

D 4.3 Summary of the monitoring outcomes of the CBP – final

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Preface

PROSPECT+, building on the previous H2020 project PROSPECT, will enable capacity building in regional and local authorities in order to finance and implement effective and efficient sustainable energy plans, including their proper monitoring and verification and also ensuring that such plans are using synergies from other local plans. The learning programme will advance through 5 learning modules covering public buildings, private buildings, public lighting, transport, and cross-sectoral topics. PROSPECT+ will focus on improving decision-making of cities in project selection for financing and assessment to ensure that their projects are finance ready. The ambition is to ensure that over 200 EU cities in at least 20 EU MS will improve their capacities when it comes to implementing projects from sustainable energy and climate plans (SECAPs) and similar sustainable plans.

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2	European Federation of Agencies and Regions for Energy and the Environment	FEDARENE	BE	
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4	Energy Cities/Energie-cites Association	ENC	FR	
5	University of Piraeus Research Center	UPRC	GR	
6	OÖ Energiesparverband	ESV	AT	
7	Energy and Climate Agency of Podravje	ENERGAP	SI	
8	Tipperary Energy Agency	TEA	IE	
9	Ayuntamiento de Valladolid	INNOLID	ES	
10	Association of Energy Managers of Towns and Regions of the Czech Republic	SEMMO	CZ	
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Executive Summary

Throughout its duration, **PROSPECT+** successfully implemented a **peer-to-peer capacity-building programme** (CBP), **specifically designed** to address the unique needs of **municipal and regional public authorities**. It aimed to **empower** them to **effectively implement climate and energy-related sustainability plans using innovative financing solutions**. Building on the success and outcomes of the previous H2020 PROSPECT project, PROSPECT+ set an ambitious goal of expanding knowledge-sharing and collaboration among a larger number of European cities and regions.

This deliverable, "D4.3 Summary of Monitoring Outcomes of the CBP - Final," provides a comprehensive analysis and assessment of the **PROSPECT+ CBP's implementation** across its **four learning cycles (LCs)**. The findings **validate the programme's strong performance** -highlighting its effectiveness, relevance, impact, and efficiency- while also **identifying key lessons** and **recommendations** for similar future initiatives.

The monitoring and evaluation approach applied in this assessment follows the **performance evaluation framework** established at the outset of PROSPECT+ to ensure the CBP remained on track and fully aligned with the project's strategic objectives. This approach employs a **mixed-method methodology**, combining **quantitative indicators**—such as participation rates, engagement levels, and knowledge transfer metrics—with **qualitative insights** gathered from surveys and participant testimonials. The findings are then measured against key performance indicators (KPIs) to provide an **evidence-based evaluation** of how the PROSPECT+ CBP performed against its core objectives.

Ultimately, the programme proved **highly effective** in expanding its outreach through **well-designed engagement activities**, meeting participant expectations, and strengthening **capacity-building through meaningful peer learning**. In total, **290 public authorities (PAs)** from **27 different European countries** participated in PROSPECT+, forming **55 learning groups** across four LCs and five thematic areas. By the end of the programme, **219 PAs had successfully completed the CBP**, with the majority expressing **high satisfaction** with the **quality of capacity-building** and the **mentorship** provided, and feeling confident in applying their knowledge in practice.

Several key factors contributed to this success, including the programme's **robust conceptual design, the breadth of its activities, thematic areas and financing modules**, and its **carefully performed management**. Another crucial element was the **tailored matchmaking process**, which enabled nearly all participants to **connect with peers** whose real-world experiences provided practical guidance for implementing sustainable solutions using innovative financing.

Overall, with most participants eager to share their newly acquired expertise, combined with additional CBP and replication activities -such as the Community of Practice (CoP)- **PROSPECT+** is poised to create a **far-reaching impact**, influencing **over 1,000 local and regional public officers** beyond its core CBP community. As cities and regions strive for financially viable climate and energy solutions, this achievement **underscores the importance** of similar CBP initiatives in **empowering local leaders**. By equipping them with essential knowledge, tools, and skills, such programmes can **accelerate** the transition toward **a resilient and sustainable energy future** with tangible results.

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List of Abbreviations

Abbreviation	Meaning
CBP	Capacity Building Programme
EE	Energy Efficiency
EU	European Union
GHG	Greenhouse Gas
KPIs	Key Performance Indicators
LC	Learning Cycle
LG	Learning Group
PA	Public Authority
SEAP	Sustainable Energy Action Plan
SECAP	Sustainable Energy and Climate Action Plan
SUMP	Sustainable Urban Mobility Plan
WoM	Word of Mouth

1 Introduction

As the European Union (EU) strives for a climate-neutral economy by 2050, there is increasing recognition that the public sector must play a more active role in governance at all levels. In this context, newly established mandates offer local and regional authorities new opportunities to contribute. Their role is particularly significant in helping the EU meet its GHG emission reduction targets, thanks to their expertise in urban and territorial planning, their promotion of low-emission buildings and transport, and their influence as key decision-makers shaping the transformation of cities into modern, sustainable, and low-carbon urban systems (EC, 2018; European Union & Committee of the Regions, 2019).

1.1 Background context

Having the best knowledge of their communities, local and regional authorities are well-positioned to develop ambitious municipal transition strategies and act as coordinators, mediators, or enablers of climate action, energy provision, and deployment at all levels (Cheung & Oßenbrügge, 2020; Fuhr et al., 2018; Jaglin, 2014). They play a key role in advancing Sustainable Energy, Climate, and Urban Mobility Action Plans (SEAPs, SECAPs, SUMP, etc.), leading net-zero energy transitions, managing public assets, forging cross-sector partnerships, and attracting public and private investment (Burghard et al., 2019).

However, realising their full potential in localising the energy transition and achieving the EU's 2030 energy policy goals is challenging. Cities must navigate budget constraints, optimise existing frameworks, and address a lack of awareness about financing mechanisms. Many struggle to access alternative funding, particularly non-grant options, due to difficulties in proving the "bankability" of their strategies (Caputo & Pasetti, 2015). Moreover, knowledge-sharing initiatives, crucial for spreading urban sustainability innovations, remain limited (OECD, 2020).

To address these barriers, PROSPECT+ had launched a capacity-building programme (CBP) that empowers local and regional authorities to drive the energy transition. Building on the H2020 PROSPECT project, it employed a peer-to-peer learning approach to connect public sector stakeholders across EU municipalities and facilitate best practice exchange, particularly in mobilising innovative financial resources for sustainable energy projects. The programme consisted of four learning cycles (LCs), each with structured learning steps, including a preparatory phase, a final bonus step, and targeted replication activities across five thematic areas.

1.2 Objectives and scope of the deliverable

This deliverable (D4.3) marks the conclusion of the PROSPECT+ Capacity Building Programme (CBP) under Work Package 4 (WP4) "Launching and Monitoring PROSPECT+ CBP." It provides a final assessment of the programme's progress in meeting its objectives, achieving Key Performance Indicators (KPIs), and delivering expected outcomes. The report builds on insights from previous WP3 and WP4 deliverables, which outlined guidance for establishing, running, and evaluating the CBP across its four learning cycles (LCs).

Throughout the programme, both quantitative and qualitative data have been used to assess its performance, ensuring a comprehensive understanding of the PROSPECT+ CBP's achievements. Monitoring tools, including an Excel-based tracking table and tailored questionnaires for participating

local and regional authorities and their climate and energy agencies, have played a key role in data collection. The programme's progress and challenges have been continuously tracked following the [D4.1 Monitoring Guidelines for the success of the Capacity Building Programme](#).

This final report summarises the main findings, lessons learned, and recommendations for future initiatives. While the PROSPECT+ CBP has now concluded, its outcomes are expected to inspire continued action, inform future capacity-building efforts, and contribute to lasting improvements in climate and energy governance at the local and regional levels.

1.3 Structure of the deliverable

The remainder of this deliverable is structured as follows:

- | | |
|------------------|--|
| Section 2 | Provides an overview of the PROSPECT+ CBP structural design and the methodology for measuring and assessing its performance. |
| Section 3 | Summarises the four engagement campaigns preceding each of the four PROSPECT+ Learning Cycles (LCs) deployed, followed by an evaluation of their implementation. |
| Section 4 | Presents a detailed analysis of key findings from participant assessment surveys and assesses progress against the defined performance metrics and benchmarks. |
| Section 5 | Highlights key takeaways, lessons learned, and recommendations for future similar initiatives. |

Finally, D4.3 concludes with closing remarks that highlight the key achievements of the PROSPECT+ CBP implementation and how these insights can inform and support future similar initiatives.

2 The PROSPECT+ CBP: A brief synopsis

PROSPECT+ was a capacity-building HORIZON 2020 project involving 11 partners across 10 EU countries, aimed at bringing together EU municipalities and empowering them to make more informed decisions on implementing their local energy and climate plans (e.g., SEAPs, SECAPs, SUMP) through the use of appropriate innovative financing mechanisms.

The project built upon its predecessor, PROSPECT, an earlier H2020 initiative that enabled over 190 cities, regions, and energy agencies to learn from their peers and exchange knowledge on implementing sustainable energy and climate action plans using innovative financing schemes. PROSPECT+ followed this successful path while further enhancing its learning and capacity-building methodology.

2.1 How is PROSPECT+ structured?

PROSPECT+ CBP is comprised of four LCs, each composed by a number of learning groups (LGs) where knowledge exchange activities last between 4 and 8 months. Based on their respective level of experience and desired learning objectives, participants are assigned either as mentees or mentors in the CBP. Mentors are local or regional authorities with an exceptional experience in leveraging private funds to implement their sustainable energy projects, and can be either internal – the 5 energy and/or climate and/or innovation agencies who are partners in the project – or external – recruited through targeted engagement campaigns. Mentors are responsible for managing and mentoring their LGs.




When groups are mentored by external mentors, facilitators are assigned to each group assist their work and encourage capacity building throughout the duration of each LC, while keeping good communication with the PROSPECT+ Consortium. In essence, facilitators ensure quality and consistency of the learning process by both identifying potential for further best-practice sharing as well as on major challenges and risks might be encountered. Overall, the goal is to further enable participants, both mentees and mentors, to achieve the expected learning outcomes.

Participants in all LCs are representatives of local or regional authorities (including energy agencies)¹ who are in the process of developing or implementing their urban energy strategy or climate action plans. Those with similar interests are matched in groups so that they can learn with and from each other on how to mobilise or access innovative financing schemes.

The size of each LG varies between two to eight participants, depending on the learning method employed on each occasion. **Table 1** that follows presents the three different PROSPECT+ CBP learning methods:

¹ Detailed information about the engagement and selection of participants can be found in [D2.1-Guidelines for Applicants](#).

Table 1. The PROSPECT+ CBP peer learning methods

The PROSPECT+ CBP peer learning methods	
<p>Peer mentoring (1 mentor + 1 mentee)</p> 	<p>Peer mentoring: one-to-one relationship between a mentor and a mentee enabling counselling, deep learning exchanges, and joint problem solving.</p>
<p>Study visit (1 mentor + 3-5 mentees)</p> 	<p>Study visit: a group of mentees learning from one mentor how the latter implemented his/her project and getting first-hand insights and recommendations.</p>
<p>Local mentoring (1 mentor + 7 mentees + 1 interpreter)</p> 	<p>Local mentoring: refers to a study group in which participants are in the same country (or region), speaking the same language and having common backgrounds and plans.</p>

Each LG follows up to four steps of capacity building exchanges, complimented by a preparatory step for all participants and a bonus step for selected mentors and mentees².





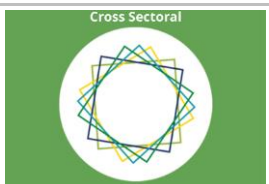


Figure 1. PROSPECT+ CBP steps

LGs in every LC focus on a specific thematic area, out of a total of five thematic areas available, as presented in the following [Table 2](#).

² More on the three peer learning methods and their format can be found in [D3.2-Detailed structure and plan for the CBP](#).

Table 2: Overview of the PROSPECT+ thematic areas

Thematic Area	Description
	<p>Public Buildings: Covers buildings and facilities owned, managed or controlled by public authorities. Facilities refer to energy-consuming entities that are not buildings, such as wastewater treatment plants.</p>
	<p>Private Buildings: Covers buildings owned, managed or controlled by private individuals or corporations. These refer primarily to the tertiary sector (services), such as private companies, banks, commercial, and retail activities, hospitals, etc. and residential buildings, including social housing.</p>
	<p>Transport: Covers the provision of and management of mass transit systems by public authorities, as well as private transport.</p>
	<p>Public Lighting: Covers the provision of public lighting (e.g. street lighting and traffic lights) owned or operated by public authorities. Non-municipal public lighting is under private buildings.</p>
	<p>Cross sectoral: Covers all those interventions falling under two or more thematic areas; climate change adaptation; local electricity production e.g. wind power, hydroelectric power, photovoltaic; and local heat/cold production e.g. combined heat and power and district heating plant.</p>

PROSPECT+ participants are given the opportunity to share knowledge and expertise on a range of existing non-traditional mechanisms to raise additional funds for implementing their locally owned projects. The list of instruments includes (but it is not limited to): i. **Citizen finance** (crowdfunding and cooperatives), ii. **Energy Performance Contracting** (EPC), iii. **Internal contracting** (Intracting), iv. **Green Bonds** (issued by local government or their agencies to fund their sustainable energy and climate actions), v. **Guarantee funds** (loan guarantees provided to lenders which serve as buffers against first losses of non-payment by the borrowers), vi. **Soft loans** (loans below market rates and with longer payback periods derived from public funding to facilitate investments), vii. **Revolving funds** (established to finance a continuing cycle of investments through initial amounts received from its shareholders), viii. **Third party financing** (debt financing where project financing comes from a third party, e.g. ESCO which is not user or customer).

In practice, each LG focuses on a certain innovative financing scheme and participants are encouraged to get started with it and apply it in on a real project they intend to implement. This level of capacity building goes beyond the simple identification of a broad range of the different novel sources of financing, aiming at facilitating both city decision-making and good practices replication and transforming local energy and climate strategies into mature or ready-to-be-financed projects.

2.2 How is the PROSPECT+ CBP’s performance monitored?

In the context of **PROSPECT+**, the monitoring and evaluation of its CBP is a fundamental prerequisite for ensuring the project successfully meets its strategic long-term goals, as they were originally identified at its inception.

Table 3. Project performance indicators and expected impact as presented in the G.A.

Project performance indicator	Expected Impact	
Primary energy savings triggered by the sustainable project investments within its duration	32,427 GWh/year	2,208 Million EUR
Renewable Energy production triggered by the project investments within its duration	195 GWh/year	4,45 Million EUR
Number of institutionalised collaborations on the energy transition between public authorities	64 groups x 3 average participants = 192 collaborations	
Number of stakeholders active in delivering the energy transition	480 total stakeholders	
Number of stakeholders (other than regional authorities) active in delivering the energy transition	80 financial institutions & other intermediaries	
Number of public officers with improved capacity/skills in delivering the energy transition	400 public officers	
Number of public authorities with improved capacity/skills in delivering the energy transition	300 public authorities	
Replication ‘Ambassadors’ activities	30 public authorities	
Number of policies influenced through the action (the indirect number refers to all measures from SECAP)	300 (1.242 indirectly)	
Number of MS with improved implementation of the EED and linked Energy Union Governance Regulation	20 EU MS	

Source: Grant Agreement, Table 9

Although no universal gold standard exists for assessing the overall accountability of extended, multi-phased capacity-building initiatives with ambitious objectives (LaFond & Brown, 2003), such as PROSPECT+, the project has successfully developed and implemented a robust monitoring and evaluation framework from its very start. This framework, along with its key components and assessment approaches is presented in brief in the following sub-sections.

2.2.1 The PROSPECT+ KPIs framework

PROSPECT+ sees value in continuing to use the performance evaluation framework developed in the previous H2020 PROSPECT project, as most objectives remained unchanged. However, to ensure strategic improvements in its CBP, refinements were made to incorporate new programme aspects and fine-tune critical success factors and their associated KPIs. Key additions include for example the assessment of mentees' financial readiness and the activities of the Community of Practice (CoP).

The refined framework was jointly decided upon and reviewed by all consortium partners against all its time-bound targets. As outlined in [D4.1 - Monitoring guidelines for the success of the Capacity Building Programme](#), these targets fall under three main components:

- i. Participants' perspectives on CBP execution,
- ii. Financial aspects of the CBP LCs,
- iii. Implementation of internal processes.

In its updated form, the PROSPECT+ performance evaluation framework utilises 28 leading indicators that are directly linked to specific measurable outcomes and benchmarks³. Meeting these standards serves as a key indicator of the project's overall performance. In the mid-term, however, this will facilitate the timely identification of areas requiring corrective action, ensuring that all planned capacity-building interventions continue to operate as intended and achieve their expected impact.

2.2.2 Monitoring and reporting frequency

Given the duration of PROSPECT+ CBP, its performance is measured throughout the project lifespan at the reporting frequency set for each KPI, as defined by the project's performance evaluation framework. In particular, the reporting timeframe aligns with the timing of each CBP-related intervention, and findings are documented after each LC.

This results in four reporting periods, culminating in four summary reports. The first three focus on the evaluation of the initial three LCs while the final report—this one—provides a comprehensive analysis, consolidating findings and conclusions from the entire PROSPECT+ CBP implementation, including the evaluation results of LC4.

2.2.3 Monitoring tools and activities

To assess KPIs achievement and measure the impact of each LC, two key instruments are employed that were developed under Task 4.2 (Monitoring the CBP and Implementing Feedback):

- i. The CBP Monitoring Table – Used by facilitators during each LC to track technical and quantitative aspects, including the number of learning groups, thematic areas, learning methods, participant numbers, schedules, and projects from local/regional authorities.
- ii. The participants' Evaluation Surveys – Completed by mentees, mentors, and facilitators at the end of each LC via the EU Survey tool, gathering feedback on the more qualitative aspects of the CBP.

Specifically, the survey follows a user-centered approach, particularly relevant for assessing the development of individual competencies, networking, and collaboration. It also helps construct a performance narrative for the PROSPECT+ CBP.

Finally, to streamline tracking and reporting, additional monitoring tools are integrated, such as processes to drive participants engagement (implemented and monitored under WP2) mentees' responsiveness to the [Project Finance Readiness Tool](#) (developed and enhanced under WP5), activities related to the [PROSPECT+ Community of Practice](#) (carried out and monitored under WP6), as well as other internal monitoring processes (related to WP1).

³ For more on the PROSPECT+ KPIs framework, please refer to [D4.1 - Monitoring guidelines for the success of the Capacity Building Programme](#).

3 Monitoring the implementation of the PROSPECT+ CBP

To establish a basis for the final evaluation of PROSPECT+ CBP, this section provides an overview of its implementation, from the launch of the first Learning Cycle (LC1) in 2021 to the conclusion of LC4 in 2024. The analysis builds on three previous monitoring reports, each assessing the different LCs.

This evaluation follows a results-oriented approach, examining the impact of engagement activities on outputs and how these, in turn, influenced the expected outcomes of each LC. In essence, it assesses the entire results chain to determine the engagement effort’s effect on LC performance.

Accordingly, our analysis focuses on two key sets of performance data:

- i. data on the effectiveness of the activities planned and for each LC, and
- ii. data on the structural status of each LC as recorded on the CBP monitoring table.

3.1 Driving engagement in the PROSPECT+ CBP

Pursuing the meaningful engagement of all cities potentially impacted by the PROSPECT+ CBP, four different campaigns were organised and executed prior to each of the four LCs. They all had the same scope: To create an ecosystem of purposeful communication with all interested parties to eventually increase the likelihood of their participation in at least one of the four CBP LCs.

In that regard, our strategy was designed to go well beyond merely providing our target audience with background information about the PROSPECT+ CBP. It was rather focused on making it easier for even more PAs around Europe to get successfully involved in it by incorporating a locally driven approach, a set of participatory activities and a reliable process for efficiently handling the registrations of all participants, both mentors and mentees.

3.1.1 Overview of the implemented engagement campaigns

The four engagement campaigns that ran throughout the PROSPECT+ CBP were implemented as shown in **Figure 2** below:



Figure 2. Overview of the four implemented engagement campaigns

In more detail:

- The first engagement campaign, designed for LC1, ran between November 2021 and February 2022 following a two-step application process:
 - mentors' engagement, which took place from November 29th to December 17th, 2021, and

- mentees' engagement, which took place from January 11th to February 4th, 2022.
- The second engagement campaign designed for LC2, ran from June to September 2022 building upon the same two-step enrolment process:
 - mentors' engagement, which took place from June 20th to July 15th, 2022, and
 - mentees' engagement, which took place from August 29th to September 30th, 2022.
- The third engagement campaign, designed for LC3, lasted from March to June 2023 as follows:
 - mentees' engagement, from March 2nd to April 14th, 2023
 - mentors' engagement from May 22nd to June 7th, 2023.
- The fourth engagement campaign, designed for LC4, carried out from 22nd of January 2024 to 15th of March 2024 with stronger emphasis on the mentees' recruitment.

In practice, the third engagement campaign was the first to give mentees' enrolment a stronger priority by following a reverse two-step recruitment process, which included a mentors' application period after the mentees were chosen. The intention was to enhance the match-making process by letting potential mentors know the mentees' learning preferences almost from the beginning. This eventually had a positive impact on how the LC3 performed both in terms of the quantity of groups formed and the number of PAs that successfully completed the programme.

An additional improvement involved making stronger use of the existing network of external mentors, whose proven expertise, along with that of the internal mentors, would further ensure the PROSPECT+ mentorship's efficacy, so the quality of the CBP. This approach was initially introduced in the third engagement campaign and was fully applied in the fourth and final one.

In parallel, regional representation received more attention from LC2 onwards, with particular attention being paid to extending the PROSPECT+ CBP into new geographic areas and/or regions with lower participation rates, and to building momentum for local mentoring opportunities. Our strategy was to further mobilise areas with greater participation, focusing as well on the regions represented in the consortium, primarily the locations of the facilitators. Accordingly, the third engagement campaign targeted Czech Republic, Italy, France, and Poland, and the fourth one additionally included Ireland and Spain.

Other important adjustments included:

- creating more localised communication content that resonates with the each of the targeted geographical areas and regions,
- being more receptive to applications from prospective mentees, who were authorised to apply the acquired knowledge to a project carried out on behalf of a local or regional authority, even though they were not directly or fully employed by such an organisation, and
- alerting all eligible applicants and participants—including those who chose to withdraw—in advance of the next CBP rounds so they could participate (again) at some future time.

3.1.2 Overview of the implemented engagement activities

From the outset of our engagement planning standard activities were planned and carried out, and they were later adjusted or enriched to fit into each of the subsequent campaign cycles, resulting eventually in a more meaningful form of engagement. These included among others the following:

- i. Reaching out to as many potential participants as possible through multiple widely accessible information streams, including:
 - directing emailing and personalised invitations to targeted PAs, and
 - indirect communication via:
 - news stories, articles and relevant blog entries on the project and partners' websites as well as external web locations, such as Covenant of Mayors, ManagEnergy and Build Up,
 - notifications to media outlets through newsletters and press releases with a focus on those targeting local and regional governmental administrations and authorities,
 - social media campaigns to widely disseminate information on time.
- ii. Identifying relevant target audience in all eligible countries and progressively:
 - building networks with a multi-disciplinary group of interested parties, including city networks and other relevant EU-funded initiatives that were committed to helping make the project and its CBP activities come to fruition,
 - setting up an enhanced internal database of selected contacts in each of the intended geographical context for every engagement activity cycle.
- iii. Navigating linguistic barriers to bridge engagement gaps by:
 - tweaking communication messages in local languages with a primary focus on Czech, German, Spanish, French, Greek, Italian, Dutch, Polish, Portuguese, Slovak, and Slovenian,
 - translating open calls invitations, application forms and other relevant material to at least four local languages, Czech and Bosnian for LC2, and French and Italian for LC3,
- iv. Facilitating participation in the PROSPECT+ CBP by creating accessible information through:
 - the project website and the addition of a dedicated "Get Involved" section offering all the latest updates on the upcoming LCs, relevant dates, registration guidelines and links to the appropriate application forms,
 - the creation of visual appealing informative materials, featuring inter alia:
 - a series infographics communicating the advantages of being a PROSPECT+ mentor and mentee as well as the progress summary and main achievements of each LC,
 - GIFs introducing the internal PROSPECT+ mentors (including their expertise, the value they bring to the programme and their most notable quote) as well as relevant material for external mentors,
 - postcards including updated messages towards potential external mentors and mentees,
 - video abstracts communicating each LC's success, along with a presentation of the participating PAs.
- v. Incorporating participatory engagement methods through:
 - a series of informative webinars conducted prior to each LC commence as follows:

- the January 11, 2022, webinar “How can local and regional authorities meet their climate and energy goals with reduced dependence on subsidies: support through PROSPECT+”, which attracted 179 registrations from 41 European countries,
 - the September 2, 2022, webinar “How your city and region can act faster on climate and energy with limited subsidies: support through PROSPECT+”, which attracted 123 registrations from 35 European countries,
 - the March 2, 2023, webinar “How can cities finance their energy transition when subsidies are limited?”, which attracted 162 registrations from 47 European countries
 - the January 22, 2024, webinar, “How can cities and regions reach energy targets when subsidies run out?”, which attracted 142 registrations from 36 European countries.
- the various activities, including online meetings and webinars of the PROSPECT+ Community of Practice (CoP).

