul style="list-style-type: none"> <li>- Get to know the enabling conditions for the use of green bonds (critical/minimum size of the investment, estimation of the transaction costs)</li> <li>- What is the role of public authorities in the development of the green bond market?</li> <li>- How to issue a green bond in the market? What are they key principles ?</li> <li>- How to get low-rates and decrease running costs?</li> </ul> |

### 3.1 CONCLUSION & RECOMMENDATIONS

**Key takeaways:**

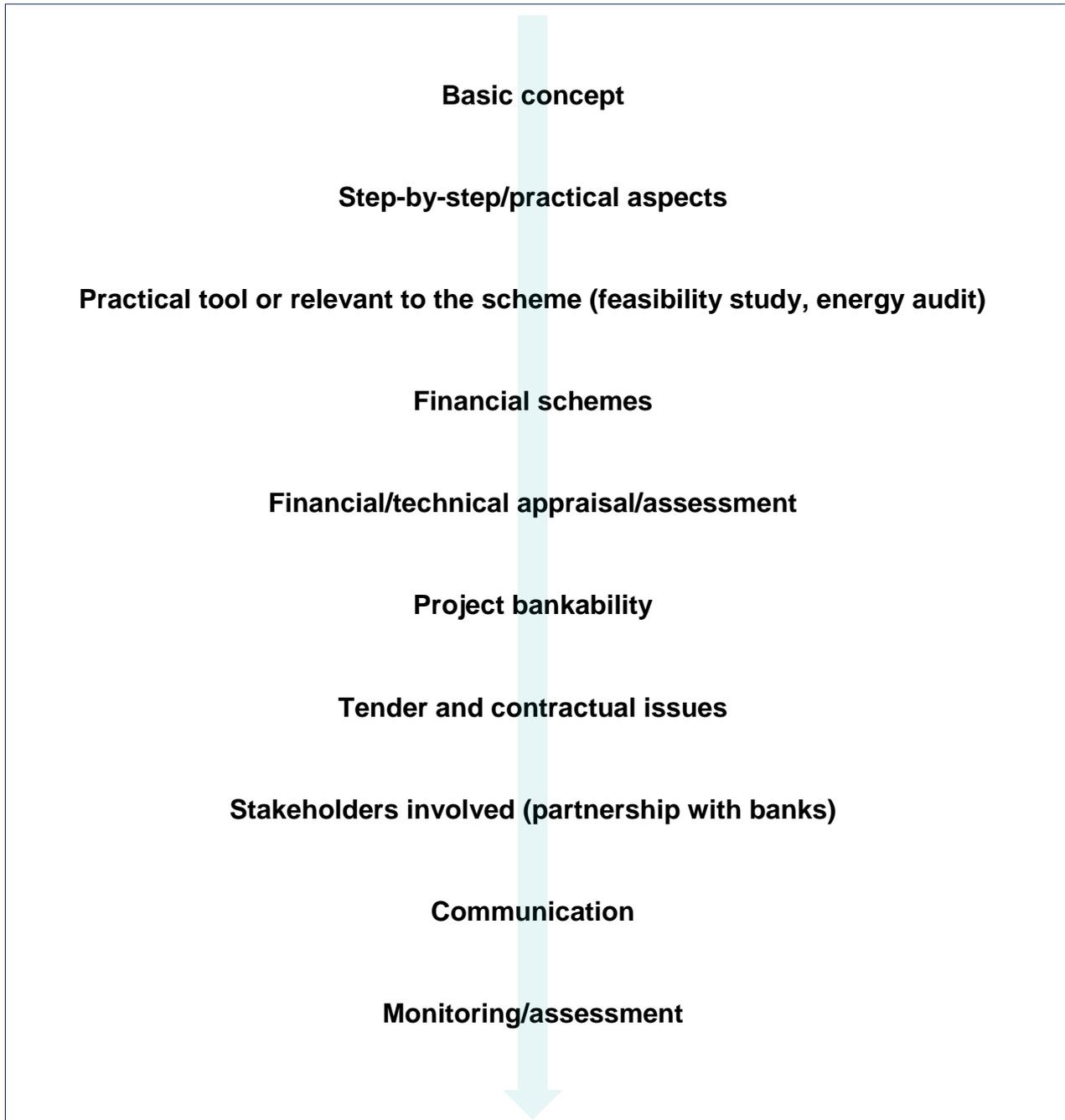
- Initial learning objectives don't always meet with the ones defined with the mentor
- Depending on the actors involved, the objectives will range from understanding the basic concept of a financial scheme to very technical knowledge and implementation procedures.
- The learning objectives expressed by mentees are quite similar, no matter which financing schemes or sector we are talking about. They use the same vocabulary to describe the way they want to learn from mentors (see below).
- Mentees' objectives can also be summarised (see above): from practical advices to legal and financial insights. The different aspects of a project lifecycle are also well described by mentees' learning objectives

**Terms used by mentees in the learning objectives (to describe the way they want to learn from mentors) – the level of details is different from “getting an overview” to “go deeply into”**

|                              |                        |                        |                       |                                     |
|------------------------------|------------------------|------------------------|-----------------------|-------------------------------------|
| <b>Support</b>               | <b>Get an overview</b> | <b>Explore</b>         | <b>Best practices</b> | <b>Identify</b>                     |
| <b>Better understand</b>     | <b>Improve</b>         | <b>Get insight</b>     | <b>Discover</b>       | <b>Support in developing</b>        |
| <b>Learn about/from/more</b> | <b>Get inspired</b>    | <b>Get to know</b>     | <b>Clarify</b>        | <b>Raise the level of knowledge</b> |
| <b>Provide understanding</b> | <b>How to develop?</b> | <b>Build knowledge</b> | <b>Go deeply into</b> |                                     |

## What mentees are looking for?

According to expressed learning objectives, we identified common language and common terms across the four Learning Cycles, corresponding to the different stage of a project cycle – it can be summarised as follow





PROSPECT