3.1.3 Effectiveness of the engagement campaigns and activities

In the main, all the four engagements campaigns can be regarded as being successfully executed, adhering to their original planning and attaining a high level of achievement considering the number of applications received in total. More precisely, the PROSPECT+ CBP received 296 applications from 270 potential mentees and 26 potential mentors, altogether coming from 30 different European countries.

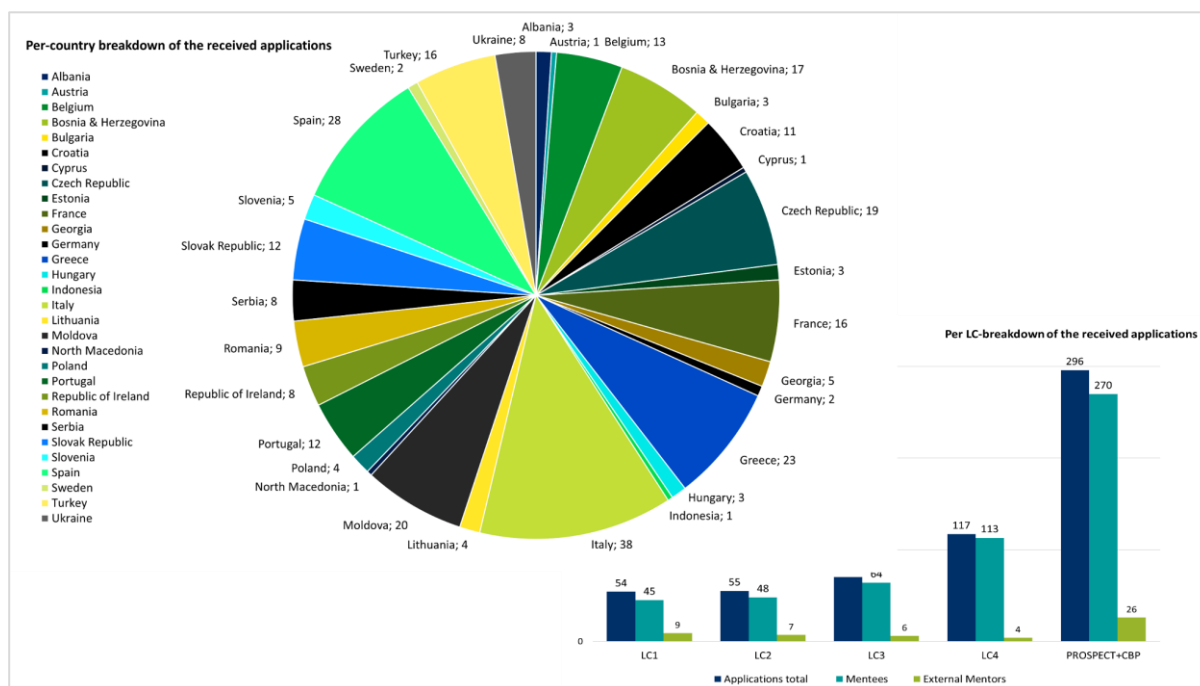


Figure 3. Total number of the applications received during the PROSPECT+ CBP implementation

Of these, 244 were brand-new, with all LC1 applications included. Regarding the role, 231 first-time applicants applied for the PROSPECT+ CBP as mentees and 13 as external mentors.

3.2 Applicants' selection and matchmaking

For each LC of the PROSPECT+ CBP, participants were carefully selected following the planned selection and matchmaking process, which was carried out directly after the end of each of the application periods. In practice, the process involved going over and assessing all applications received, and then shortlisting those applicants who fit the set eligibility criteria⁴.

The final step included the creation of the learning groups (LGs) for each LC.

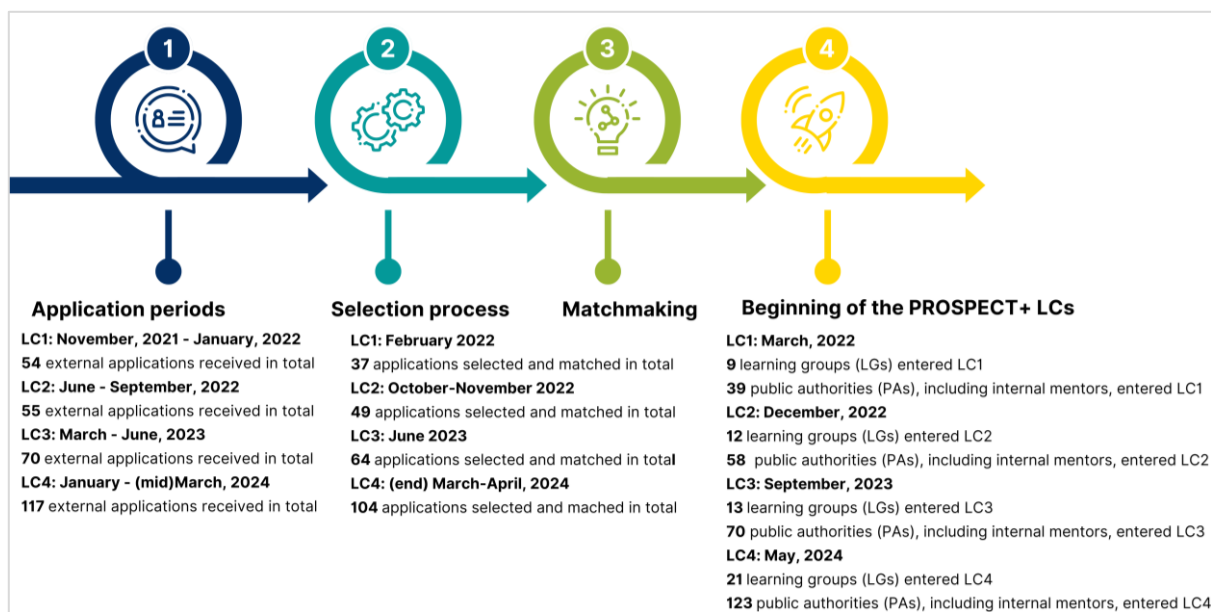


Figure 4. Overview of the selection and matchmaking process

3.2.1 Procedural steps in selecting the PROSPECT+ CBP participants

For the first two LCs, applicant's selection and grouping was based on a two-step process: at first, mentors were selected, and mentees' applications were reviewed and evaluated right after. Each applicant received a separate notification of whether their application was accepted or not.

For LC3 and LC4 the process began in reverse, with the mentees being selected after mentors. This positively impacted the mentees' recruitment, allowing them to learn beforehand about the modules/financing schemes that mentors' applications and experience covered. It also enhanced the matchmaking activity, ensuring that none of the eligible mentees were left without a mentor.

Finally, for these two LCs steps were taken to targeting mentors who had already taken part in the PROSPECT+ CBP. This was mostly applied in LC4, for which external mentors were exclusively selected from our internal database without a relevant open call being previously announced.

In the end, 254 applications in total were selected for every PROSPECT+ CBP LC, and all eligible organisations were organised into learning groups taking into account applicants' authentic interests in the PROSPECT+ thematic areas available for each LC.

⁴ These criteria, along with useful information on the application process, are detailed in the [guidelines for applicants](#) document that is publicly available on the project's website.

More specifically:

- For LC1, 54 external applications were received in total, with 37 of them being finally selected, and nine learning groups were formed.
- For LC2, 55 external applications were received in total, with 49 of them being finally selected, and 12 learning groups were formed.
- For LC3, 77 external applications were received in total, with 64 of them being finally selected, and 13 learning groups were formed.
- For LC4, 117 external applications were received in total, with 104 of them being finally selected, and 21 learning groups were formed.

3.2.2 Creation of the PROSPECT+ CBP learning groups (LGs)

In total, 55 learning groups were created across all four LCs, with study visits making up the largest share (34), followed by local mentoring (13) and peer mentoring (8). The breakdown per each LC was as follows:

- In LC1, 9 learning groups were study visits.
- In LC2, among the 12 learning groups, 8 were study visits, 1 local mentoring, and 3 peer mentoring.
- In LC3, out of the 13 groups, 7 were study visits, 4 local mentoring, and 2 peer mentoring.
- In LC4, of the 21 groups, 10 were study visits, 8 local mentoring, and 3 peer mentoring.

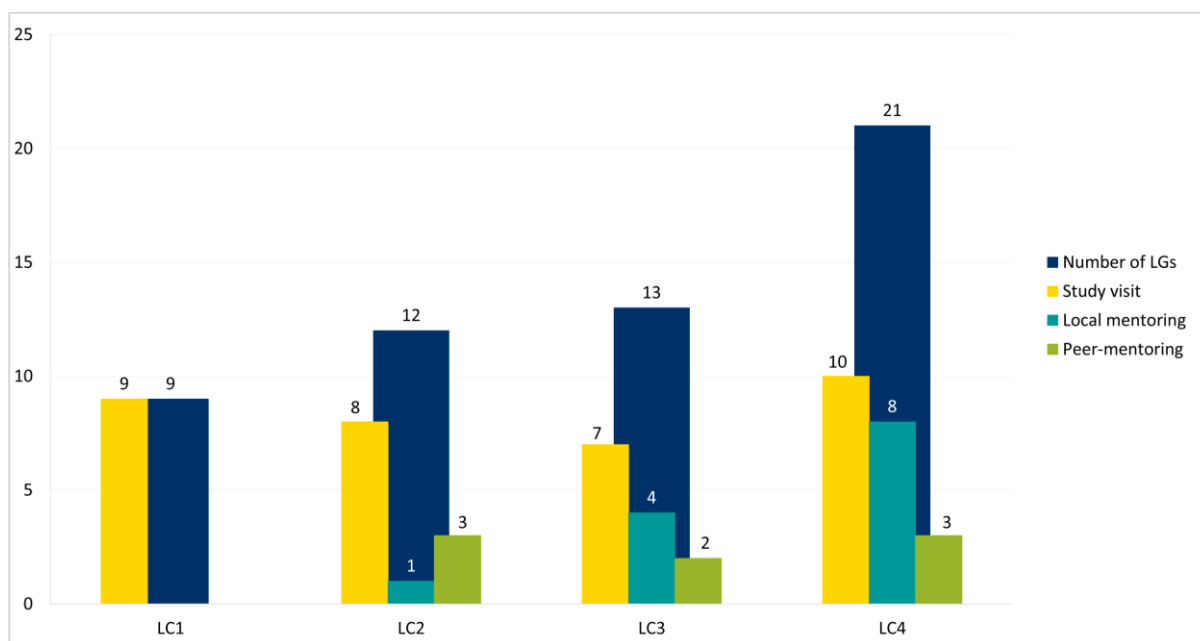


Figure 5. The PROSPECT+ CBP LGs per learning method in each of the four LCs

Among the five PROSPECT+ thematic areas, Cross-Sectoral accounted for the highest number of learning groups (26), followed by Public Buildings with 13. Interest in Private Buildings and Transport was evenly distributed, with each forming six groups, while Public Lighting formed three. The detailed breakdown by each LC, including a mixed Public/Private building area in LC1, is given in Figure 6 that follows.

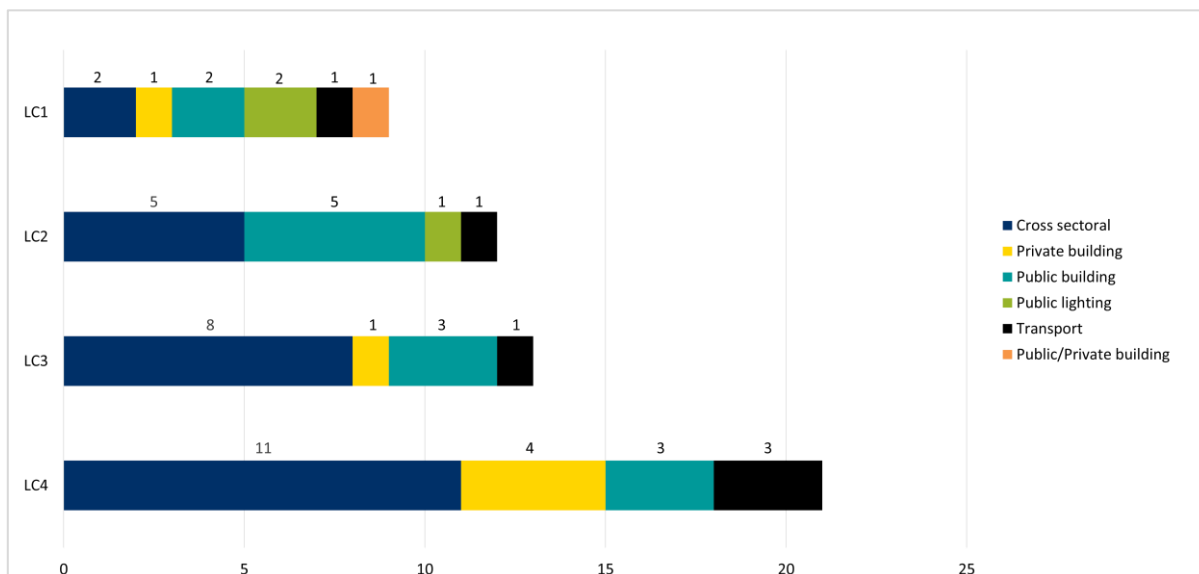


Figure 6. Overview of the PROSPECT+ CBP LGs per thematic area in each of the four LCs

In total, PROSPECT+ CBP participants explored 13 innovative financing schemes, with six new options introduced from LC2 onward (e.g., EE Project Bundling, Community Fundraising, ELENA, Energy Agencies, Energy Communities, and One-Stop-Shops). EPC (Energy Performance Contracting), covered in 18 LGs, was the top choice, followed by citizen finance, e-mobility incentives, and energy communities. Demand for other schemes was evenly spread, with Community Fundraising, Internal Contracting, and ELENA standing out.

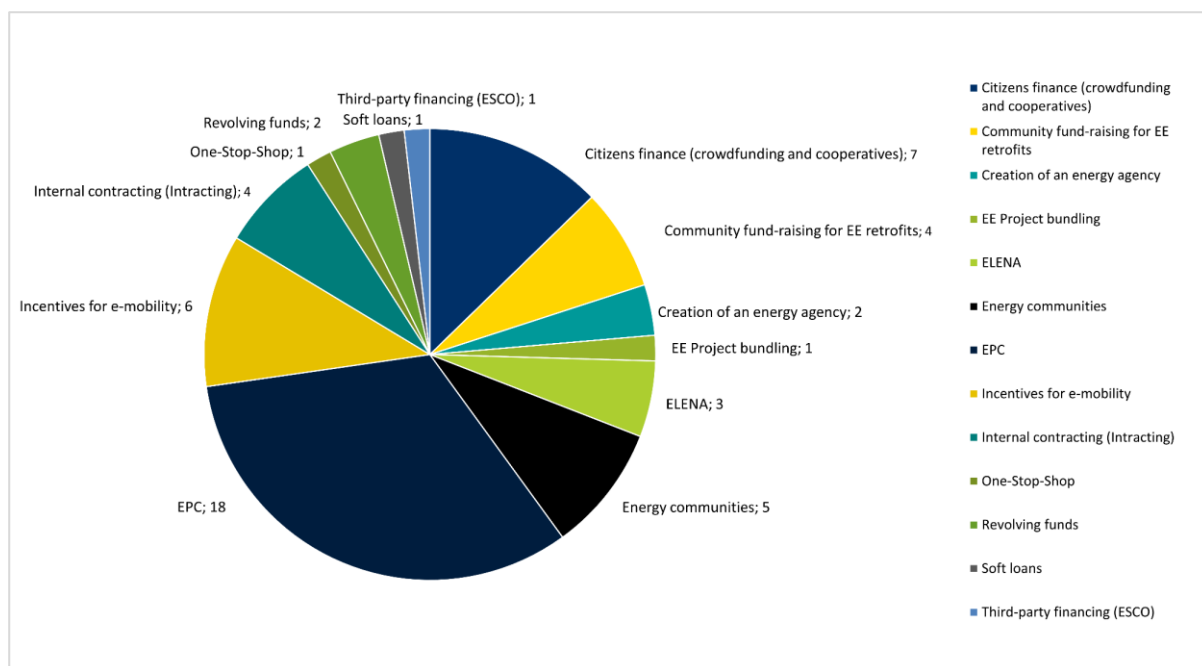


Figure 7. Overview of the PROSPECT+ CBP LGs per module/innovative financing scheme

A more thorough analysis of all the LGs is given in **Table 3** that follows next.

Table 3. The PROSPECT+ CBP LGs per each LC

Learning Cycle 1 (LC1)			
Learning Groups (LGs)	Thematic area	Financing scheme	Learning method
C1_Cross1	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Study visit
C1_Cross2	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Study visit
C1_PrB1	Private Buildings	EPC (Energy Performance Contracting)	Study visit
C1_PuB1	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C1_PuB2	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C1_PuB-PrB1	Public-Private Buildings	Third-party financing (ESCO)	Study visit
C1_PuL1	Public Lighting	EPC (Energy Performance Contracting)	Study visit
C1_PuL2	Public Lighting	EPC (Energy Performance Contracting)	Study visit
C1_Trans1	Transport	Incentives for e-mobility	Study visit
Learning Cycle 2 (LC2)			
Learning Groups (LGs)	Thematic area	Financing scheme	Learning method
C2_Cross1	Cross Sectoral	Internal contracting (Intracting)	Peer-mentoring
C2_Cross2	Cross Sectoral	Revolving funds	Study visit
C2_Cross3	Cross Sectoral	Citizens finance (Crowdfunding and cooperatives)	Study visit
C2_Cross4	Cross Sectoral	Creation of an energy agency	Peer-mentoring
C2_Cross5	Cross Sectoral	Energy communities	Local mentoring
C2_PuB1	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C2_PuB2	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C2_PuB3	Public Buildings	EE Project bundling	Study visit
C2_PuB4	Public Buildings	Community fund-raising for EE retrofits	Study visit
C2_PuB5	Public Buildings	ELENA	Peer-mentoring
C2_PuL	Public Lightning	EPC (Energy Performance Contracting)	Study visit
C2_Trans1	Transport	Incentives for e-mobility	Study visit
Learning Cycle 3 (LC3)			
Learning Groups (LGs)	Thematic area	Financing scheme	Learning method
C3_Cross1	Cross Sectoral	Internal contracting (Intracting)	Peer-mentoring
C3_Cross2	Cross Sectoral	Revolving funds	Study visit
C3_Cross3	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Study visit

C3_Cross4	Cross Sectoral	Community fund-raising for EE retrofits	Local mentoring
C3_Cross5	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Local mentoring
C3_Cross6	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Local mentoring
C3_Cross7	Cross Sectoral	EPC (Energy Performance Contracting)	Study visit
C3_Cross8	Cross Sectoral	Internal contracting (Intracting)	Local mentoring
C3_PrB1	Private Buildings	EPC (Energy Performance Contracting)	Study visit
C3_PuB1	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C3_PuB2	Public Buildings	EPC (Energy Performance Contracting)	Study visit
C3_PuB3	Public Buildings	EPC (Energy Performance Contracting)	Peer-mentoring
C3_Trans1	Transport	Incentives for e-mobility	Study visit
Learning Cycle 3 (LC3)			
Learning Groups (LGs)	Thematic area	Financing scheme	Learning method
C4_Cross1	Cross Sectoral	ELENA	Study visit
C4_Cross2	Cross Sectoral	Energy communities	Local mentoring
C4_Cross3	Cross Sectoral	Energy communities	Local mentoring
C4_Cross4	Cross Sectoral	Creation of an energy agency	Study visit
C4_Cross5	Cross Sectoral	Energy communities	Local mentoring
C4_Cross6	Cross Sectoral	Energy communities	Local mentoring
C4_Cross7	Cross Sectoral	Citizens finance (crowdfunding and cooperatives)	Study visit
C4_Cross8	Cross Sectoral	Internal contracting (Intracting)	Local mentoring
C4_Cross9	Cross Sectoral	EPC (Energy Performance Contracting)	Study visit
C4_Cross10	Cross Sectoral	ELENA	Peer mentoring
C4_Cross11	Cross Sectoral	EPC (Energy Performance Contracting)	Study visit
C4_PrB1	Private buildings	Soft loans	Study visit
C4_PrB2	Private buildings	One Stop Shop	Study visit
C4_PrB3	Private buildings	Community fund-raising for EE retrofits	Study visit
C4_PrB4	Private buildings	Community fund-raising for EE retrofits	Peer mentoring
C4_PuB1	Public buildings	EPC (Energy Performance Contracting)	Study visit
C4_PuB2	Public buildings	EPC (Energy Performance Contracting)	Study visit
C4_PuB3	Public buildings	EPC (Energy Performance Contracting)	Local mentoring
C4_Trans1	Transport	Incentives for e-mobility	Local mentoring
C4_Trans2	Transport	Incentives for e-mobility	Local mentoring
C4_Trans3	Transport	Incentives for e-mobility	Peer mentoring

3.3 Putting the PROSPECT+ CBP into action

Each of the four PROSPECT+ CBP LCs began on time and continued for seven to eight months on average. The only cycle that lasted the longest was LC3, which was caused by the C3_Cross8 local mentoring group starting later than the other LGs. Even so, none of the remaining LC3 LGs required more than eight months to finish all the learning steps.



Figure 8. The four PROSPECT+ CBP LCs

3.3.1 Participating countries and cities

One of the main achievements of **PROSPECT+** since the first launch of its CBP, was its expansion in a large geographical area, with participants that finished the four LCs coming from 27 different European countries, including internal mentors' locations.



Figure 9. PROSPECT+ CBP geographical coverage

This reflects strong performance, aligning with the project's goal of reaching at least 20 EU Member States. Similarly, 130 different European local areas were reached at the city level.

3.3.2 Participating public authorities (PAs)

A total of 290 public authorities (PAs), including internal mentors' organisations, initially enrolled in the PROSPECT+ CBP LCs, with 219 completed the entire programme. Included is one organisation (CESEROF, Spain), which was invited and fully joined LC1, as well as an extra external mentor (Municipality of Albertville), who participated in LC3 (C3_Cross8).

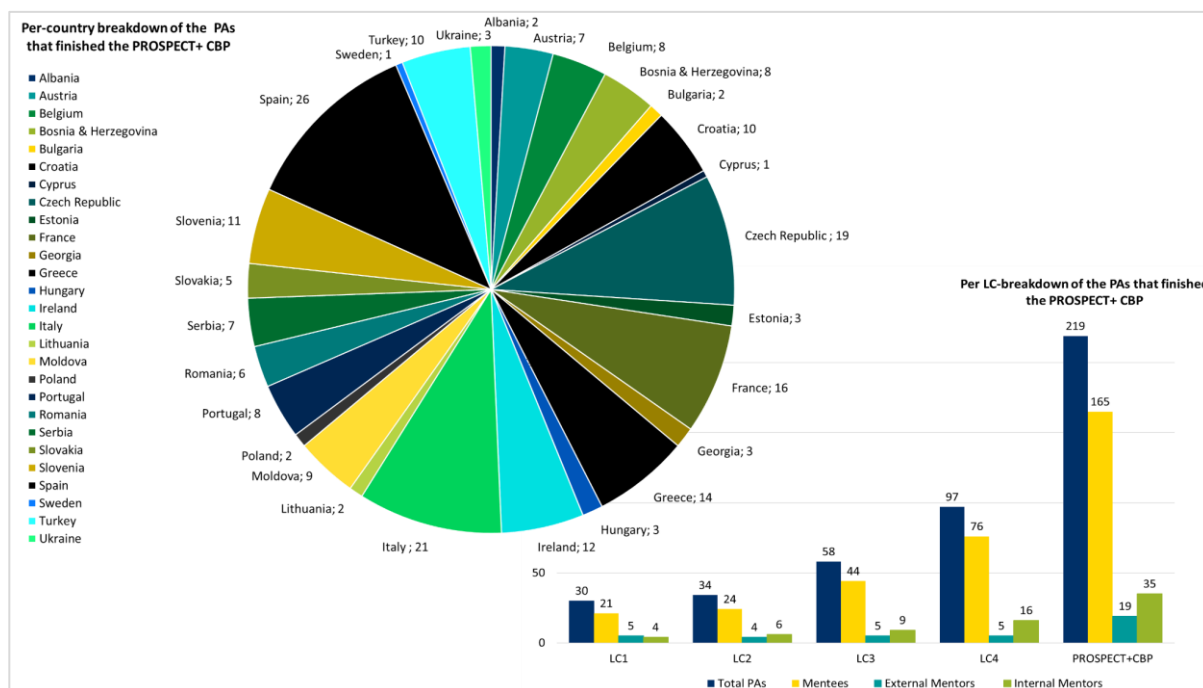


Figure 10. PAs that finished the PROSPECT+ CBP

3.3.3 Learning groups' progress throughout the PROSPECT+ CBP

In general, PROSPECT+ CBP ran smoothly across its four LCs, with high participant retention. With particular focus on its external participants (mentees and external mentors), 184 reached completion, whereas 70 opted to drop out before learning step 4.

Table 4. Summary of the LGs' progress in the PROSPECT+ CBP

LGs entered the PROSPECT+ CBP	PAs entered the PROSPECT+ CBP		
	External PAs	Internal PAs (mentors)	Total PAs
55	254 (234 mentees, 20 external mentors)	36	290
LGs finished the PROSPECT+ CBP	PAs completed the PROSPECT+ CBP		
	External PAs	Internal PAs (mentors)	Total PAs
53	184 (165 mentees, 19 external mentors)	34 ⁵	218
External PAs dropouts			
External PAs dropouts	Mentees	External mentors	Dropout rate (%)
70 out of the 254 external PAs	69	1	28%

⁵ One internal mentor was unable to complete the programme as the group dissolved due to low attendance.

Dropout participants most frequently cited personal (including health and language issues) and/or professional reasons for leaving their group. The conflict in Ukraine was the third most common reason, leading to the withdrawal of four PAs - two from LC1 and LC2, and two from LC4.

On the positive side, dropout reasons were not directly connected with the quality or efficacy of the PROSPECT+ CBP. In addition, meaningful steps were taken early on to motivating non-completers or those deemed to be at risk of dropping out to continue with the programme and successfully complete it even at a later time. The outcomes were encouraging, with several mentees returning in a subsequent round. For instance, one LC2 mentee who had been withdrawn joined one of the LC3 Public Building groups (C3_PuB2), while two LC4 mentees were transferred to another groups.

However, in some cases participants decision to leave the programme impacted the initial planning of the LCs. This is the case of two LC2 learning groups (C2_PuB4 and C2_PuL), which were dismantled due to non-attendance. Yet, all the remaining learning groups retained high persistence rates, as seen in [Table 5](#) that follows.

Table 5. PAs enrolled in and finished the PROSPECT+ CBP across its four LCs

Learning Cycle 1 (LC1)		
Learning groups (LGs)	Public authorities (PAs) enrolled	N° of mentees finished ⁶
C1_Cross1	SEMMO (internal mentor/CZ), LENERG Energy Agency of Debrecen (HU), Lisboa E-Nova-Energy and Environment Agency of Lisbon (PT), Municipality of Matosinhos (PT)	3
C1_Cross2	Municipality of Krizevci (external mentor/SL), Municipality of Castellammare di Stabia (IT) , Municipality of Farkadona (GR), Comune di Pozzuoli (IT)	1
C1_PrB1	CARTIF (external mentor/ES), Donegal County Council (IE), València Climate and Energy (ES), Vilnius city public enterprise "Renew the City" (LT)	3
C1_PuB1	AdE Porto (external mentor/PT), Bursa Metropolitan Municipality (TR) , Municipality of Gračanica (XK) , Municipality of Iasi (RO), Municipality of Mostar (BA)	2
C1_PuB2	ESV (internal mentor/AT), Municipality Istocno Novo Sarajevo (BA), Municipality of Alba Iulia (RO), Municipality of Han Pijesak (BA), Oeste Sustentavel (PT)	4
C1_PuB-PrB1	Energy agency of Plovdiv (external mentor/BG), Auvergne-Rhône-Alpes Energie-Environment (FR), Novovolynsk City Council (UA)	1
C1_PuL1	Municipality of Karlovac (external mentor/HR), Municipality of Arroyo de la Encomienda (ES) , Municipality of Egaleo (GR), Municipality of Nea Proponitida (GR) , Municipality of San Lucido (IT)	2
C1_PuL2	ENERGAP (internal mentor/SI), Municipality of Foča (BA) , Municipality of Pale (BA)	1
C1_Trans1	INNOLID (internal mentor/ES), Municipality of Cantemir (RO), Municipality of Fyli (GR), Municipality of Soria (ES), Bursa Metropolitan Municipality (TR)	4 (1)
	Total mentees that finished LC1	20
Learning Cycle 2 (LC2)		
Learning Groups (LGs)	Public Authorities (PAs) enrolled	N° of mentees finished
C2_Cross1	Municipality of Albertville (external mentor/FR), City of Ghent (BE)	1
C2_Cross2	SEMMO (internal mentor/CZ), Municipality of Fyli (GR), Le Havre Seine Métropole (FR), Primaria comuna Vinogradovca (MD), Municipality of Nafplio (GR)	3
C2_Cross3	Municipality of Krizevci (external mentor/HR), Municipality of Vila Nova de Gaia (PT), Régie communale de Seraing (BE) , Krakow Municipal Council (PL), Rivne City Council (UA) , MAKGED (Development Agency of Manisa Province-TR), Municipality of Schaerbeek (BE), Municipality of Farkadona (GR)	5
C2_Cross4	TEA (internal mentor/IE), Zlatibor Regional Development Agency (RS)	1

⁶ The number in each parenthesis includes additional guest mentees that followed all or the most part of each LC.

C2_Cross5	SEMMO (internal mentor/CZ), Municipality of Kladno (CZ) , Municipality of České Budějovice (CZ), Municipality of Chodov (CZ), South Bohemian Science and Technology Park (CZ)	3
C2_PuB1	ESV (internal mentor/AT), Municipality of Razkrižje (SI) , Municipality of Benedikt (SI), Mazovia Energy Agency (PL) , Sakarya Metropolitan Municipality (TR) , Mesto Kežmarok (SK) , Primaria communa Vinogradovca (MD), Municipality of Chiaramonte Gulfi (IT)	2 (3)
C2_PuB2	ENERGAP (internal mentor/SI), Guria region (GE), Talmaza village (MD), Grabów and Prosną City Hall (PL), Comune di Castiglion Fiorentino City Council (IT) , Municipality of Farkadona GR), Kiseljak Municipality (BA)	4
C2_PuB3	Oeste Sustentavel (external mentor/PT), Telita City Hall (MD) , Municipality of Travnik (BA) , Zlatibor Regional Development Agency (RS), Murcia City Council (ES), AdE Porto (mentor/PT)	2 (3)
C2_PuB4	TEA (internal mentor/IE) , Matosinhos habit MH (PT)	0
C2_PuB5	REGEA (external mentor/HR), Energy agency of Plovdiv (BG)	1
C2_PuL1	Oeste Sustentavel (external mentor/PT) , City of Greifswald (DE) , Kırklareli Municipality (TR) , Kiseljak Municipality (BA) , Municipality of Chiaramonte Gulfi (IT)	0
C2_Trans1	INNOLID (internal mentor/ES), City of Mostar (BA) , Regional Development Agency of Northern Primorska Nova Gorica (SI), District Călărași (MD) , Albanian Business Cooperation Development -ABCD Ltd (AL) Municipal Commune of Thira (GR)	2
Total mentees that finished LC2		24
Learning Cycle 3 (LC3)		
Learning Groups (LGs)	Public Authorities (PAs) enrolled	Nº of mentees finished
C3_Cross1	Albertville (external mentor/FR), Province of Antwerp (BE)	1
C3_Cross2	SEMMO (internal mentor/CZ), Municipality of Igoumenitsa (GR), Bayrampaşa Municipality (TR), Department of Finance, Economy and Investments of the Sumy City Council (UA), Municipality of Komotini (GR), City of Bratislava (SK) , Ayuntamiento de Collado Villalba (ES)	4
C3_Cross3	Municipality of Krizevci (external mentor/HR), Municipality of Alexandroupolis (GR) , Municipality of Etterbeek (Brussels Region-BE)), City of Mostar (BA) , Commune d'Ixelles (BE) , Operator ICT Prague (CZ)	2
C3_Cross4	TEA (internal mentor/IE), Waterford city and county council (IE)	1
C3_Cross5	AESS (external mentor/IT), Comune di Tricesimo (IT), Comune di Pradamano (IT), Comunità di montagna del Gemonese (IT) , Comunità di montagna delle prealpi friulane orientali (IT) , Consorzio NIP (IT), Comune di Spilimbergo (IT)	3(2)
C3_Cross6	AESS (external mentor/IT), Unione dei Comuni della Grecia Salentina (IT), Comune di Terruggia (IT), Comune di Fuscaldo (IT) , Comune di Salerno (IT) , Comune di Massa Marittima (IT), Comune di Montegrotto Terme (IT) , Provincia Autonoma di Trento (IT)	4
C3_Cross7	ESV (internal/AT), Government of Ireland (IE), Energikontor Norr/North Sweden Energy Agency, LENERG Energy Agency (HU), AS Kuressaare Soojus (SE), MAKGED Development Agency of Manisa Province (TR)	5
C3_Cross8	AURA-EE (external mentor/FR), Municipality of Albertville (external mentor/FR), Ville de Grenoble (FR), ALEC MVE (FR), SIGERLY (FR), Mairie de Rive-de-Gier (FR), Commune de Never (FR)	5(2)

C3_PrB1	ENERGAP (internal mentor/SL), Provincia Autonoma di Trento (IT), City of Mechelen (BE)	2
C3_PuB1	ENERGAP (internal mentor/SL), Energy Center (MK), Kocaeli Su ve Kanalizasyon İdaresi Genel Müdürlüğü (TR), Municipality of Amfipolis (GR), Khmelnytskyi city council (UA), Regional Energy Agency North (HR), Guria region (GE)	5(1)
C3_PuB2	ESV (internal mentor/AT), Comune di Milano (IT), Edremit Municipality (TR), Enerplan (MD), Municipality of Serres (GR), Albanian Business Cooperation Development - ABCD ltd (AL), Islands Energy Agency (EE), Municipality of Constanta (RO), Municipality of Razkrižje (SL)	7(3)
C3_PuB3	SEMMO (internal mentor/CZ), City of Bratislava (SK)	1
C3_Trans1	INNOLID (internal mentor/ES), Municipality of Priboj (RS), Zlatibor Regional Development Agency (RS), Iasi City Hall (RO), Alba Iulia Municipality (RO)	4
Total mentees that finished LC3		44

Learning Cycle 4 (LC4)

Learning Groups (LGs)	Public Authorities (PAs) enrolled	N° of mentees finished
C4_Cross1	ENERGAP (internal mentor/SL), Bruxelles Environnement - Leefmilieu Brussel (BE), CODEMA Dublin's Energy Agency (IE), ALEC Métropole Marseillaise (FR)	2
C4_Cross2	SEMMO (internal mentor/CZ), ENERKOM Šumavsko, z.s. (CZ), ENERKOM RŮŽE (CZ), Obec Bítov (CZ), Statutární město Hradec Králové (CZ), Varnsdorf (CZ), Město Jílové u Prahy (CZ), Město Česká Kamenice (CZ), Město Jeseník (CZ), MAS Český sever (CZ)	6 (3)
C4_Cross3	SEMMO (internal mentor/CZ), Bratislavský samosprávny kraj (SK), Mesto Ružomberok (SK), Obec Dubová (SK), Obec Píla (SK), Regionálna rozvojová agentúra Kysuce (SK), Prešovský samosprávny kraj (SK)	3 (8)
C4_Cross4	TEA (internal mentor/IE), City of Kragujevac (RS), Islands Energy Agency (EE), Municipality of Nisporeni (MD), Energy Center of the Usti Region (CZ)	3
C4_Cross5	AESS (external mentor/IT), ANCI Piemonte (IT), Comune di Salice Salentino (IT) , Agenzia territoriale per l'energia e la sostenibilità di Parma (IT), Unione Reno Galliera (IT), Comunità di montagna della Carnia (IT)	4 (10)
C4_Cross6	AESS (external mentor/IT), Agenzia InnovA21 per lo Sviluppo Sostenibile (IT), Regione Autonoma Friuli-Venezia Giulia (IT), Comune di Ragusa (IT), ANCI Umbria (IT), Comune di Russi (IT)	2 (10)
C4_Cross7	Municipality of Krizevci (external mentor/HR), Municipality of Lago (IT), Sustainable City Network (GR), Demir Enerji Ltd. (TR), CODEMA Dublin's Energy Agency (IE), Comunidade Intermunicipal da Região de Coimbra - CIM-RC (PT), Grudziądz Municipality (PL), Primăria Cimișlia (MD), Municipality of Corinth (GR)	6 (2)
C4_Cross8	Municipality of Albertville (external mentor/FR), Jemeppe-sur-Sambre (FR), Municipality of Etterbeek (BE)	2 (9)
C4_Cross9	ESV (internal mentor/AT), Government of Slovenia (SL), Strovolos Municipality (CY), Cluster of Bioeconomy and Environment of Western Macedonia (GR), ILBANK (TR), REGEA (HR), Bratislavský samosprávny kraj (SK), Město Jílové u Prahy (CZ)	7 (1)
C4_Cross10	SEMMO (internal mentor/CZ), ALEC Métropole de Lyon (FR)	1

C4_Cross11	ESV (internal mentor/AT), Enerji Kentleri Birliği/Energy Cities Union (TR), Energplan (MD), Istanbul Energy/Istanbul Metropolitan Municipality (TR), Konotop City Council (UA), Regional Cluster "Green Solutions Lower Danube"-Galati-Romania (RO), Vilnius City Building Renovation Company (LT), Opština Priboj (RS), CODEMA, Dublin's Energy Agency (IE)	8 (1)
C4_PrB1	CARTIF (external mentor/ES), Ajuntament de Palma (ES), Fundació València Clima i Energia (ES)	2
C4_PrB2	TEA (internal mentor/IE), Sustainable City Network (GR), Hungarian Energy Efficiency Institute Nonprofit Public Benefit Llc. – MEHI (HU), ESPAÇO MUNICIPAL/Renovação Urbana e Gestão do Património E.M. (PT), ALEC Métropole Marseillaise (FR), Cluster of Bioeconomy and Environment of Western Macedonia (GR)	4
C4_PrB3	TEA (internal mentor/IE), Ialoveni City Hall (MD), Municipality of Maiera (IT), Municipality of Kileler (GR), Pereshchepyne City Territorial Community (UA)	1
C4_PrB4	TEA (internal mentor/IE), Monaghan Integrated Development CLG (IE)	1
C4_PuB1	ESV (internal mentor/AT), Consejo Insular de la Energía de Gran Canaria – CIEGC (ES), Samsun Metropolitan Municipality (TR), Municipality of Etterbeek (BE), Balti City Hall (MD), Fundació València Clima i Energia (ES), Sumy City Council (UA)	3 (2)
C4_PuB2	ENERGAP (internal mentor/SL), City of Leskovac (RS), City Hall of Chokhatauri Municipality (GE), Poti Municipality City Hall (GE), Truşeni Town Hall (MD), Alliance for Energy Efficiency and Renewables (MD), Dorohoi City Hall (RO), Ayuntamiento de León (ES)	4
C4_PuB3	ENERGAP (internal mentor/SL), Grad Dobož (BA), Grad Mostar (BA), Opština Pale (BA), Opština Priboj (RS), Dalmatinska energetska agencija (HR), EKO-SUSTAV društvo s ograničenom odgovornošću za energetske učinkovitost (HR)	6 (2)
C4_Trans1	INNOLID (internal mentor/ES), Ayuntamiento de Villarrobledo (ES), Ayuntamiento de Sestao (ES), Ayuntamiento de Villena (ES), Ayuntamiento de Ontinyent (ES), Diputación de Ávila (ES)	5 (6)
C4_Trans2	INNOLID (internal mentor/ES), CIRCE (ES), Asociación Red de Ciudades que Caminan (ES), Agencia Provincial de la Energía de Cádiz (ES), Ayuntamiento de Logroño (ES), Ayuntamiento de León (ES)	5 (7)
C4_Trans3	INNOLID (internal mentor/ES), Municipality of Komotini (GR)	1 (5)
	Total mentees that finished LC4	76

4 Evaluating the implementation of the PROSPECT+ CBP

The analysis conducted earlier focused on the technical details of the PROSPECT+ CBP execution. This one goes further and offers insights into the programme's performance in terms of its effectiveness, relevancy, and efficiency. It does so by taking a comprehensive approach based on three methods of collecting data:

- A survey of the PROSPECT+ CBP participants' viewpoints on the programme's performance.
- Analysis of the project's online presence to unveil the breadth of its reach and level of engagement.
- Analysis of additional data from internal documents (i.e., progress reports) or other WPs' activities.

The purpose is three-fold:

- To provide evidence of the appropriateness of the PROSPECT+ CBP peer-learning methodologies and the way these were put into practice.
- To assess the overall accountability of the PROSPECT+ CBP against its commitments and expectations.
- To contribute to the relevant body of knowledge, including internal learning, with key lessons and recommendations for a potential future phase of the PROSPECT+ CBP or for other programmes of similar nature.

4.1 Surveying the PROSPECT+ CBP participants' perceptions

The general purpose of surveying the PROSPECT+ CBP participants' perceptions was to provide a further elaboration of the programme's utility and importance in bolstering cities' technical capacity for financial planning and for mobilising key financing mechanism to set and achieve their own sustainable development objectives over time. The survey design revolved around the key content aspects of the PROSPECT+ CBP, looking particularly at how the activities, resources and guidance provided through the programme have contributed this overarching goal, as perceived by the respondents.

The scope of the survey covers the overall implementation of the PROSPECT+ CBP and is limited to the participants who entered and successfully finished it. This includes the mentees, mentors and facilitators from all the four programme's LCs.

The survey was distributed to potential 237 potential respondents collated from the 55 LGs formed under each LC, including also the programme's facilitators. For the LGs to which they assigned as internal mentors, the latter were instructed to fill in only the mentors' survey.

The process was led by UPRC with the active involvement of all the programme's facilitators, who were tasked with informing their LGs participants (mentees and mentors) about the surveys near the end of each LC. Notifications along with follow ups, when necessary, were sent via emails, which included instructions and a link to the online survey on the EU survey platform.

4.1.1 Surveys' response rates

As part of the process, a total of 183 survey responses was received, with 139 (80%) of them coming from mentees. The responses regarding the LCs were quite varied, with a noticeable tendency for a greater number of respondents coming from LC4. This comes as no surprise, given that LC4 was the one with the highest level of participation both in terms of LGs and the PAs that took part.

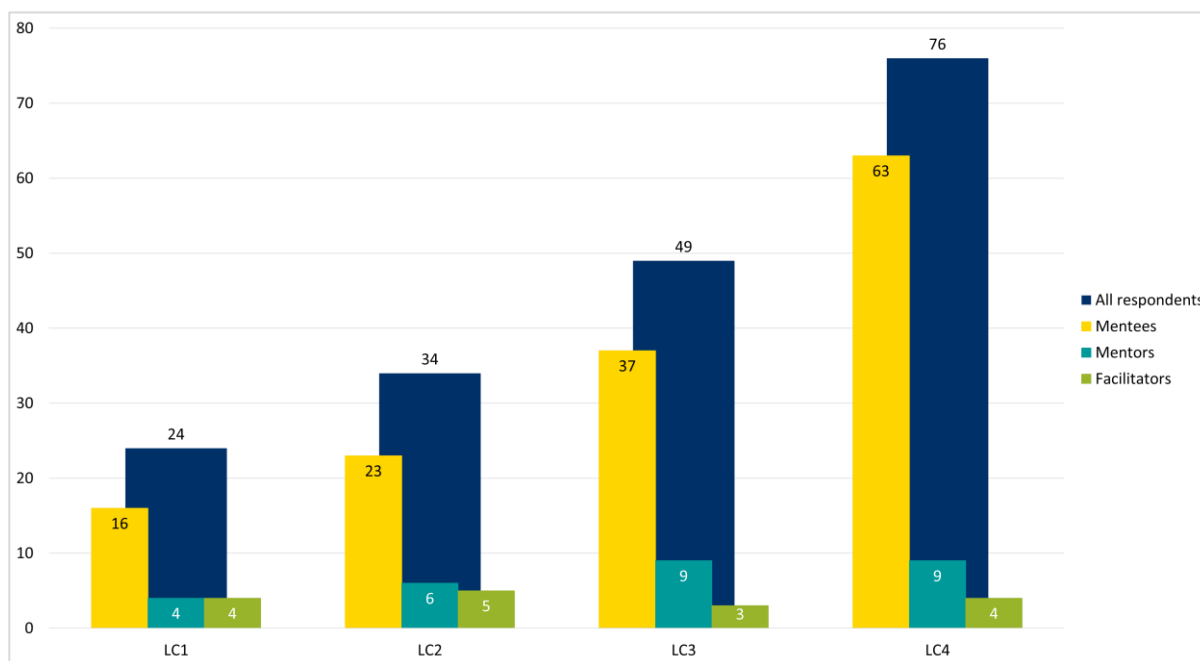


Figure 11. Participation in the PROSPECT+ CBP evaluation surveys

As **Figure 11** indicates, 76 (42%) of the survey responses were from LC4, and of this number 63 came from mentees. With regards to the other LCs, LC1 gave a total of 24 responses, 16 of which were from mentees, LC2 a total of 34 responses, 23 of which were from mentees, and LC3 a total of 49 responses, 37 of which were from mentees.

Overall, the composition and the size of survey sample provide confidence in our survey results. First, respondents from all PROSPECT+ LCs are included, which ensures that the data collected reflects a broad spectrum of perspectives. Furthermore, having 183 responses from a population of 237, including also facilitators⁷, gives our analysis a confident interval of 77%.

4.1.2 Survey data processing and analysis method

At its core, the research design of the survey was almost mono-methodologically quantitative, resulting mainly in standardised numerical data. For this reason, a more flexible interpretative approach was applied for our dataset analysis. This involved a thematic-based data processing process, wherein the main survey findings were organised and classified into meaningful categories, each of which was linked to certain research questions and their corresponding indicators (see **Figure 12**). The latter serve to determine the objective value of the research questions, essentially indicating for what purpose are the research questions asked.

⁷ Facilitators assigned as internal mentors within the same group are excluded from the total count, since they were only required to fill out the mentors' evaluation survey

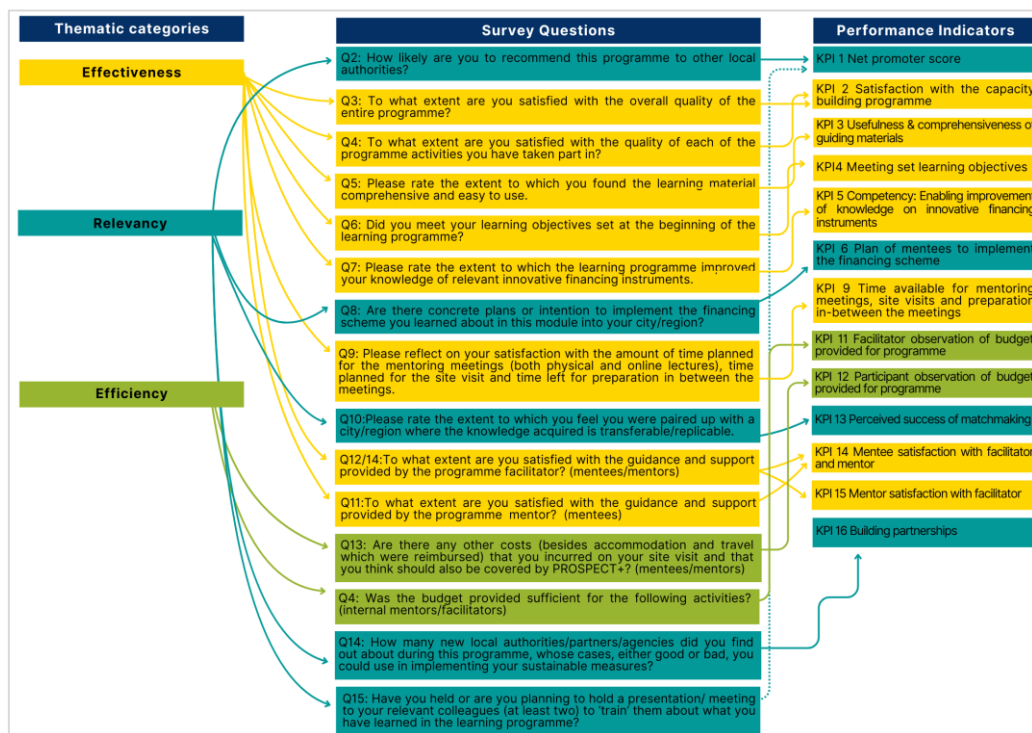


Figure 12. Conceptual framework of the applied data processing method

Of note, for our survey the resulting thematic categories are not the face value of the data; rather they were used to offer a more amplifying meaning to the respondent’s standardised data-driven perceptions about the PROSPECT+ CBP’s performance in terms of its effectiveness, relevancy and efficiency. As such, they served as substantial starting points to produce evidence-based lessons in response to the overall objectives of this evaluation. These are discussed further in [Section 5](#).

4.1.3 Challenges and limitations

The PROSPECT+ CBP evaluation survey was exclusively targeted at participants who enrolled in and successfully completed the programme across all four LCs. Overall, this restriction may present certain challenges, such as overlooking valuable insights into barriers to completion, particularly from those who faced difficulties with engagement or retention. Additionally, the survey results may not fully capture the broader impact of the programme on capacity development beyond its immediate participants and designated timeframe. Addressing these limitations could involve incorporating additional data sources, such as feedback from non-completers and longitudinal studies to measure long-term outcomes.

Another major challenge during the survey’s implementation was achieving a high response rate while minimizing response bias, as both factors could impact the accuracy, representativeness, and reliability of the results. Regarding the first one, various factors, such as lack of time, survey fatigue, or language barriers, were considered, and proactive measures were implemented to mitigate their impact. Among these, translating the survey into participants’ local languages, particularly for those who joined local groups, proved to be the most effective one.

On the other hand, to minimise response bias and enhance the reliability of our data the survey was designed as to:

- ensuring anonymity and confidentiality of participants’ responses,

- preventing participants from feeling pressured to provide certain answers, by avoiding leading wording and providing a “non-opinion” option to certain questions, and
- encouraging honest feedback, whether positive or negative, by incorporating open-ended questions that provided participants with the opportunity to share more authentic insights beyond predefined answer choices, particularly in cases where their input was critical or constructive.

4.1.4 Survey results

This subsection presents an updated overview of the PROSPECT+ CBP’s performance from the perspective of its participants⁸. The analysis incorporates feedback from all survey respondents with experience across all four PROSPECT+ CBP LCs. In the main, their feedback indicate that the programme is highly valued within its community, with an overall satisfaction rating of 99%.

More specifically, across all performance measures related to effectiveness, all respondents -both mentees and mentors- expressed being either extremely or very satisfied with the overall quality of the PROSPECT+ CBP. Additionally, the vast majority (97%) expressed high satisfaction with the quality of each individual programme activity they participated in, overwhelmingly agreeing that these activities were well-organized in terms of the allocated time (92%) and supported by comprehensive, easy-to-use learning materials (99%).

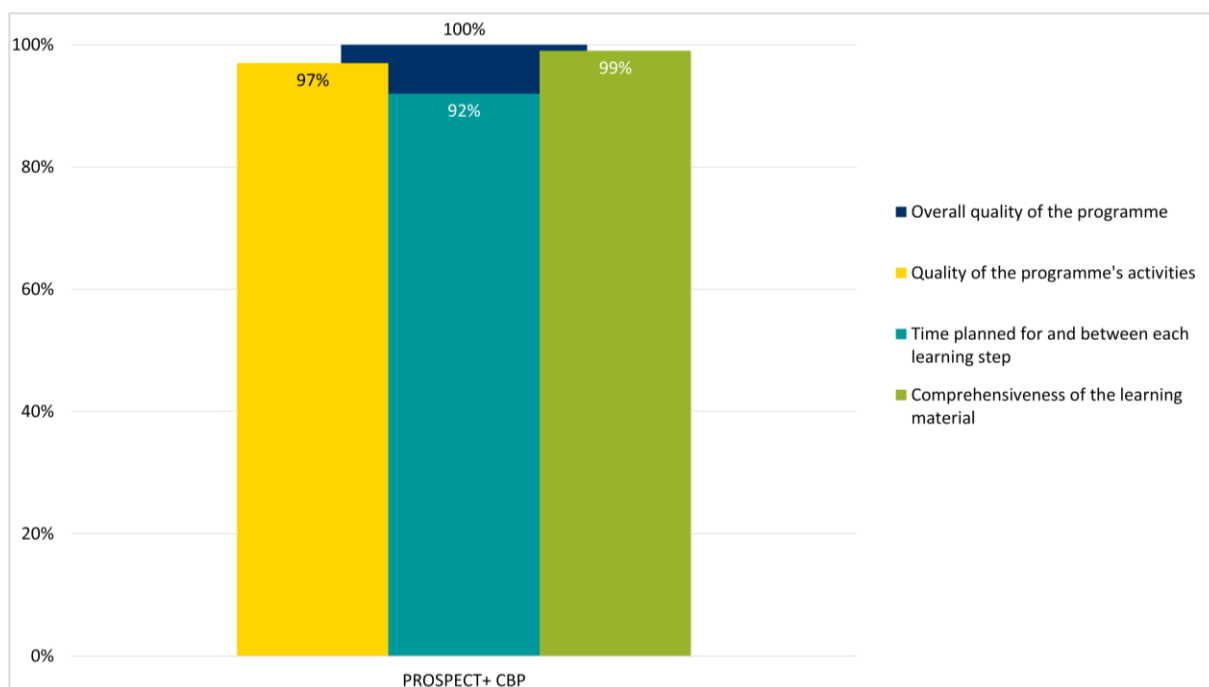


Figure 13. Evaluation of the PROSPECT+ CBP organisational effectiveness

Overall, the PROSPECT+ CBP was highly regarded for its effectiveness in enhancing participants' knowledge of various innovative financing mechanisms (97%), with almost all mentees and mentors who participated, reporting successfully achieving all their learning goals (99%). In this regard, the guidance provided by facilitators was deemed crucial, with all survey participants expressing complete satisfaction. Likewise, the majority of mentees (99%) reported being fully satisfied with the mentorship they received.

⁸ For a more detailed breakdown analysis for each PROSPECT+ LC, please refer to [Annex III](#).

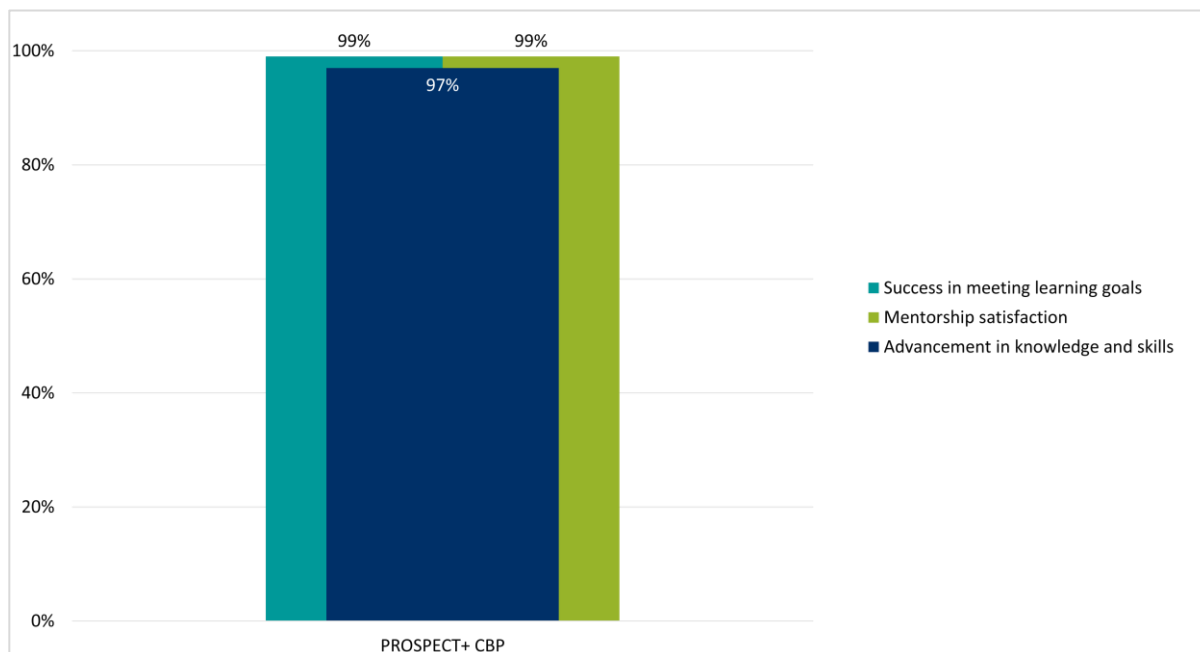


Figure 14. Perceived effectiveness of the PROSPECT+ CBP learning results

Regarding the programme's relevancy, the high ratings across the related performance measures confirm that survey respondents acknowledged the PROSPECT+ CBP importance in providing cities with easy access to best practices and helping them to further develop local capacity through learning from their peers' experiences. Notably, an overwhelming majority (99%) of both mentors and mentees reported being successfully matched within their learning groups, which allowed mentees to establish connections and exchange knowledge with at least three new cities (99%), further fostering collaboration and knowledge-sharing. In addition, most mentees demonstrated a strong commitment to sharing their newly acquired knowledge within their cities and regions, with 87% planning to actively train their colleagues and 84% intending to integrate the financing schemes they learned into their city's sustainable energy planning.

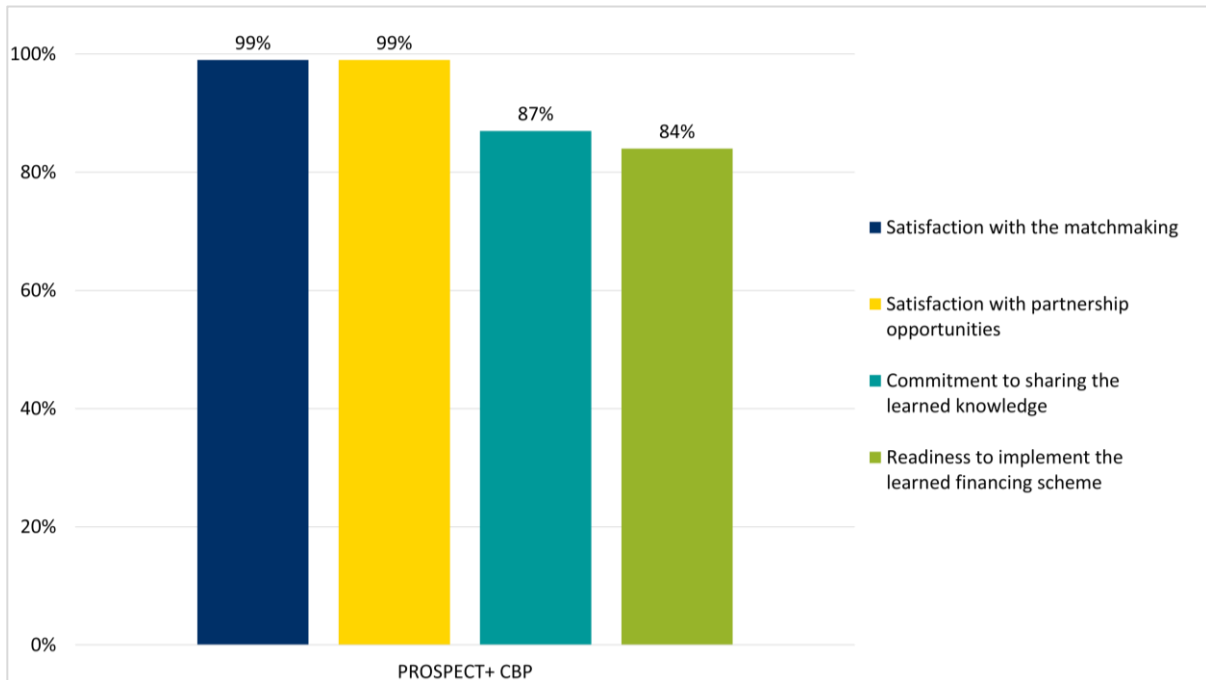


Figure 15. Perceived relevancy of the PROSPECT+ CBP

Finally, the programme’s efficiency, specifically assessed here in terms of costs incurred during the site visits in Step 4, received a slightly lower rating (74%) from survey respondents. While PROSPECT+ covered accommodation and travel expenses, a quarter of mentors and mentees (25%) reported facing additional costs, primarily for meals, as reflected in their feedback. Similarly, 32% of the programme’s facilitators echoed this concern, emphasising the shared experiences of both mentors and mentees. Even so, the balance between costs and learning outcomes can be considered favourable, as no additional expenses were reported by participants, including facilitators.

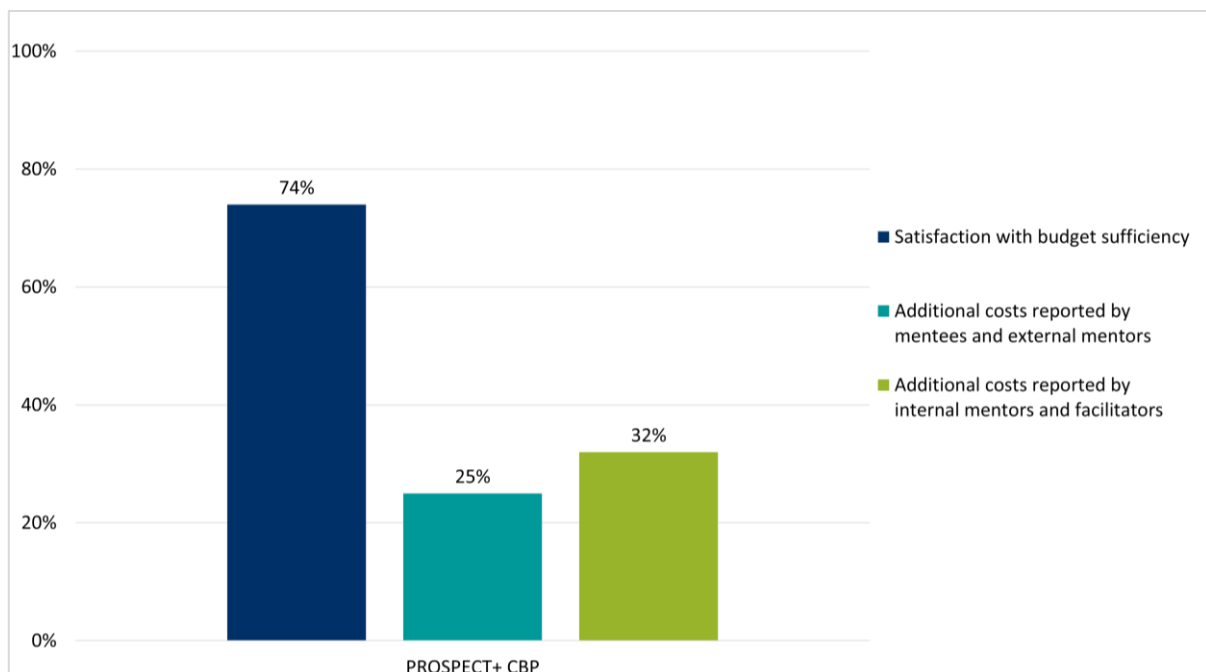


Figure 16. Perceived cost-efficiency of the PROSPECT+ CBP

All things considered, PROSPECT+ CBP was well recognised by all its participants for its role in empowering cities and regions to finance and execute their sustainable energy plans with maximum effectiveness and efficiency. This recognition is further reinforced by additional comments from the survey respondents, who highlighted the programme as a key vehicle for fostering relevant knowledge and building capacity within the urban policymaking landscape.

"From our side, the City of Mostar [...] Thank you for the valuable experience we have gained through the PROSPECT+ project, and we look forward to continuing our successful collaboration."

Mentee, C1_PuB1

"The programme is well designed and conceived, keep it up! Often, participating in such programs is the only way for someone from the Western Balkans to get the opportunity to visit the countries of the European Union and personally see examples of good practice when it comes to implementing green initiatives. Thanks for the opportunity to be part of the Programme!"

Mentee, C2_Cross4

"Such programmes represent great opportunity for non-EU countries to see and experience something that have to be on our agenda in the future. I believe that we were lucky to find information about this project and become beneficiary of PROSPECT+ project. Thank you!"

Mentee, C2_Cross4

"It was a great experience being part a part of PROSPECT+ and since this is my first time to be a part of such a project, I would like to encourage you to continue with such a work and support people from EU accessing countries in building capacities and knowledge about good EU practices. Thank you PROSPECT+!"

Mentee, C3_Trans1

"After sharing my learning with County Monaghan SEC, they are now seriously taking some actions, example restructuring SEC, applying for funding, looking for staff and execute the Energy Master Plan."

Mentee, C4_Cross 4

4.2 Auditing the online presence of the PROSPECT+

Monitoring and evaluating the online presence of **PROSPECT+** throughout its lifetime was essential for understanding its reach, engagement, and overall impact. The methods included leveraging **website analytics** and **social media** metrics to assess how effectively the project communicated its objectives, engaged with stakeholders, and fostered knowledge-sharing within its constituent and potential community.

In particular, website analytics provided insights into visitors' behaviour, page views, and interaction trends, while social media metrics helped track audience engagement, content performance, and network growth. Together, these data sources enabled a comprehensive assessment of the project's digital footprint, guiding strategic improvements and enhancing outreach efforts for its capacity-building programme.

4.2.1 Website metrics

The PROSPECT+ CBP website served as a central hub for information and engagement, supporting all four engagement campaigns and hosting key materials. In general, it features dedicated pages on the project's concept, objectives, and consortium while providing updates through articles, announcements, and reports.

In relation to the PROSPECT+ CBP, the website functioned as the central gateway to all related materials and resources. These included the application guidelines, learning handbooks, and online materials on innovative financing schemes, ensuring easy access for prospective participants. Additionally, it provided comprehensive details on all available replication activities, including those carried out within the Community of Practice (CoP).

The engagement campaigns and learning cycles (LCs) significantly boosted visibility, website traffic, and material downloads, attracting 51K visitors from various countries across Europe.

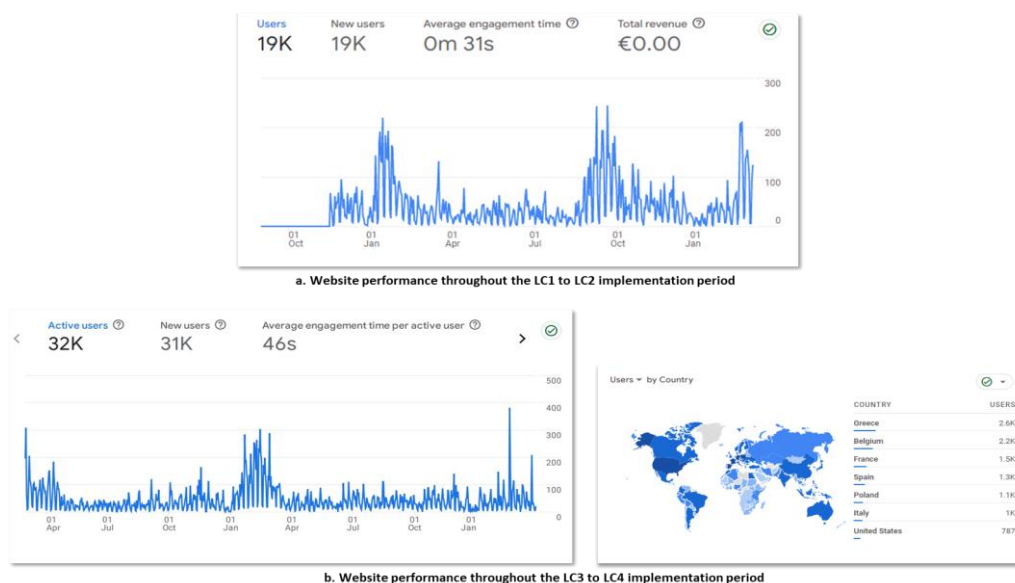
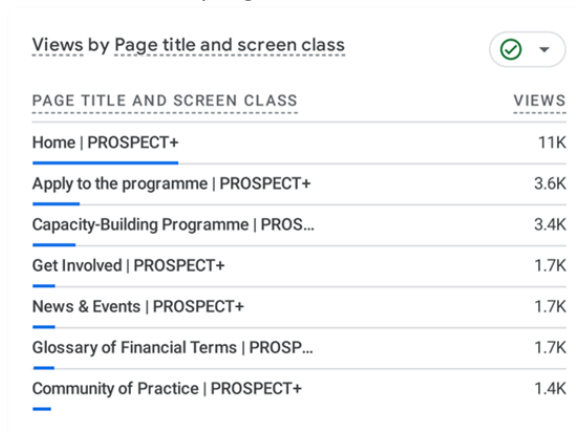


Figure 17. Overview of the PROSPECT+ website performance

Notably, a significant portion of the website visitors actively engaged with the website, exploring multiple pages, with those providing key information about the PROSPECT+ CBP being among the top

viewed (Figure 18). This strong engagement resulted in 16,078 total downloads of related content, demonstrating a continued interest in the programme-related resources.



PAGE TITLE AND SCREEN CLASS	VIEWS
Home PROSPECT+	11K
Apply to the programme PROSPECT+	3.6K
Capacity-Building Programme PROS...	3.4K
Get Involved PROSPECT+	1.7K
News & Events PROSPECT+	1.7K
Glossary of Financial Terms PROSP...	1.7K
Community of Practice PROSPECT+	1.4K

Figure 18. Top-viewed website pages

Overall, the project website served well as the main access point for the PROSPECT+ CBP, acting as a crucial link to the broader community—especially for cities, regions, and professionals involved in local sustainable development. Designed as a one-stop resource, it provided a comprehensive overview of the CBP and the diverse innovative financing schemes available for climate and energy projects.

4.2.2 Social Media metrics

Since its first year of implementation, PROSPECT+ built a strong social media presence on LinkedIn, utilising its official account ([Capacity building for cities and regions | PROSPECT+](#)) to foster a targeted network of followers, thereby enhancing visibility and engagement, in line with the project's broader communication and dissemination strategy. Related activities included regularly sharing major project outcomes with stakeholders, ensuring accessibility to valuable resources, and executing targeted promotional campaigns to announce and support the launch of each PROSPECT+ CBP LCs. The purpose was to maintain continuous interaction and encouraging participation from relevant audiences.

As of today, our LinkedIn account has grown to 1,436 followers, while the project’s hashtag #H2020PROSPECT+ has appeared in 461 unique posts across social media platforms. The project’s hashtag recorded a total of 2,118 interactions, including comments and reposts, and has reached an audience of 1,2M through the whole project duration.

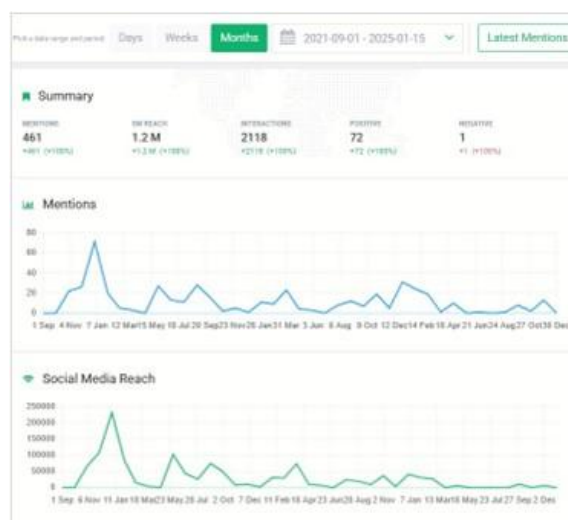


Figure 19. Hashtag monitoring

4.3 Analysis of additional internal data

To further ensure that the PROSPECT+ CBP operated efficiently and successfully met its strategic objectives, a set of internal metrics was incorporated into our monitoring and evaluation methodology. Each of these were directly linked to specific KPIs, providing valuable insights into various aspects of the programme's implementation, as for example the budget allocation (to assess whether financial resources were efficiently distributed and utilised), internal responsiveness to helpdesk suggestions and survey feedback (to ensure that participants' concerns and recommendations were addressed in a timely and effective manner), as well as the use of the Finance Readiness Tool (FRT) at the conclusion of each learning cycle, which served as a measure of mentees' progress and preparedness to implement financing schemes in their respective cities and regions. Data related to these metrics was obtained from internal documentation and the work conducted across various WPs.

As of this reporting, all corresponding targets have been successfully achieved, demonstrating the efficiency of the programme's internal processes and its ability to adapt to participant needs. In addition, at the project level, this achievement underscores the overall effectiveness of PROSPECT+ in strengthening cities' capacities, and ensuring seamless operational execution of its overall activities.

Evidence of the progress of these metrics is presented in the next sub-section, where each one is analysed in relation to its corresponding KPI. However, since some of these indicators are monitored on a yearly basis, their final assessment will be updated at the end of the project to provide a full and comprehensive evaluation of its long-term impact and sustainability.

4.4 Conclusive KPI performance assessment for the PROSPECT+ CBP

This part of our analysis offers a final and comprehensive evaluation of the PROSPECT+ CBP, measured against the KPI framework established at the project's outset. The purpose is to quantify the programme's progress, and overall impact, ensuring that its strategic objectives were successfully met.

Our approach in that regard is data-driven and considers all of the data that was systematically analysed in the previous sub-sections. By doing so, it provides a thorough evidence-based assessment of the programme's performance, facilitating a clear and transparent presentation of all our key successes and milestones. These are summarised in [Table 6](#) that follows⁹.

⁹ A comparative report on the performance and how each LC contributed to the overall effectiveness of the PROSPECT+ CBP can be found in [Annex IV](#).

Table 6. KPI performance assessment for the PROSPECT+ CBP

KPI N°	KPI	Target	Time-bound	How it is measured	PROSPECT+ CBP performance status
1	Net promoter score	Net promoter score ¹⁰ larger than 50%.	In each LC	Mentee, mentor evaluation survey (<i>Question No2 in both surveys</i>)	100%
2	Satisfaction with the capacity building programme	At least 80% of mentees and mentors are satisfied with the overall quality of the capacity-building programme and the learning steps they have taken a part in.	In each LC	Mentee, mentor evaluation survey (<i>Questions No3 & No4 in both surveys</i>)	99%
3	Usefulness and comprehensiveness of guidance materials	Develop resources that will be perceived as useful or extremely useful to 80% of our participants.	In each LC	Mentee, mentor evaluation survey (<i>Question No5 in both surveys</i>)	99%
4	Meeting set learning objectives	At least 80% of respondents meet their learning objectives.	In each LC	Mentee, mentor evaluation survey (<i>Question No6 in both surveys</i>)	99%
5	Competency: Enabling improvement of knowledge on innovative financing instruments	At least 80% of mentees give positive or extremely positive answers to the corresponding question of the survey.	In each LC	Mentee, mentor evaluation survey (<i>Question No7 in both surveys</i>)	99% (mentees)
		At least 20% of mentors give positive or extremely positive answers to the corresponding question of the survey.			96% (mentors)
6	Plan of mentees to implement the financing scheme	At least 60% of mentees respond either that specific steps within the defined time framework are being planned to replicate this financing scheme or that there is an intention to use this financing scheme, but clear steps and timelines are yet to be determined in the corresponding question of the survey.	In each LC	Mentee evaluation survey (<i>Question No8 in mentee survey</i>)	84%
7	Participant count	16 groups (8 peer mentoring, 1 local mentoring, 7 study visit) with an average of 46 new cities in each LC or over 50 participating PAs (this includes also internal mentors and participants that	In each LC	Monitoring table	LGs entered the CBP: 55 (8 peer mentoring, 13 local mentoring, 34 study visit) LGs finished the CBP: 53 (8 peer mentoring, 13 local mentoring, 32 study visit) PAs entered the CBP: 290 PAs finished the CBP: 219

¹⁰ Net promoter score is a measurement 0 to 10 when mentees are asked: How likely are you to recommend this programme to other local authorities? The formula is NPS = percentage of promoters (score 9 or 10) – percentage of detractors (score 1 through 6). We have simplified it to a 1 – 5 scale and will calculate number of times number 5 is circled, minus number of times numbers 1, 2, or 3 were circled. This divided by total number of answers and multiplied by a hundred will result in the observed percentage.

		participate in more than one groups and/or CB cycles)			New PAs entered the CBP: 216 New PAs finished the CBP: 152
8	Time planning for the learning programme	The number of meetings and hours of work was exactly as planned, and each group carried out its activities not exceeding the 8 months' timeframe.	In each LC	Monitoring table	The average duration of the PROSPECT+ LCs was 7.5 months
9	Time available for mentoring meetings, site visits and preparation in-between the meetings	80% of participants answer that the planned time was optimal in the corresponding question of the survey.	In each LC	Mentee, mentor, facilitator evaluation survey (Question No9 in mentee, No8 in mentor and No2 in facilitator survey)	92%
10	Average participant-related cost per module	Programme average participant cost per cycle is not higher than the planned 888 EUR (cost of new public authorities involved divided by total CBP costs per cycle), the cost reimbursement details are presented in Annex I	In each LC	WP1- Overall project monitoring	For the first three LCs the average participants-related cost per module was 1,002.05€. The indicator will be updated upon project completion to include the relevant data for LC4.
11	Facilitator observation of budget provided for programme		In each LC	Facilitator evaluation survey (Question No3 in facilitator survey)	All facilitators who participated in the survey agree that the budget provided was enough considering local transportation, and almost all of them reported the same for the course material. For travel, accommodation and food, more than half found the allocated budget sufficient.
12	Participant observation of budget provided for programme		In each LC	Mentee, mentor evaluation survey (Question No13 in the mentee, No12 in mentor survey)	78% of participants (mentees and mentors) agree that the programme was accomplished at an affordable cost.
13	Perceived success of matchmaking	Percent on successful matches (% of scores 4-5), over percent of mismatches (% of scores 1-2) as answered in the corresponding question on the survey.	In each LC	Mentee, mentor evaluation survey (Questions No10,11 in mentee, No9,10 in mentor survey)	99%
14	Mentee satisfaction with facilitator and mentor	At least 80% of respondents are either satisfied or extremely satisfied.	In each LC	Mentee evaluation survey (Question No12 in mentee survey)	100%
15	Mentor satisfaction with the facilitator	At least 80% of respondents are either satisfied or extremely satisfied	In each LC	Mentor evaluation survey (Question No11 in mentor survey)	100%
16	Building partnerships	Each mentee can list at least three new partnerships (including the facilitator's organisation and the mentor's city/region)	In each LC	Mentee evaluation survey (Question No14 in mentee survey)	94% of mentees (131 of the 139 respondents) found out at least 3 or more than 3 new partners (local authorities/agencies), whose cases can be used in implementing their sustainable energy measures. More precisely:

					<ul style="list-style-type: none"> • 32% of mentees (45 of the 139 respondents) identified more than 3 new potential partnerships, and • 62% of the mentees (86 of the 139 respondents) identified up to 3 new potential partnerships.
17	Financing readiness check	All 200 public authorities who pass PROSPECT+ CBP will be asked to use the finance readiness tool (FRT) at the end of the respective LC. We expect that 60% of the mentees will apply the tool.	On average for all 4 LCs	Mentees are asked to send the filled tool back to adelphi who will report the number authorities that made use of the tool.	44% (60 mentees from 137 who finished the PROSPECT+ CBP, without including those that participated in more than one LC.)
18	Replication factor	Achieve an increasing replication factor from cycle to cycle through the programme (relative target)	In each LC	WP2- Application forms	21% WoM in all LCs
19	Social Media metrics	Number of mentions, social media reach, social media likes and comments, number of interactions	In each LC	So.Me. analytics. (Brand24 analytics tool)	Number of mentions: 468 Social media reach: 1,2M Number of interactions: 2,118
20	Website metrics	Number of visitors and material downloads	In each LC	Google analytics	Number of total visitors: 51K Number of total material download: 16K
21	Engagement campaign	Reach up to 1000 cities/regions/agencies per engagement campaign	In each of the 4 engagement campaigns	Energy Cities as WP2 leader will report the number of prospects the Networks have contacted in each engagement campaign	<p>During the 4 engagement campaigns Eurocities, FEDARENE and Energy Cities have reached:</p> <ul style="list-style-type: none"> • A total of 61,095 contacts via their public newsletter (including articles on PROSPECT+ as well as 1,821 public newsletters in French and 1,205 subscribers on the Fossil-free cities bulletin.) • A total of 36,338 contacts in their member cities, regions and energy agencies (with messages tailored and dedicated to PROSPECT+) <p>Furthermore a total of 10,618 other personalised mailing has been done targeting potential participants.</p>
22	Outside participants	Percentage of participants that came outside of consortium networks	In each LC	Monitoring table number of learning programme participants that are not members of the three networks divided by the number of all participants in one learning cycle	70%
23	Number of participants in the CoP	100 participants in the CoP.	During the whole project	Eurocities as WP6 leader and leader of the CoP will report the	Up until the 2 nd reporting period the Community of Practice (CoP) had:

		At least 1 online webinar or workshop on innovative financing schemes per thematic area, with the aim to involve all EU countries. 5 areas x 20 participants = 100 additional public officers informed		number of participants after the end of each LC.	<ul style="list-style-type: none"> a total of 157 members a total of 233 participants in the relevant activities (4 online webinars, including 2 CoP members webinars, 1 policy webinar, 1 replication webinar) <p>However, the KPI will be further updated in the final report, within the project's official conclusion.</p>
24	Additional replication metrics	Each mentee is encouraged to hold a presentation/ meeting after Step 3 to their relevant colleagues (at least two) and 'train' them about what they have learned so that the replication inside the city is achieved (each mentee x2 colleagues) = minimum 30 mentees * 2-3 = 70 additional public officers	During the whole project	Mentee evaluation survey <i>(Question No 15 in mentee survey)</i>	≈ 305 additional public officers were trained by 121 mentees who either held meetings with their colleagues after completing Step 3 or planned to do so in near future time.
		5 replication ambassadors who will each attract and disseminate their learnings to at least 6 extra local and regional authorities from their country, resulting in (5 x 6) = 30 additional PAs		Eurocities as WP6 leader will report the activities of the "ambassadors"	<p>The project recruited 6 replication ambassadors, which is expected to lead to the engagement of 36 additional PAs.</p> <p>Up until the 2nd reporting period major activities of the ambassadors and key results included:</p> <ul style="list-style-type: none"> France: Engagement of French municipalities, who formed a local group under LC4, Italy: 1 event on energy cooperation in the Mediterranean (bringing together the energy agencies from Italy, France, Greece, Portugal and Lebanon) Ambassadors from France and Croatia joined the Policy Dialogue and Replication webinars (in November 2023 and February 2024) as panellists and speakers. <p>However, the KPI will be further updated in the final report, within the project's official conclusion.</p>
25	Internal responsiveness to suggestions from helpdesk and survey feedback	Address (implement or give a justification to) all complaints/suggestions	During the whole project	Number and percentage of suggestions responded to helpdesk and survey question <i>(Number of suggestions vs. number of responses)</i>	<p>No complaints or suggestions were recorded through the duration of the CBP.</p> <p>The helpdesk primarily addressed inquiries regarding application rules (e.g., eligibility of applicants from Egypt) and the general process (e.g., application deadlines and upcoming cycles). Additional queries included feedback on the</p>

					Community of Practice and funding for green buildings. No further complaints or emails were received.
26	Internal responsiveness to helpdesk questions	Meet the planned target of responding in two weeks (10 working days)	During the whole project	The average number of days it takes to respond to helpdesk questions and the percentage of questions that were not responded to in time	<p>Throughout the duration of the CBP, the dedicated Gmail account was monitored biweekly. In total, only four emails were received, as follows:</p> <ul style="list-style-type: none"> • February 2022: Inquiry regarding the dates of LC2 • December 2022: Question about the eligibility of mentees from Egypt • Summer 2023: Two emails during the summer break asking in general about the CBP <p>On average, responses were sent within 1 to 2 weeks, depending on the period and availability.</p>
27	Planned utilization rate	All partners are in the 80%-100% range of their planned budget	During the whole project	Internal documents. Planned vs. achieved budget per organisation	<p>By the completion of the first third of the project and the 1 out of 4 LCs, internal mentors had spent approximately 1/4 of their overall budget, while knowledge partners and multipliers had spent around 1/3. This level of expenditure was in line with the project's implementation progress at that stage.</p> <p>After the 2nd reporting period, the consortium was generally on track, having used approximately 65% of the planned person-months (PMs). Financial spending was slightly lower at around 60%, but this was expected to adjust during the final phase, as more senior staff would be engaged in the project's closing activities.</p> <p>By the end of the 3rd reporting period and LC4, all partners had spent more than 80% of their allocated resources, reflecting a steady alignment with the original project plan.</p>

5 Key takeaways and lessons learned

This section consolidates the findings from the monitoring and evaluation of the PROSPECT+ CBP, highlighting key lessons learned with a focus on its overall effectiveness, relevance, and efficiency. Additionally, it explores the programme's impact, deriving insights from the technical aspects of implementation, including efforts to enhance engagement and participation. By integrating these findings, it offers a comprehensive assessment of the programme's strengths and identifies areas for further improvement.

5.1 Effectiveness, relevancy and impact of the engagement efforts

Lesson #1: *The PROSPECT+ CBP successfully met expectations, reaching a significant number of local public authorities across Europe. This achievement was largely driven by strategic engagement efforts, which actively expanded the programme's outreach to its target audience in a meaningful and impactful way.*

Since its inception, **PROSPECT+** has built upon the strategic foundation of its predecessor, the first PROSPECT project, with a heightened focus on expanding engagement and strengthening peer-capacity building to support a larger network of local and regional authorities. Its core objective has been to broaden its reach across **at least 20 EU member states and eligible European countries**, facilitating transnational exchange and providing targeted support for the development and implementation of sustainable energy and climate action plans at a city and regional level.

To date, **a total of 296 external public authorities (PAs)** located in **30 different countries** were engaged through the implemented engagement campaigns and applied for the PROSPECT+ CBP. Of them, **244 were first-time applicants**.

Overall, this progress significantly advanced our efforts toward the overarching goal of ultimately engage **at least 170 new unique PAs** (or 200 in total) in the programme by the end of the project's lifecycle. Enhancements aimed at **localising our engagement strategy** played a crucial role ensuring greater relevance and impact at the local level, thereby strengthening our connections with the intended local stakeholder groups.

Recommendation #1: *National proximity and adaptability to local contexts are essential for the success of future engagement efforts in initiatives similar to PROSPECT+ CBP, ensuring greater relevance, effectiveness, and impact across multiple countries, cities, and geographical areas.*

5.2 Effectiveness, relevancy and impact of the matchmaking process

Lesson #2: *The selection and matching process was implemented effectively, following the planned phased approach with clearly defined steps. To further optimize performance and mitigate any deviations from established benchmarks, targeted adjustments were made where necessary, always ensuring alignment with the core objectives of the project.*

Out of the 296 applications received, a significant **254 external PAs were eventually selected and matched into 55 different LGs**. Altogether the PROSPECT+ CBP LGs spanned nearly all thematic areas, modules/financing schemes offered by the programme, ensuring a diverse and well-distributed peer-learning experience across participants.

Based on our survey results, the selection and matching process was widely regarded as **well-managed**, with mentors and mentees expressing high levels of satisfaction in this area. Notably, 97% of participants felt that they were well-paired with an appropriate city or region, ensuring that the knowledge exchanged was both transferable and replicable within their local contexts. Likewise, the support provided by the PROSPECT+CBP pool of experts (mentors and facilitators) was highly valued across the totality of participants.

These aspects emerged as critical success factor for all LCs reinforcing the programme's effectiveness in fostering meaningful collaboration and capacity-building. Additionally, it can be assumed that they also played a role in mitigating dropout rates, ensuring sustained engagement and participation throughout the program.

Improvements to the selection and matchmaking process led to a more **inclusive** and **adaptive strategy**, ensuring that **no eligible applicant was left out** and that the CBP was **better tailored to local contexts**. Key refinements included prioritizing mentees' applications based on their authentic learning needs and interests and placing greater emphasis on forming local groups that operated in the mentees' native languages.

***Recommendation #2:** Tailoring PROSPECT + CBP to the specific needs and realities of cities and regions significantly strengthened engagement, improved accessibility and participation, and enhanced the overall programme effectiveness. Future efforts should focus on striking a balance between local adaptation and broad accessibility, ensuring that diverse stakeholders can fully benefit from the available CBP opportunities.*

5.3 Effectiveness, relevancy and impact of the PROSPECT+ CBP

The PROSPECT+ CBP's conceptual design was to enhance the capacities of **at least 400 public officers from 200 local and regional authorities** through its structured capacity-building approach. This included **200 public officers** actively engaged in the programme, **100 additional participants** involved through physical meetings in Step 3, and **a further 100 officers** reached through replication activities.

5.3.1 Participation rates

***Lesson #3:** The PROSPECT+ CBP was successfully implemented, achieving broad participation in alignment with its initial planning and objectives. Participation rates remained high, and any dropouts that occurred were attributed to external factors unrelated to the programme's quality. By identifying these factors, we were able to implement targeted strategies to enhance participant retention and maintain their persistence throughout the programme.*

Including **internal mentors' organisations**, a total of **290 public authorities (PAs)** entered the PROSPECT+ CBP, with **219 successfully completing all learning steps**. Among them, **152 were first-time participants**, highlighting the programme's effectiveness in attracting and engaging new stakeholders.

In addition to the core CBP participants, **223 additional public officers** joined various steps of each LC, primarily by invitation from mentees and mentors to participate in physical meetings during Step 3. Furthermore, during the second reporting period, the project's replication activities successfully attracted **65 more public officers** beyond those of the PROSPECT+ CBP constituent community. Of

them, 29 were drawn in through the CoP activities, and 36 by the six programme's replication ambassadors.

Deviations from the original plan were **minimal**, primarily involving some external participants **dropping out**. Regarding the dropout rate, data collected indicates that approximately 28% of the total mentees and external mentors did not complete the programme, equating to 70 out of the 254 who initially joined. This trend aligns with findings from distance and online learning programmes, or those with similar characteristics, where participant retention can be a common challenge (Hone & El Said, 2016; Moreno-Marcos et al., 2020).

On the positive side key factors influencing dropout rates were all unrelated to the quality of the PROSPECT+ CBP and were identified in a timely manner, which provided the basis for developing targeted interventions to reduce attrition and re-engage withdrawn participants. Especially for those who had progressed beyond the halfway mark, efforts were made to assess their willingness to continue in a subsequent LC or to be transferred to another LG. In most cases, this was well-received, demonstrating the effectiveness of flexible adaptation in supporting participant retention.

Overall, with the majority of the PROSPECT+ CBP mentees committed to sharing the knowledge and skills gained through their active involvement in the programme, **PROSPECT+** is expected to have a widespread impact beyond its direct participants. As a matter of fact, through its comprehensive peer-to-peer learning methodology, the project is projected to influence **over 1,000 local and regional public officers** engaged in sustainable energy and climate planning, further amplifying its reach and long-term effectiveness.

Recommendation #3: *Well-designed and comprehensive capacity-building methodologies, combined with additional engaging activities beyond traditional learning and proactive motivational strategies, can significantly influence participants' commitment and retention, thereby the overall impact of programmes similar to the PROSPECT+ CBP.*

5.3.2 Institutional capacity development

Lesson #4: *The PROSPECT+ CBP generally met participants' expectations, successfully supporting them in developing capacities to shape energy strategies and plans using innovative financing schemes and mechanisms.*

Overall, the PROSPECT+ CBP proved to be effective in meeting its participants' expectations, successfully facilitating their capacity-building through peer learning. Its successful implementation was largely attributed to the **clarity of objectives** across the five specified PROSPECT+ themes, ensuring a structured and focused approach.

Evidence collected from participants confirms that they **gained valuable insights** into the different **financing schemes** covered within each thematic area and felt **empowered** to apply them to their local strategies. Additionally, the vast majority reported **tangible outcomes**, with almost all participants successfully achieving most or all of their initial learning objectives set at the beginning of the programme. **Key success factors** contributed to these positive results:

- The **expertise and support** provided by the **mentors and facilitators**, ensuring high-quality guidance throughout the learning process.

- The **targeted matchmaking process**, which enabled meaningful cooperation among diverse local and regional stakeholders.
- The **clear, structured, and coherent learning materials**, which provided participants with accessible and practical knowledge.
- The **four-step capacity-building approach**, which proved particularly effective in addressing multiple learning objectives simultaneously and reinforcing knowledge retention.

Ultimately, the PROSPECT+ CBP strongly supported the broader mission of **PROSPECT+**, creating the foundation for a **successful peer-to-peer learning programme**. Its **structured approach** and emphasis on **collaboration** and **practical application** ensures that its impact will extend beyond the project's duration, contributing to its long-term sustainability and scalability of similar initiatives.

Recommendation #4: *By fostering direct interaction and knowledge exchange among local and regional authorities, CBP programmes can play a pivotal role in helping them navigate innovative financing schemes and overcome barriers to implementing long-term energy and climate strategies.*

5.3.3 Partnership and co-operation potential

Lesson #5: *The PROSPECT+ CBP demonstrated clear added value, successfully fostering synergies and cooperation opportunities among its diverse participants. It played a pivotal role in facilitating knowledge-sharing, including the exchange of good practices and lessons learned, drawing on the expertise and experience that its mentors brought in.*

The PROSPECT+ CBP went well beyond simple information provision, serving as a **dynamic programme for peer-to-peer knowledge exchange** among a diverse range of **municipal and regional authorities**. Its methodological design fostered **high levels of cooperation** and **replicability**, enabling participants to learn from one another and apply best practices within their own contexts.

This **unique added value** was widely acknowledged as one of the **programme's greatest strengths**, along with its **in-house expertise**, as evidenced by our survey findings. Nearly all survey respondents confirmed a high level of cooperation and knowledge exchange among peers. Moreover, the majority of mentees identified potential synergies throughout the programme that could further enhance their practical know-how in implementing effective climate and energy action plans. Furthermore, all mentees either planned to or had already shared the knowledge gained during their participation with relevant colleagues, while most had developed plans or intended to do so in order to replicate the financing schemes they had learned about.

Notably, PROSPECT+ CBP was successful in delivering **valuable expertise** and generating **significant outputs**, particularly in terms of cooperation and knowledge transfer potential. Additionally, it helped identify a series of **replicable practices** -including innovative, good, and promising approaches to local climate and sustainable energy planning- which can serve as references for guiding cities and regions in their energy transition efforts.

Recommendation #5: *To ensure effective knowledge transfer, future initiatives should prioritise the facilitation of synergies among peers, while leveraging the expertise of experienced mentors. Incorporating interactive collaboration mechanisms, such as networking platforms, thematic working groups, and structured follow-up support, can further strengthen long-term engagement, thereby maximising their impact and sustainability.*

5.4 Efficiency of the PROSPECT+ CBP

The PROSPECT+ CBP was implemented in a **cost-effective** and **well-managed manner**, ensuring optimal use of resources while delivering high-quality capacity-building activities. Through **strategic planning** and **efficient coordination**, the programme maximised its impact while maintaining its **financial sustainability**.

5.4.1 Cost-effectiveness of the PROSPECT+ CBP implementation

***Lesson #6:** PROSPECT+ CBP participants generally regarded the programme as cost-effective, with its implementation being efficiently managed and delivered at a reasonable cost for the most part. However, some highlighted that accommodation and travel expenses could benefit from further reimbursement to enhance accessibility and participation.*

Built around its **five thematic areas**, the PROSPECT+ CBP follows a **structured four-step capacity-development approach**, incorporating a series of core and additional **well-designed activities** that altogether foster **mutual dialogue** and **transnational knowledge exchange**. This structured methodology has been **highly valued** by its participants, with many also **praising the programme's overall cost-effectiveness**.

While the programme was generally regarded as **cost-efficient**, some additional costs were incurred, primarily related to travel and accommodation expenses during Step 3, which involved physical site visits. These costs, however, were considered expected, given the nature of in-person capacity-building activities. Even in such cases, the **balance between costs** and **learning outcomes** was deemed **favourable**, as no additional financial burdens were reported by participants, including facilitators. In fact, facilitators found the allocated budget sufficient for content preparation and material development.

Overall, participation in the PROSPECT+ CBP can be seen as yielding a **strong return on investment**, with most participants **expressing satisfaction** with the programme's **planning** and **execution**. While the evaluation survey does not provide a direct measure in that regard, we can strongly assume participants generally felt that their **investment in time and resources** was **worthwhile**.

***Recommendation #6:** Ensuring that financial planning effectively supports both participant engagement and the delivery of high-quality activities is crucial for maintaining the standards and impact of capacity-building programmes similar to PROSPECT+ CBP. Proper budget allocation enhances accessibility, sustainability, and overall programme effectiveness, ultimately maximising the benefits for all participants involved.*

5.4.2 Effectiveness of management, including evaluation processes

***Lesson #7:** The PROSPECT+ CBP was effectively managed by the project consortium, ensuring smooth implementation and coordination. Additionally, monitoring procedures played a key role by facilitating proactive and constructive enhancements considering also participants' viewpoints.*

Overall, PROSPECT+ CBP was **well-managed**, with its execution closely following its **original planning framework**. Participants responded **favourably** to the programme's **overall quality**, with an almost **universal appreciation** expressed for its **capacity-building approach**. Notably, **no or extremely limited dissatisfaction** was reported, further reinforcing the programme's **effectiveness and relevance**.

Additionally, the overwhelming majority of participants were **highly willing** to recommend the PROSPECT+ CBP to other local authorities, highlighting its **practical value** and **impact**.

Looking ahead, the **PROSPECT+ consortium** possesses the **technical expertise** and **know-how** to ensure the programme's continuation in a structured and systematic manner, fostering a **sustainable presence** beyond the project timeline. So far, the active involvement of all consortium partners in the PROSPECT+ CBP operation has facilitated:

- the **smooth** and **well-paced** execution of all its four LCs,
- the **cost-effective** delivery of knowledge-sharing activities, and
- the **transferability** of the produced knowledge to numerous cities across Europe.

Key outputs, such as **manuals**, **guidance materials**, and **monitoring and evaluation tools**, were all instrumental in **ensuring quality** and **cost efficiency** in the PROSPECT+ CBP implementation.

The same is true for its **performance evaluation framework**, which was effectively designed and further enhanced throughout the project's duration as to provide a more **balanced and accurate assessment** of the PROSPECT+ CBP's achievements and lessons learned. Key improvements included:

- combining open- and closed-ended survey questions, allowing respondents to provide feedback on aspects not fully covered by predefined answers,
- translating the survey questions into the native languages of nearly all respondents to enhance clarity, accessibility, and response accuracy, and
- encouraging greater participant engagement in surveys through follow-up notifications and the integration of a self-declaration in the final reimbursement form, which in some cases served as an additional reminder.

By doing so, we managed to improve response rates and ensure a more comprehensive evaluation.

Recommendation #7: *Capacity-building programmes like PROSPECT+ CBP can play a crucial role in providing cities with clear pathways to leverage policy support and identify further funding opportunities and best practices, all essential for accelerating sustainable energy investments at the local and regional level. To maximise their impact, these initiatives should be well-managed and adaptable, ensuring they can proactively respond to the evolving needs of participants while maintaining efficiency in their implementation.*

6 Conclusions

This final evaluation report of the PROSPECT+ CBP provided a comprehensive assessment of its overall implementation across all the four LCs. The primary purpose was to measure the programmes' success in meeting its objectives in an effective, relevant, efficient and impactful manner. This was done against key benchmarks, as defined in the project's KPI framework, and by capturing participants' perceptions of the empowerment and capacity development opportunities that were offered. Applying such a mixed-method approach facilitated an exploratory data-driven analysis, leading to robust conclusions about the added value of the PROSPECT+ CBP.

Throughout the four PROSPECT+ CBP LCs the monitoring and evaluation processes conducted served as both an early warning system to identify potential challenges as they emerged and a structured framework to assess whether the programme had created the necessary conditions for its optimal implementation. By systematically tracking progress and gathering feedback, helped ensure that the programme remained on track, while also allowing for timely adjustments to enhance its overall performance.

Ultimately, all four PROSPECT+ CBP LCs were effectively implemented and efficiently managed, establishing the foundation for high levels of engagement across all five thematic areas at the city and regional levels. Moreover, the programme's structured approach, coupled with flexibility and adaptability, ensured that it remained responsive to the diverse needs of participants, ensuring meaningful knowledge exchange and capacity-building.

Survey results indicated that almost all PROSPECT+ CBP participants placed high value on these components, reinforcing the programme's credibility and impact. While a few concerns were raised regarding time constraints and budget limitations, both were generally considered adequate to meet the overall needs and expectations of their participation.

Moving forward, the success of the PROSPECT+ CBP underscores the importance of well-organised, scalable, and adaptable capacity-building programmes for supporting cities and regions in accelerating their sustainable energy and climate transition. By drawing on the acquired experience and lessons learned or by replicating the proposed peer-learning methodology and further advancing it as for example to include additional digital learning tools, such as self-paced online courses coupled with enhanced online networking opportunities through dedicated collaboration platforms, and AI-powered chatbots and knowledge repositories, similar initiatives could amplify their reach, strengthen their capacity-building efforts, and continue to empower local and regional authorities, ensuring a sustained and long-term impact across European cities and regions.

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Annex I

Information collected in the “Groups” sheet in the monitoring table

Information required	Description
Cycle	The capacity-building cycle of the group
Group Name	The name of the group (e.g., C1_PuB2, which is a group of the 1 st CB cycle, in the public buildings module and is the second of this category).
Thematic area	The thematic area of the group (e.g., public buildings)
Scheme	The financing scheme(s) of the group has been selected (e.g., Energy Performance Contracting (EPC))
Facilitator	The name of the facilitator of the group
Learning method	The learning method of the group (e.g., peer mentoring, study visit or local mentoring)
Step 1	The date the 1 st Step of the capacity-building programme was completed for the group.
Step 2	The date the 2 nd Step of the capacity-building programme was completed for the group.
Step 3	The date the 3 rd Step of the capacity-building programme was completed for the group. (Including whether the step was held online or in-person)
Online/ In- person	Regarding Step 3
Location (if in-person)	Regarding Step 3
Number of additional participants/guests in the physical meeting	
Step 4	The date the 4 th Step of the capacity-building programme was completed for the group.

Information collected in the “Participants & GoodPractices” sheet in the monitoring table

Information required	Description
Mentor/Mentee Organisation	The name of the participant’s organization
Mentor / Mentee City	The name of the participant’s city/ municipality/ region.
Mentor / Mentee Country	The country of the participant’s organization.
Name of the Representative	The name of the representative of the organization that participated in the capacity-building programme.
Email	The email of the representative was provided through the application form and was used within the capacity-building programme.
Department	The specific department the representative is working in (e.g., Energy Efficiency department, Business & Finance Innovation Unit, etc.)

Job title	The specific responsibilities of the representative within the department (e.g., Project manager, energy consultant, etc.)
Population	The population of the city/ municipality/ region
Climate zone	The climate zone of the region
Member of Energy Cities, FEDARENE, Eurocities	Clarification of whether the participant is a member of one of the three European City Networks that are partners in PROSPECT+.
Cycle(s)	The capacity-building cycle(s) of the participant's group(s).
Group	The name of the group the participant is a member of
Mentor / Mentee	Declaration of the role of the participant (mentor or mentee) in the specific group. (Including indication of internal or external mentor).
Step 1	Indication of whether the participant participated in the 1 st Step.
Step 2	Indication of whether the participant participated in the 2 nd Step.
Step 3	Indication of whether the participant participated in the 3 rd Step.
Step 4	Indication of whether the participant participated in the 4 th Step.
Project title	The name of the project(s) which the participant included in the application form and was interested to finance.
Type of measure	Technical or non-technical/legislative/normative
Direct related Policy	A policy or a plan which is influenced by this project (i.e. SECAP, local urban planning, etc.) and how many actions/measures are included in this policy/plan
Synergies with local policies	Policies indirectly influenced by this measure (i.e., urban plan, etc.)
Sector	
Phase:	Development, implementation, or monitoring
Estimated Starting date of implementation	The date that the project started or is expected to start
Estimated date of completion	The date that the project is expected to be completed
Budget (€)	The budget that is needed to finance the project is above.
Funding source (if applicable)	
Involvement/stakeholder engagement	Indicate the levels of organisation or particular departments involved and whether there are other stakeholders involved
Estimated annual energy savings (MWh)	The estimated annual energy savings according to the interventions planned.
Targeted energy source	The energy source the savings will be coming from (e.g., electricity, solar thermal, renewables, etc.)- energy source being saved

Estimated yearly CO2 reduction (tCO2/a)	Estimated yearly CO2 reduction (tCO2/a) of the project.
Estimated RES production (MWh/a)	The energy that is coming from RES production.
Yearly monetary savings	
Other benefits or significant outcomes	(i.e. Energy consumption, CO2 emissions and energy bills reduced, facilitated maintenance of public buildings, raised awareness among citizens, and new jobs created)
Objective (i.e., targeted problem)	
Solutions	An explanation of the measure outcome and output, i.e., energy refurbishment of public buildings
Innovation and awards	Information on whether the project was awarded at the national or EU level
Success factors	
Main Barriers	
Marketability/specific local conditions for implementation	Specific circumstances or legal conditions that allowed for the project to occur.
A quote for publication	
Dissemination activities	The replication activities that the mentee will undertake

Information collected in the “Participants & GoodPractices” sheet for verification of innovative, good and promising practices.

Information required	Description
1. Carried out on a local/regional level	Indicate “Yes” or “No”
2. Sustainable: Has elements of mitigation (saves energy or helps to reduce CO2) or adaptation (helps mitigate risks or adapt to expected local climate changes) practices.	Indicate “Yes” or “No”
3. Replicable/ operational: The practice has already been implemented or planned (not only proposed).	Indicate <ul style="list-style-type: none"> • Yes, the practice is implemented and monitored, at least to some extent, and some results are available (or will soon be available) • The practice is in the planning phase, with the secured and agreed financing and finished feasibility study • The practice is in the planning phase without agreed and secured financing mechanism, • The practice is only proposed
4. Transferable: Is it suitable for adapting to different contexts and transferring to other cities?	Indicate “Yes” or “No”

5. Relevant:	A) covers one of PROSPECT+ topics	<p>Indicate</p> <ul style="list-style-type: none"> • Public building • Private building • Public lighting • Transport • Cross Sectoral
	B) uses innovative financing	<p>Indicate</p> <ul style="list-style-type: none"> • EPC (Energy Performance Contracting) • Citizens finance (crowdfunding and cooperatives) • Soft loans • Internal contracting (Intracting) • Green Bonds • Guarantee funds • Revolving funds • Third party financing (ESCO)
6. Evidence-based: The practice is well documented: there is at least one source (website, report from the mentor/mentee) where more details can be found.		Provide link to the reference
7. Innovative: Original, either in type of activity, sector or financing, or unusually high impact/savings achieved		Indicate “Yes” or “No”
<p>Results</p> <p>Is it a(n) innovative practice/ good/ promising practice?</p>		<p>Indicate</p> <ul style="list-style-type: none"> • Yes, it is an innovative practice • Yes, it is a good practice • Yes, it is a promising practice • No

Annex II

Overview of the mentees' applications received for each of the four PROSPECT+ CBP LCs.

LC1: Mentees			LC2: Mentees			LC3: Mentees			LC4: Mentees		
N°	Country	Applicant	N°	Country	Applicant	N°	Country	Applicant	N°	Country	Applicant
1	Austria	Energy Agency Styria (Energie Agentur Steiermark)	1	Albania	Albanian Business Cooperation Development, ABCD Ltd	1	Albania	Albanian Business Cooperation Development, ABCD Ltd	1	Albania	University of Prishtina "Hasan Prishtina"
2	Bosnia & Herzegovina	City of Mostar	2	Belgium	RCA ERIGES	2	Belgium	Province of Antwerp	2	Belgium	Bruxelles Environnement - Leefmilieu Brussel
3	Bosnia & Herzegovina	Municipality Istocno Novo Sarajevo	3	Belgium	Bio-Logic Advice	3	Belgium	City of Mechelen	3	Belgium	Joint Research Center of EU
4	Bosnia & Herzegovina	Municipality of Han Pijesak	4	Belgium	City of Ghent	4	Belgium	Commune d'Ixelles	4	Belgium	Municipality of Etterbeek
5	Bosnia & Herzegovina	Municipality of Pale	5	Belgium	Municipality of Schaerbeek	5	Belgium	Municipality of Etterbeek (Brussels Region)	5	Belgium	Municipality of Etterbeek
6	Bosnia & Herzegovina	Ministry of Traffic of Canton Sarajevo	6	Bosnia & Herzegovina	City of Mostar	6	Bosnia & Herzegovina	City of Mostar	6	Belgium	Jemeppe-sur-Sambre
7	Bosnia & Herzegovina	Municipality of Foča in FBiH	7	Bosnia & Herzegovina	Kiseljak Municipality	7	Croatia	Regional Energy Agency North	7	Bosnia & Herzegovina	Grad Dobož
8	Bosnia & Herzegovina	MUNICIPALITY OF HAN PIJESAK	8	Bosnia & Herzegovina	Kiseljak Municipality (2 nd group)	8	Croatia	Regional Energy Agency North	8	Bosnia & Herzegovina	Grad Mostar
9	Bosnia & Herzegovina	Teslić Municipality	9	Bosnia & Herzegovina	Municipality of Travnik	9	Czech Republic	Operator ICT Prague	9	Bosnia & Herzegovina	Opština Pale
10	Bosnia & Herzegovina	City of Gracanica	10	Bulgaria	Energy agency of Plovdiv	10	Estonia	Islands Energy Agency (under establishment)	10	Croatia	Dalmatinska energetska agencija
11	France	Auvergne-Rhône-Alpes Energie-Environnement	11	Czech Republic	Municipality of Kladno	11	Estonia	AS Kuressaare Soojus	11	Croatia	EKO-SUSTAV društvo s ograničenom odgovornošću za energetska učinkovitost
12	Georgia	Energy Efficiency Centre Georgia	12	Czech Republic	Municipality of České Budějovice	12	France	Ville de Grenoble	12	Croatia	REGEA
13	Greece	MUNICIPALITY OF NEA PROPONTIDA	13	Czech Republic	Municipality of Chodov	13	France	Ville de Grenoble	13	Cyprus	Strovolos Municipality

14	Greece	MUNICIPALITY OF FYLI	14	Czech Republic	South Bohemian Science and Technology Park	14	France	ALEC MVE	14	Czech Republic	CREA Hydro&Energy, z.s
15	Greece	Municipality of Andros	15	France	Communauté Urbaine Le Havre Seine Métropole	15	France	SIGERLy	15	Czech Republic	Vastum Industria, s.r.o.
16	Greece	Municipality of Egaleo	16	Georgia	Guria region	16	France	Mairie de Rive-de-Gier	16	Czech Republic	ENERKOM Šumavsko, z.s.
17	Greece	Municipality of Farkadona	17	Germany	City of Greifswald	17	France	Tepos Sud Ardèche	17	Czech Republic	ENERKOM RŮŽE
18	Hungary	LENERG Energy Agency Nonprofit Llc.	18	Greece	Municipality of Farkadona	18	France	Commune de Never	18	Czech Republic	Obec Bítov
19	Ireland	Donegal County Council	19	Greece	Municipality of Farkadona (2 nd group)	19	Georgia	State Representative in Guria region	19	Czech Republic	Statutární město Hradec Králové
20	Italy	MUNICIPALITY OF SAN LUCIDO	20	Greece	Municipal Commune of Thira	20	Greece	City of Komotini	20	Czech Republic	Varnsdorf
21	Italy	Comune di Castellammare di Stabia	21	Greece	Municipality of Fyli	21	Greece	City of Serres	21	Czech Republic	Město Jílové u Prahy
22	Lithuania	Vilnius City Municipality	22	Greece	Municipality of Nafplio	22	Greece	City of Igoumenitsa	22	Czech Republic	Město Jílové u Prahy
23	Lithuania	City of Vilnius	23	Italy	Municipality of Chiaramonte Gulfi	23	Greece	City of Alexandroupolis	23	Czech Republic	Město Česká Kamenice
24	Lithuania	VšĮ Atnaujinkime miestą (Renew the city)	24	Italy	Municipality of Chiaramonte Gulfi (2 nd group)	24	Greece	City of Amfipolis	24	Czech Republic	Město Jeseník
25	Moldova	Green City Lab Moldova	25	Italy	Comune di Castiglione Fiorentino City Council	25	Greece	City of Aspropyrgos	25	Czech Republic	MAS Český sever
26	Moldova	Primaria village Talmaza	26	Moldova	Telita City Hall	26	Hungary	LENERG Energy Agency	26	Czech Republic	Energy Center of the Usti Region
27	Moldova	Cimislia City Hall	27	Moldova	District Călărași	27	Ireland	University of Galway, (Construct Innovate)	27	Estonia	Islands Energy Agency
28	Moldova	Cantemir municipality	28	Moldova	Primaria communa Vinogradovca	28	Ireland	Waterford City and County Council	28	France	Agence Locale de L'Énergie et du Climat de la Métropole de Lyon (ALEC)
29	Moldova	Vorniceni Mayoralty	29	Moldova	Primaria communa Vinogradovca (2 nd group)	29	Ireland	Government of Ireland	29	France	ALEC Métropole Marseillaise

30	Portugal	MatosinhosHabit, Mh, EM (City of Matosinhos)	30	Moldova	Town Hall of Talmaza village	30	Italy	Comune di Milano	30	Georgia	City Hall of Chokhatauri Municipality
31	Portugal	Lisboa E-Nova, energy and environment agency of Lisbon	31	Poland	Krakov Municipal Council	31	Italy	Provincia Autonoma di Trento	31	Georgia	Poti Municipality City Hall
32	Portugal	Lisboa E-Nova, Energy and Environment Agency of Lisbon	32	Poland	Mazovia Energy Agency	32	Italy	Provincia Autonoma di Trento	32	Germany	ICLEI Europe
33	Portugal	Oeste Sustentavel, Regional Energy and Environment Agency of West Portugal	33	Poland	Grabów and Prosną City Hall	33	Italy	Comune di Tricesimo	33	Greece	Sustainable City Network
34	Romania	City Hall of Iasi Municipality	34	Portugal	Matosinhoshabit-MH	34	Italy	Comune di Pradamano	34	Greece	Sustainable City Network
35	Romania	Alba Iulia Municipality	35	Portugal	Municipality of Vila Nova de Gaia	35	Italy	Comunità di montagna del Gemonese	35	Greece	Cluster of Bioeconomy and Environment of Western Macedonia
36	Romania	Alba Iulia Municipality	36	Serbia	Zlatibor Regional Development Agency	36	Italy	Comunità di montagna delle prealpi friulane orientali	36	Greece	Cluster of Bioeconomy and Environment of Western Macedonia
37	Spain	City Council of Soria	37	Serbia	Zlatibor Regional Development Agency (2 nd group)	37	Italy	Consorzion NIP	37	Greece	Municipality of Komotini
38	Spain	AYUNTAMIENTO ARROYO DE LA ENCOMIENDA	38	Slovakia	Mesto Kežmarok	38	Italy	Comune di Spilimbergo	38	Greece	Municipality of Kileler
39	Spain	València Climate and Energy	39	Slovenia	Municipality of Benedikt	39	Italy	Unione dei Comuni della Grecia Salentina	39	Greece	Municipality of Corinthos
40	Spain	AJUNTAMENT DEL MASNOU	40	Slovenia	Municipality of Benedikt (2 nd mentee)	40	Italy	Comune di Terruggia	40	Hungary	Hungarian Energy Efficiency Institute Nonprofit Public Benefit Lc. (MEHI)
41	Sweden	Mälardalen Energy Agency	41	Slovenia	Regional Development Agency of Northern Primorska Nova Gorica	41	Italy	Comune di Fuscaldo	41	Ireland	CODEMA, Dublin's Energy Agency
42	Turkey	Sakarya University of Applied Sciences	42	Slovenia	Municipality of Razkrižje	42	Italy	Comune di Salerno	42	Ireland	CODEMA, Dublin's Energy Agency
43	Turkey	Bursa Metropolitan Municipality	43	Spain	Murcia City Council	43	Italy	Comune di Massa Marittima	43	Ireland	CODEMA, Dublin's Energy Agency

44	Turkey	KARASU BELEDİYE BAŞKANLIĞI	44	Turkey	Kirklareli Municipality	44	Italy	Comune di Montegrotto Terme	44	Ireland	Monaghan Integrated Development CLG
45	Ukraine	Executive Committee of Novovolynsk City Council	45	Turkey	MAKGED (Development Agency of Manisa Province)	45	Moldova	Energplan	45	Indonesia	State University of Makassar,
			46	Turkey	Sakarya Metropolitan Municipality	46	North Macedonia	Energy Centar	46	Italy	Comune di massa marittima
			47	Turkey	Samsun Metropolitan Municipality	47	Romania	Alba Iulia Municipality	47	Italy	Municipality of Lago
			48	Ukraine	Rivne City Council	48	Romania	Alba Iulia Municipality	48	Italy	Municipality of Maiera
						49	Romania	Municipality of Constanta	49	Italy	ANCI Piemonte
						50	Romania	Iasi city Hall	50	Italy	Comune di Salice Salentino
						51	Serbia	Zlatibor Regional Development Agency	51	Italy	Comunità di montagna della Carnia
						52	Serbia	Municipality of Priboj	52	Italy	Unione Reno Galliera
						53	Slovakia	City of Bratislava	53	Italy	Agenzia Territoriale per l'Energia e la sostenibilità di Parma
						54	Slovakia	City of Bratislava	54	Italy	Agenzia InnovA21 per lo Sviluppo Sostenibile
						55	Spain	Ayuntamiento de Collado Villalba	55	Italy	Agenzia InnovA21 per lo Sviluppo Sostenibile
						56	Spain	Ayuntamiento de Collado Villalba	56	Italy	Regione Autonoma Friuli-Venezia Giulia
						57	Sweden	Energikontor Norr, North Sweden Energy Agency	57	Italy	Comune di Ragusa
						58	Turkey	Edremit Municipality	58	Italy	ANCI Umbria
						59	Turkey	Kocaeli Su ve Kanalizasyon İdaresi Genel Müdürlüğü	59	Italy	Comune di Russi
						60	Turkey	Bayrampaşa Municipality	60	Lithuania	Vilnius City Building Renovation Company
						61	Turkey	MAKGED (Development Agency of Manisa Province)	61	Moldova	Balti City Hall

						62	Ukraine	Department of Finance, Economics and Investment of the Sumy City Council	62	Moldova	Municipality of Nisporeni
						63	Ukraine	Berdychiv municipality	63	Moldova	Truşeni Town Hall
						64	Ukraine	Khmelnyskyi city council	64	Moldova	Primăria Cimişlia
									65	Moldova	Ialoveni City Hall
									66	Moldova	Ialoveni City Hall
									67	Moldova	Alliance for Energy Efficiency and Renewables
									68	Moldova	Comune della citta di Ialoveni, Republica Moldova
									69	Moldova	Energplan
									70	Poland	Grudziądz Municipality
									71	Portugal	Comunidade Intermunicipal da Região de Coimbra (Intermunicipal Community of Coimbra Region, CIM-RC)
									72	Portugal	ESPAÇO MUNICIPAL – Renovação Urbana e Gestão do Património, E.M.
									73	Romania	Dorohoi City Hall
									74	Romania	Regional Cluster "Green Solutions Lower Danube"-Galati-Romania
									75	Serbia	City of Kragujevac
									76	Serbia	City of Leskovac
									77	Serbia	Opština Priboj
									78	Serbia	Opština Priboj
									79	Slovakia	City of Kosice
									80	Slovakia	Bratislavský samosprávny kraj

									81	Slovakia	Bratislavský samosprávny kraj
									82	Slovakia	Mesto Ružomberok
									83	Slovakia	Obec Píla
									84	Slovakia	Regionálna rozvojová agentúra Kysuce
									85	Slovakia	Black Sea Regional Agency for Energy Management
									86	Slovakia	Institute of regional policy Bratislava region (Bratislavský samosprávny kraj)
									87	Slovakia	Prešovský samosprávny kraj
									88	Slovenia	Government of Slovenia
									89	Spain	Ajuntament dePalma
									90	Spain	Ayuntamiento de León (City Council of León)
									91	Spain	Ayuntamiento de León (City Council of León)
									92	Spain	Fundació València Clima i Energia
									93	Spain	Fundació València Clima i Energia
									94	Spain	Consejo Insular de la Energía de Gran Canaria (CIEGC)
									95	Spain	Ministerio de energía
									96	Spain	Ministerio de minas
									97	Spain	Ayuntamiento de Villarrobledo
									98	Spain	Ayuntamiento de Sestao
									99	Spain	Ayuntamiento de Villena
									100	Spain	Ayuntamiento de Ontinyent
									101	Spain	Diputación de Ávila

									102	Spain	Asociación Red de Ciudades que Caminan
									103	Spain	Agencia Provincial de la Energía de Cádiz
									104	Spain	CIRCE
									105	Spain	Ayuntamiento de Logroño
									106	Turkey	Demir Enerji Ltd.
									107	Turkey	ILBANK GENERAL DIRECTORATE
									108	Turkey	Samsun Metropolitan Municipality
									109	Turkey	Energy Cities Union (Enerji Kentleri Birliği)
									110	Turkey	Istanbul Energy/Istanbul Metropolitan Municipality
									111	Ukraine	Sumy City Council, Department of Finance, Economics, and Investments
									112	Ukraine	Pereshchepyne City Territorial Community
									113	Ukraine	Konotop City Council

Overview of the external mentors' applications received for each of the four PROSPECT+ CBP LCs.

LC1: Mentees			LC2: Mentees			LC3: Mentees			LC4: Mentees		
N°	Country	Applicant	N°	Country	Applicant	N°	Country	Applicant	N°	Country	Applicant
1	Bulgaria	Sofia Energy Agency SOFENA	1	Croatia	REGEA	1	Croatia	Municipality of Krizevci	1	Croatia	Municipality of Krizevci
2	Bulgaria	Energy Agency of Plovdiv	2	Croatia	Municipality of Krizevci	2	France	Municipality Albertville	2	France	Municipality of Albertville
3	Czech Republic	Central Bohemia Region	3	France	Municipality of Albertville	3	France	AURA-EE	3	Italy	AESS
4	Croatia	City of Križevci	4	Italy	Municipality of San Lucido	4	Italy	AESS	4	Spain	CARTIF Technology Centre
5	Croatia	City of Karlovac	5	Portugal	AdEPorto Porto Energy Agency	5	Italy	AESS		<i>External mentors for LC4 were all selected from the internal database.</i>	
6	France	City of Albertville	6	Portugal	Oeste Sustentavel	6	Spain	CARTIF Technology Centre			
7	Portugal	Oeste Sustentavel, the regional energy agency of West Portugal	7	Spain	CARTIF Technology Centre						
8	Portugal	AdEPorto Porto Energy Agency									
9	Spain	CARTIF Technology Centre									

Annex III

Participants' survey results per PROSPECT+ CBP LC

Q2: How likely are you to recommend this programme to other local authorities?

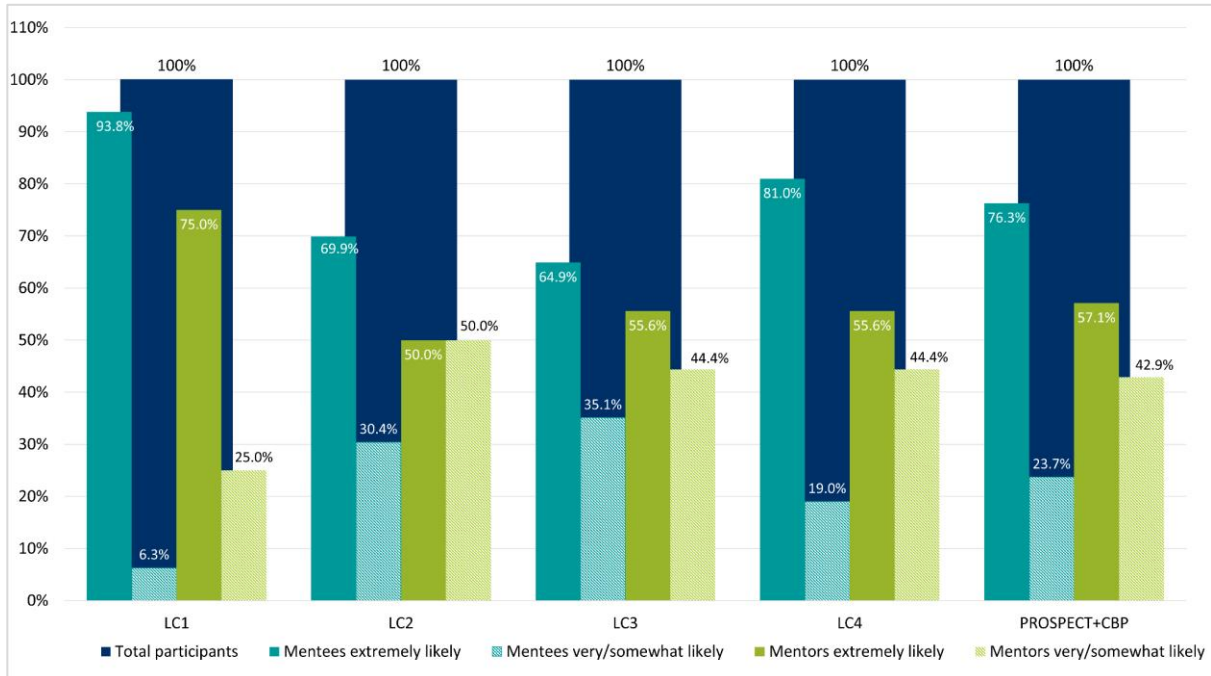


Figure 20. Mentees and mentors intention to recommend PROSPECT+ CBP to other local authorities

Q3: To what extent are you satisfied with the overall quality of the entire programme?

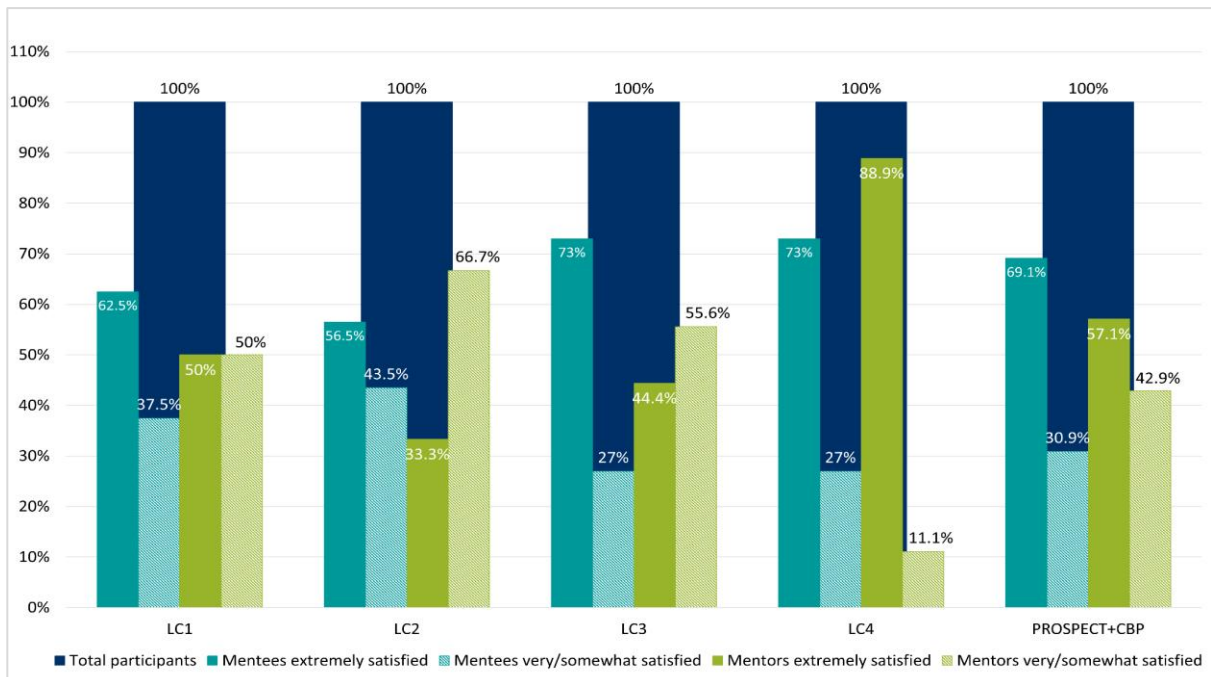


Figure 21. Mentees and mentors satisfaction with the overall quality of the PROSPECT+ CBP

Q4: To what extent are you satisfied with the quality of each of the programme activities you have taken part in?

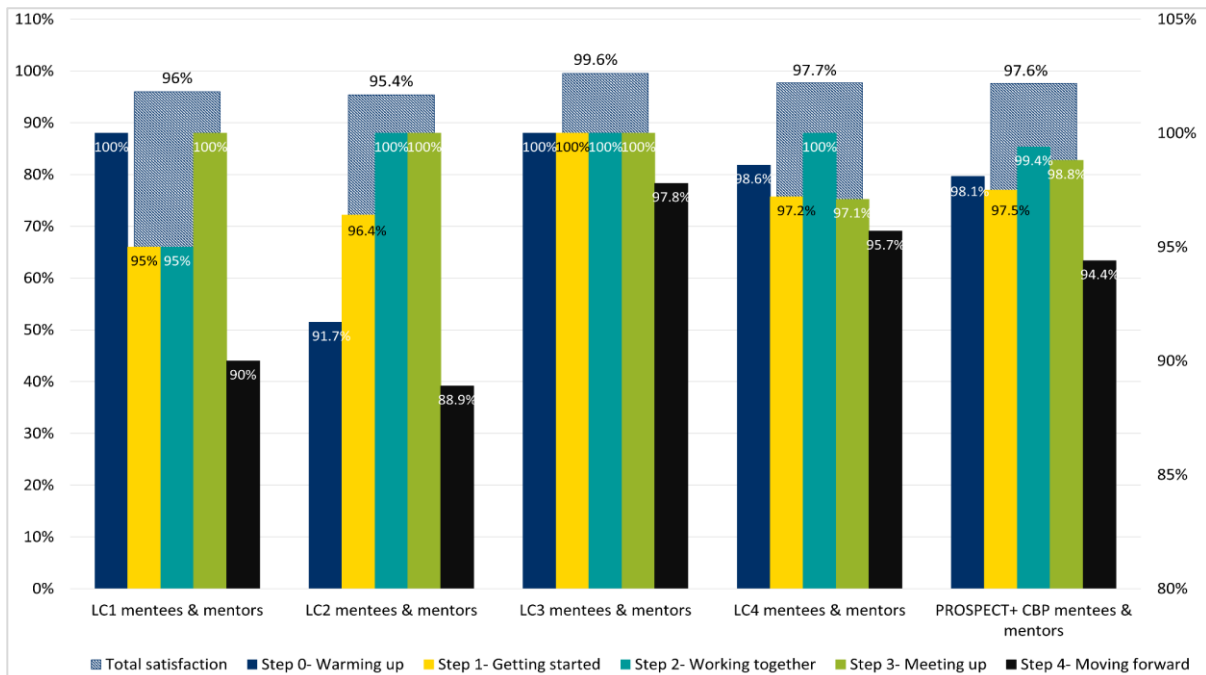


Figure 22. Mentees and mentors satisfaction with the PROSPECT+ CBP activities they took part in.

Q5.1: Please rate the extent to which you found the learning material comprehensive and easy to use.

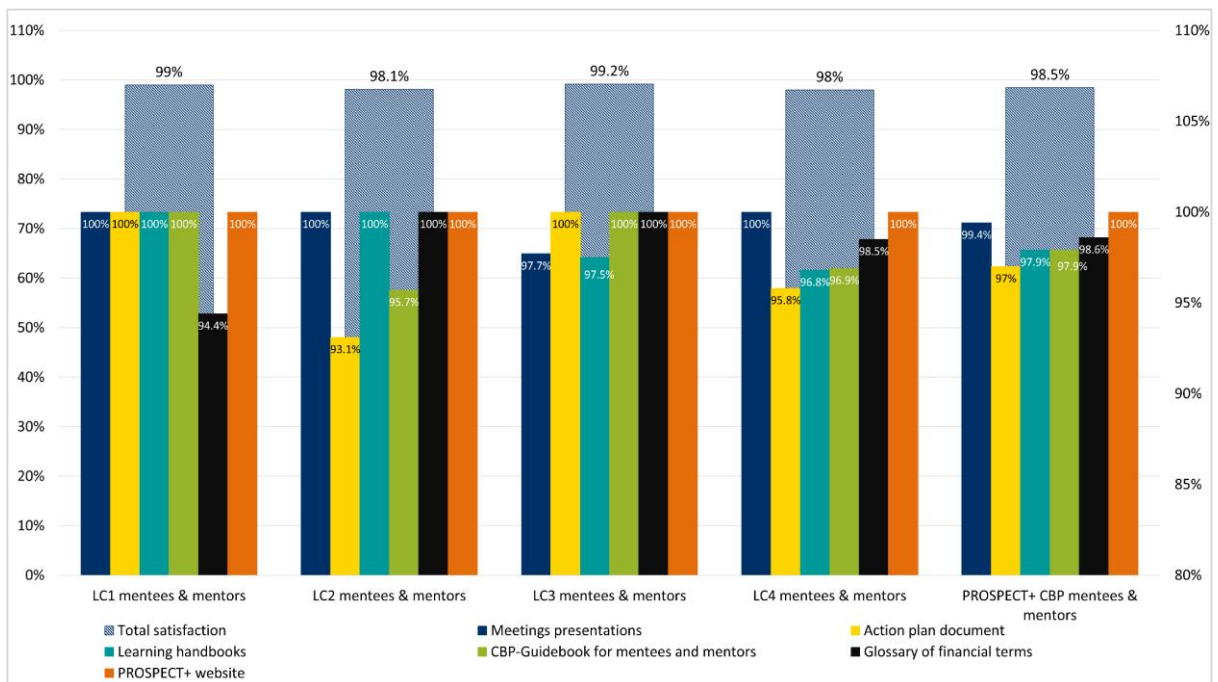


Figure 23. Mentees and mentors satisfaction with the PROSPECT+ CBP learning material

Q5.2: Please rate the extent to which you found the learning material comprehensive and easy to use.

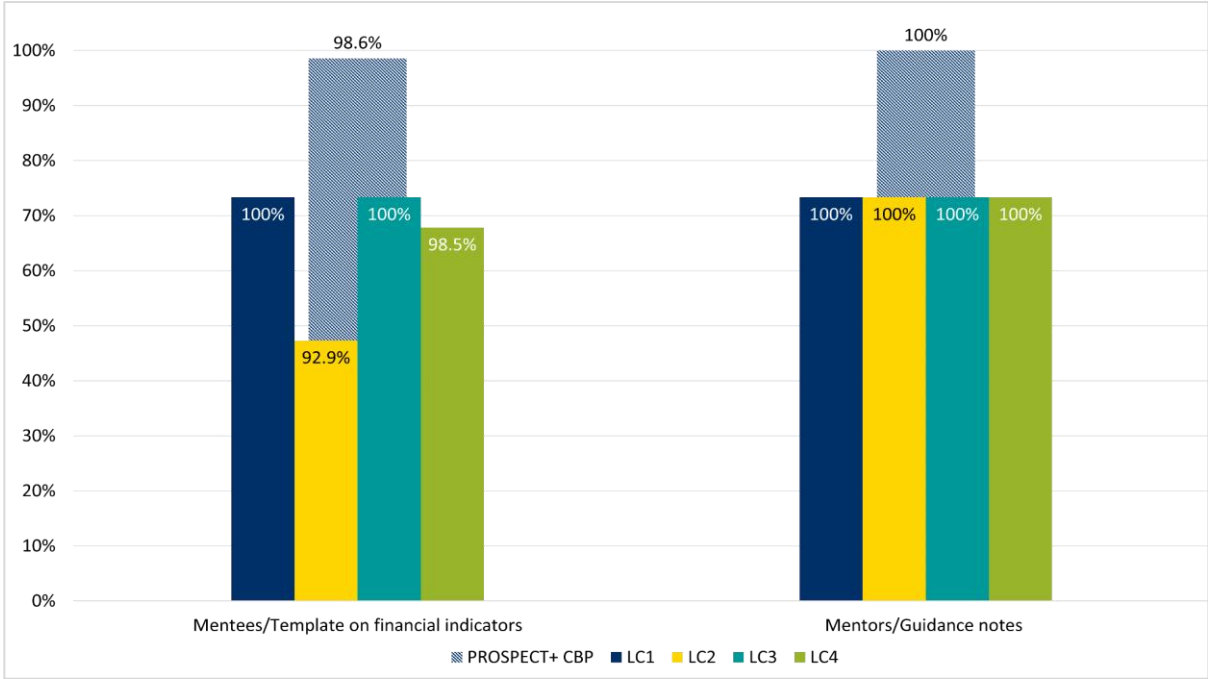


Figure 24. Satisfaction with the template on financial indicators for mentees and the guidance notes for mentors

Q6: Did you meet your learning objectives set at the beginning of the capacity building programme?

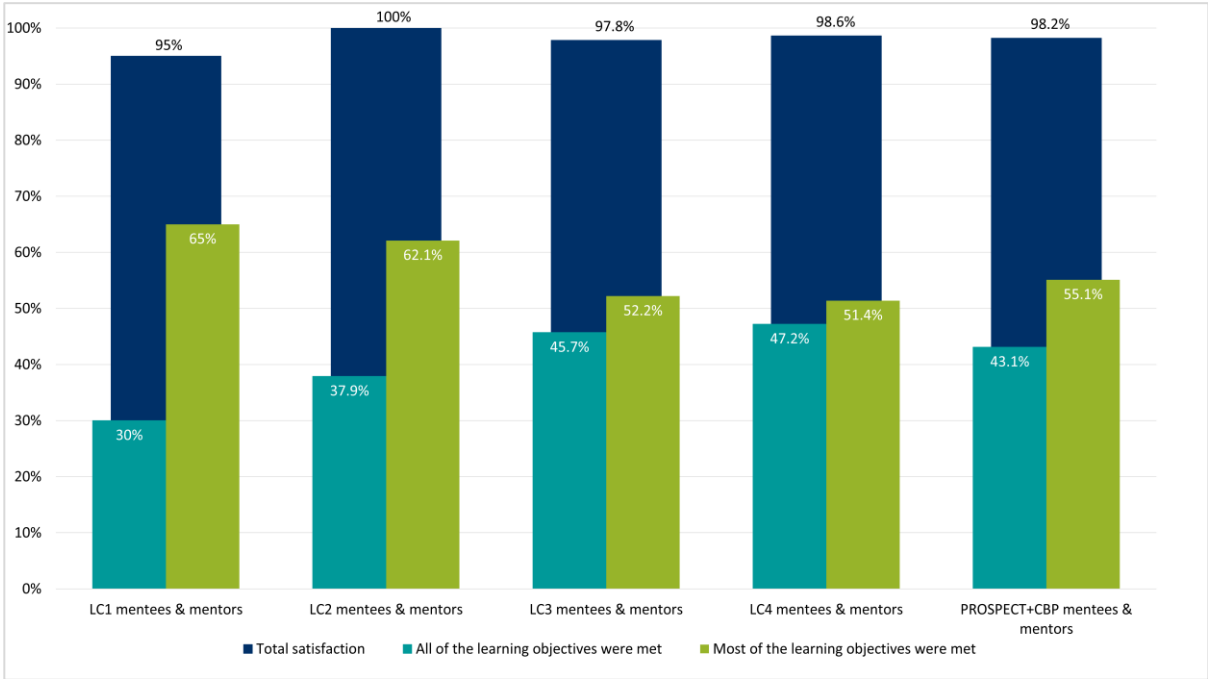


Figure 25. Mentees and mentors satisfaction in meeting their learning objectives

Q7: Please rate the extent to which the capacity building programme improved your knowledge of relevant innovative financing instruments.

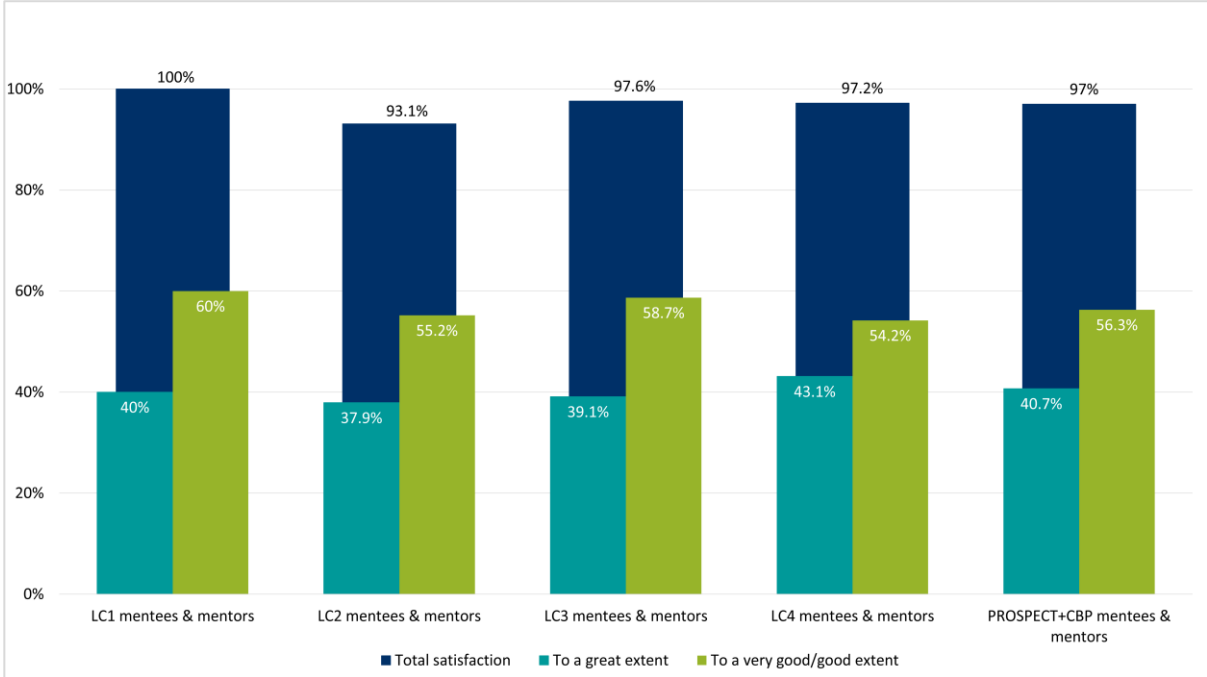


Figure 26. Mentees and mentors satisfaction in enhancing their knowledge

Q8: Are there concrete plans or intention to implement the financing scheme you learned about in this module into your city/region?

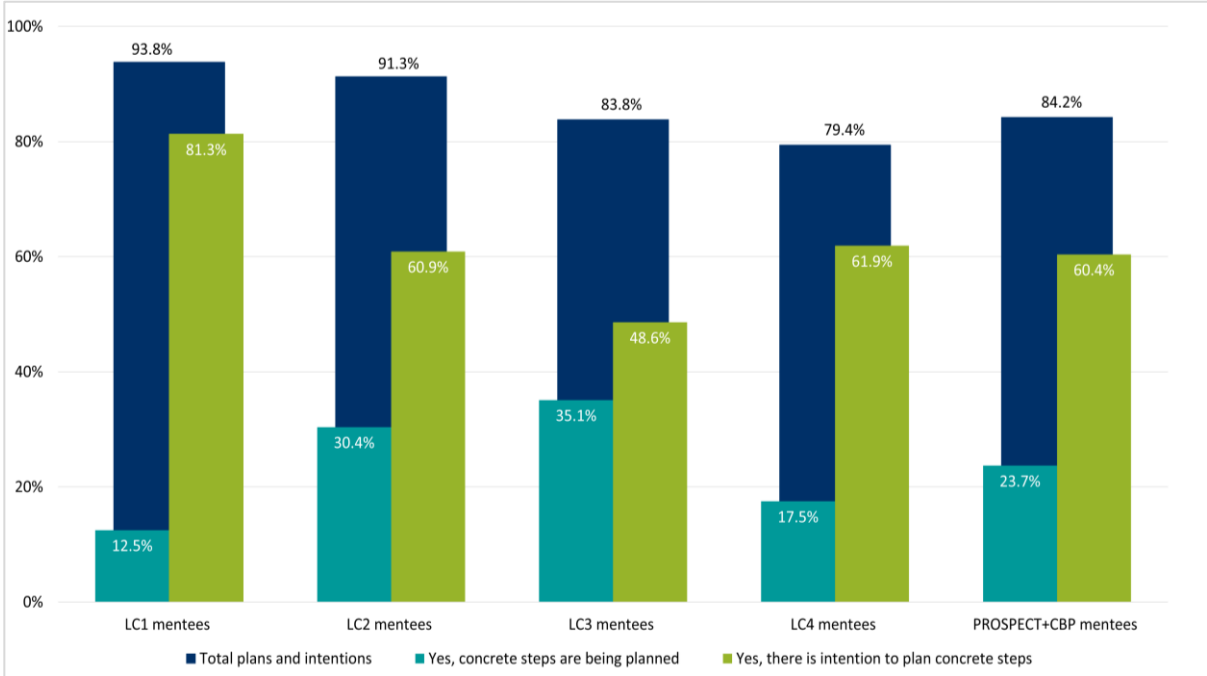


Figure 27. Mentees plans and intention to implement the learned financing scheme

Q9: Please reflect on your satisfaction with the amount of time planned for the mentoring meetings (both physical and online lectures), time planned for the site visit and time left for preparation in between the meetings.

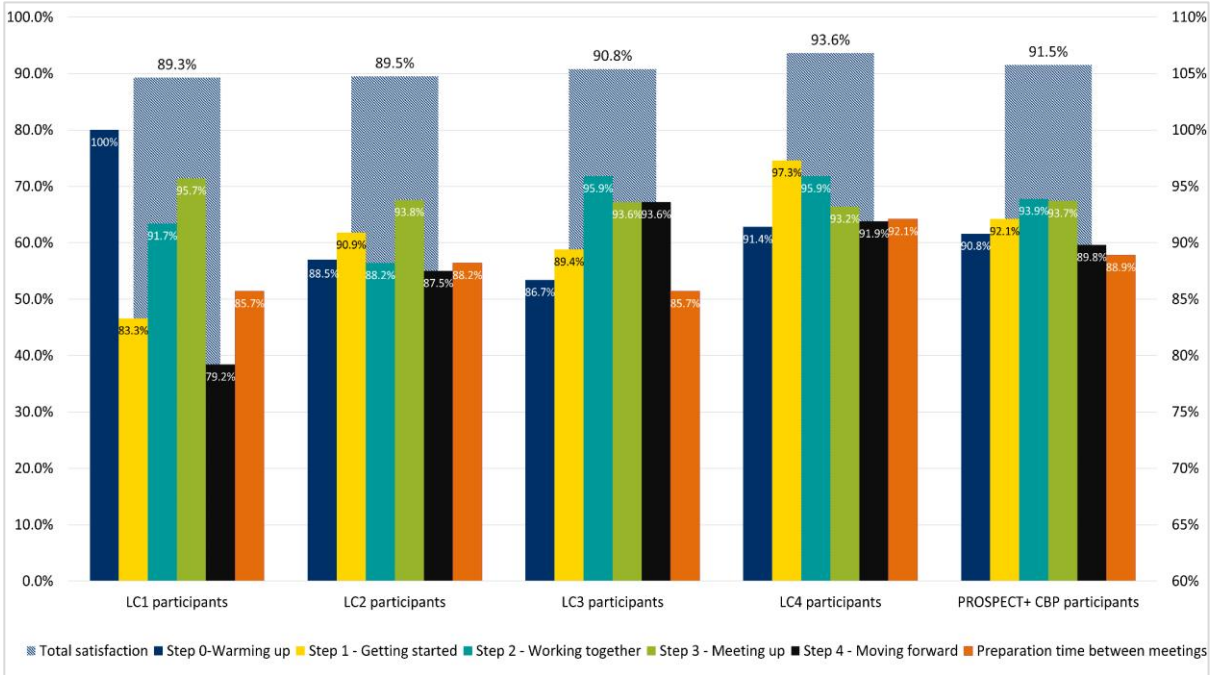


Figure 28. Participants satisfaction on the time planned for each of the PROSPECT+ CBP activities

Q10: Please rate the extent to which you feel you were paired up with a city/region where the knowledge acquired is transferable/replicable.

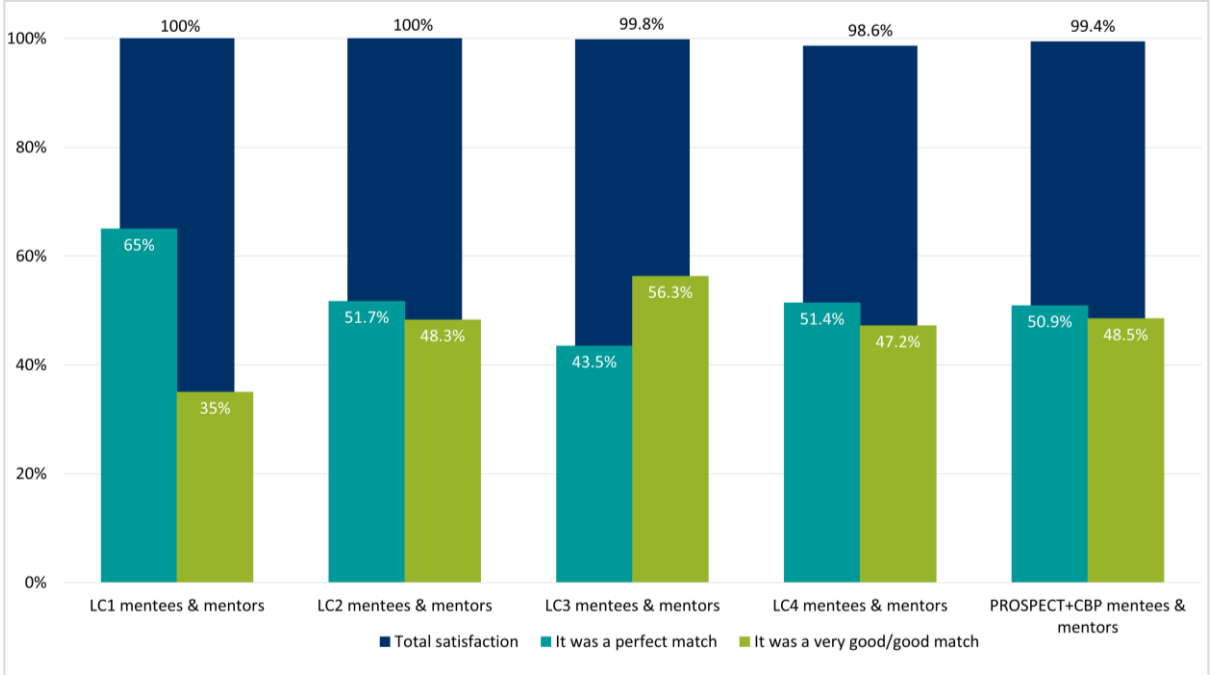


Figure 29. Mentees and mentors satisfaction with the matchmaking

Q11-13: To what extent are you satisfied with the guidance and support provided by the programme facilitator and your mentor?

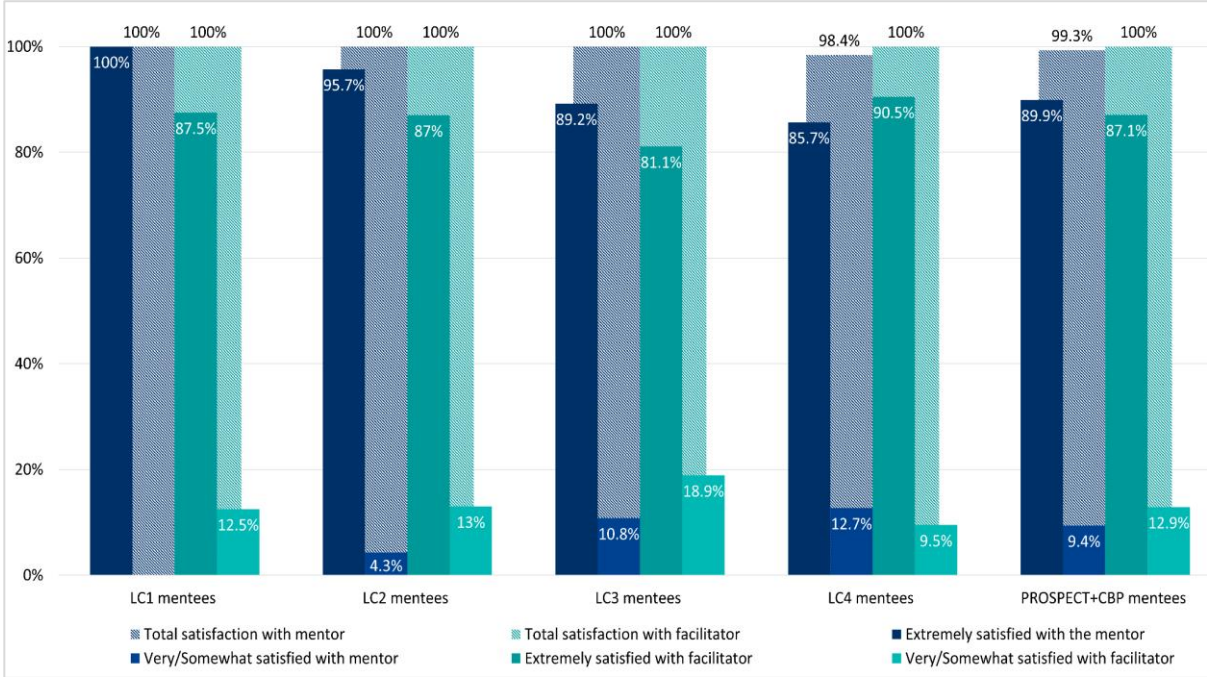


Figure 30. Mentees satisfaction with the mentors and facilitators

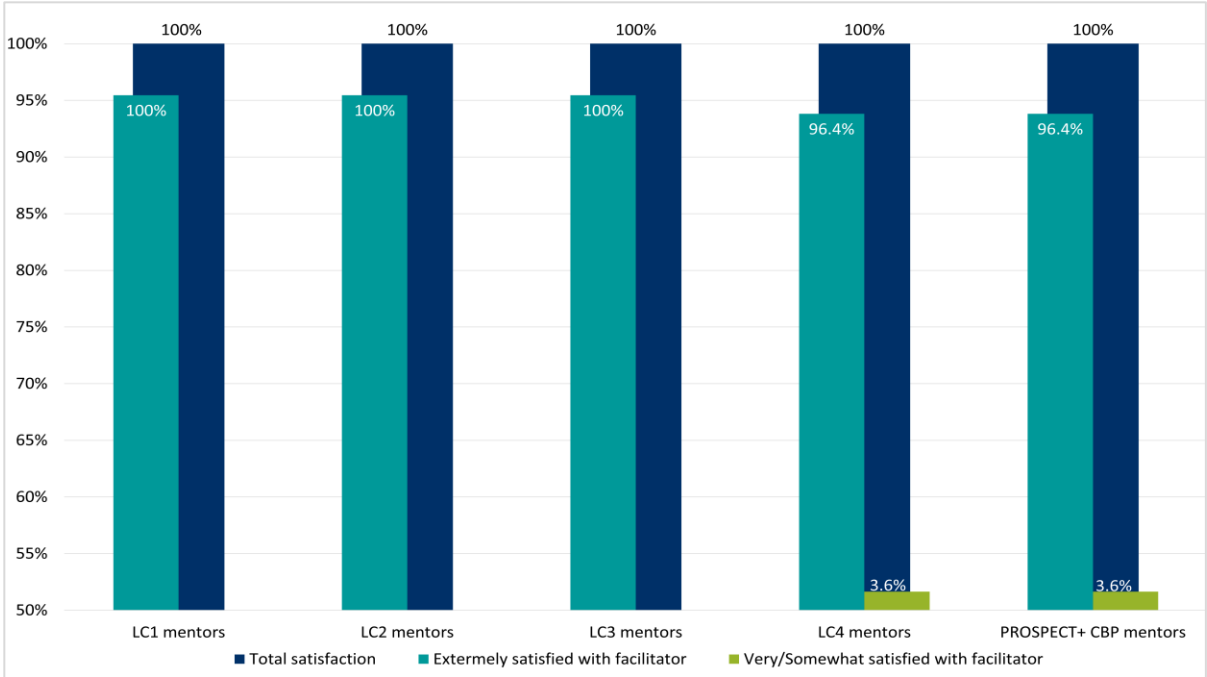


Figure 31. Mentors satisfaction with facilitators

Q14: Are there any other costs (besides accommodation and travel which were reimbursed) that you incurred on your site visit and that you think should also be covered by PROSPECT+?

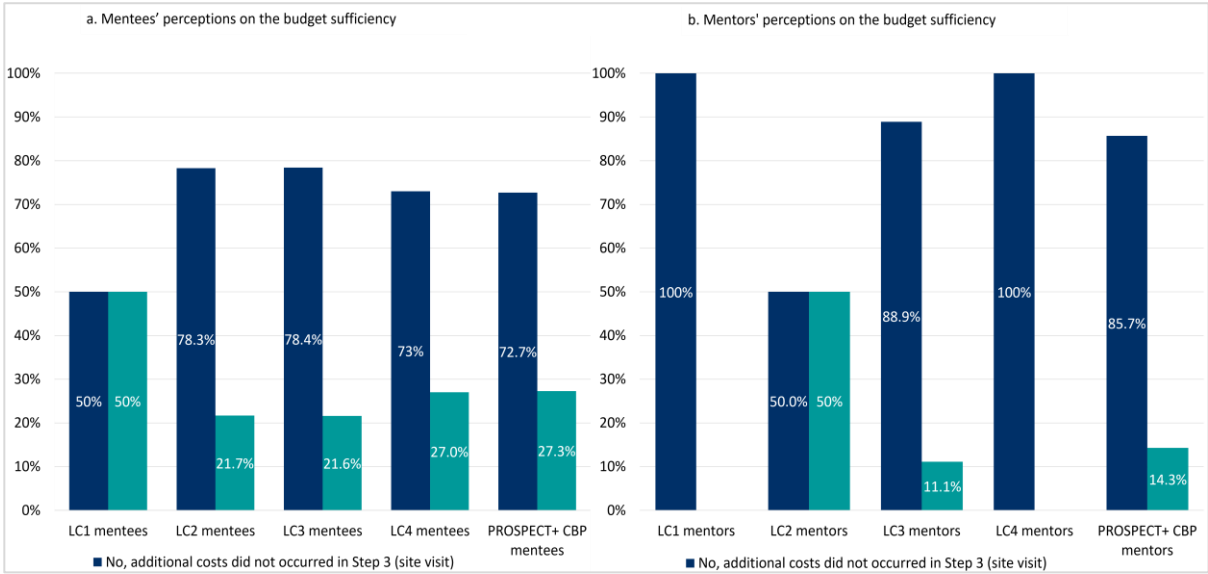


Figure 32. Mentees and mentors perceptions on additional costs occurred in Step 3 (site visit)

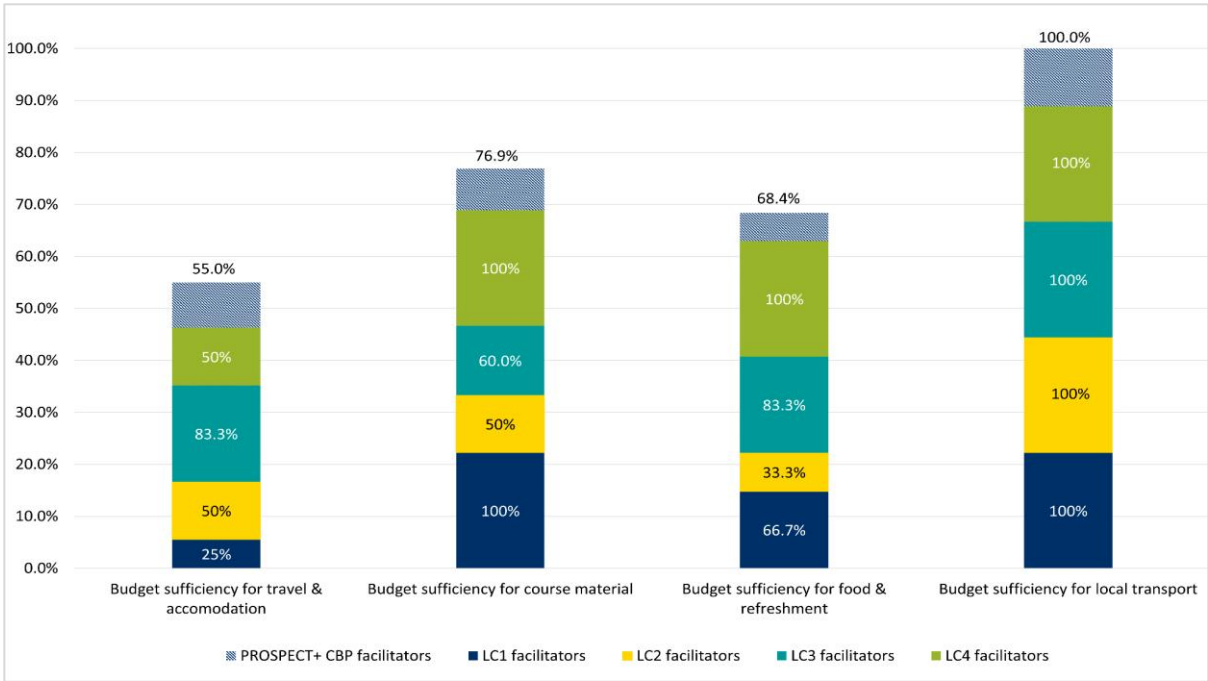


Figure 33. Facilitators' perceptions on the budget sufficiency and additional costs

Q15: How many new local authorities/partners/agencies did you find out about during this programme, whose cases, either good or bad, you could use in implementing your sustainable measures? (you can also count the mentor and the facilitator if you find them useful for your future plans).

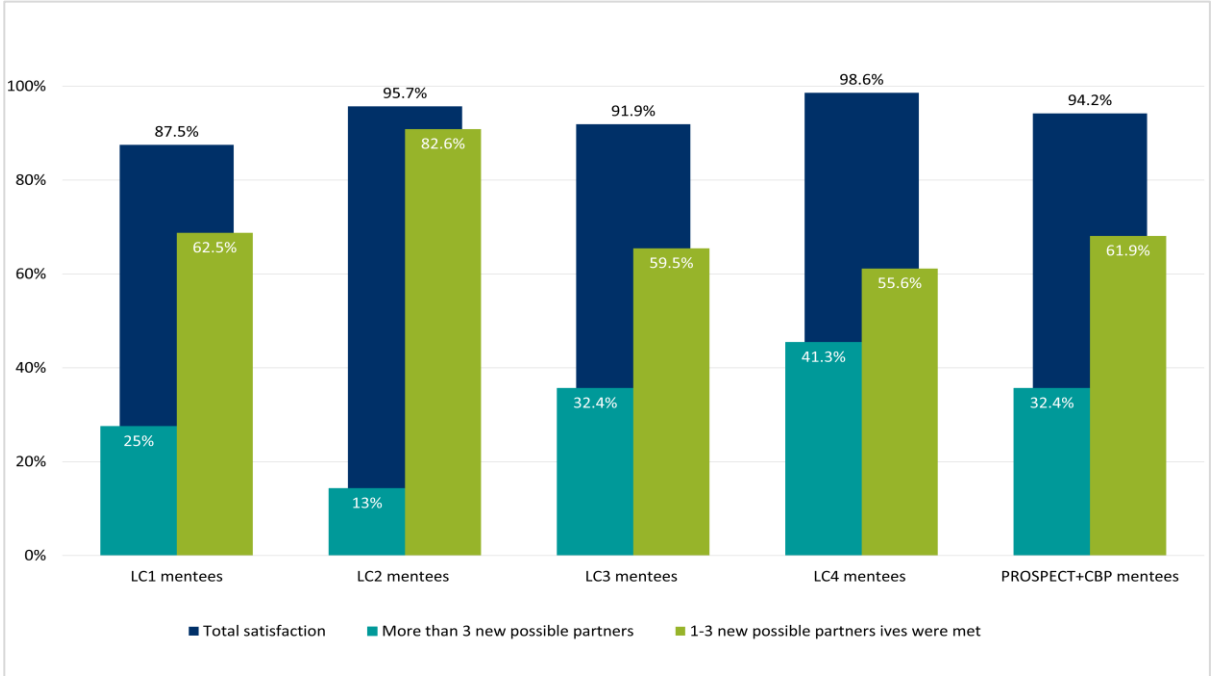


Figure 34. Mentees perceptions of partnership potential during the PROSPECT+ CBP

Q16: Have you held or are you planning to hold a presentation/ meeting to your relevant colleagues (at least two) to ‘train’ them about what you have learned in the capacity building programme?

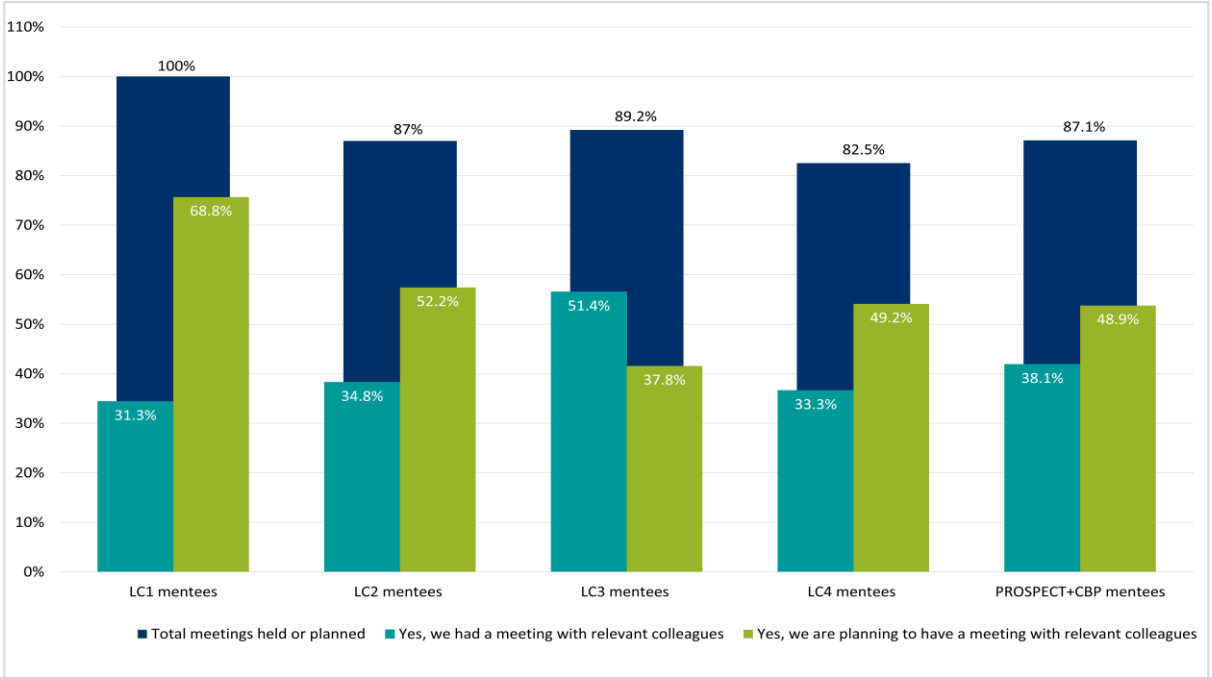


Figure 35. Mentees’ plans to transfer the learned knowledge to their colleagues

Annex IV

KPI performance analysis for each PROSPECT+ CBP LC

KPI N°	KPI	Target	Time-bound	How it is measured	LC1 status	LC2 status	LC3 status	LC4 status
1	Net promoter score	Net promoter score ¹¹ larger than 50%.	In each LC	Mentee, mentor evaluation survey (Question No2 in both surveys)	90%	100%	100%	100%
2	Satisfaction with the capacity building programme	At least 80% of mentees and mentors are satisfied with the overall quality of the capacity-building programme and the learning steps they have taken a part in.	In each LC	Mentee, mentor evaluation survey (Questions No3 & No4 in both surveys)	94.8%	93.5%	94.6%	98.1%
3	Usefulness and comprehensiveness of guidance materials	Develop resources that will be perceived as useful or extremely useful to 80% of our participants .	In each LC	Mentee, mentor evaluation survey (Question No5 in both surveys)	92.9%	95.7%	99.8%	98%
4	Meeting set learning objectives	At least 80% of respondents meet their learning objectives.	In each LC	Mentee, mentor evaluation survey (Question No6 in both surveys)	95%	100%	97.8%	98.6%
5	Competency: Enabling improvement of knowledge on innovative financing instruments	At least 80% of mentees give positive or extremely positive answers to the corresponding question of the survey.	In each LC	Mentee, mentor evaluation survey (Question No7 in both surveys)	100%	100%	100%	98.4%
		At least 20% of mentors give positive or extremely positive answers to the corresponding question of the survey.			100%	66.7%	97.8%	88.6%
6	Plan of mentees to implement the financing scheme	At least 60% of mentees respond either that specific steps within the defined time framework are being planned to replicate this financing	In each LC	Mentee evaluation survey (Question No8 in mentee survey)	93.8%	91.3%	83.8%	79.4%

¹¹ Net promoter score is a measurement 0 to 10 when mentees are asked: How likely are you to recommend this programme to other local authorities? The formula is NPS = percentage of promoters (score 9 or 10) – percentage of detractors (score 1 through 6). We have simplified it to a 1 – 5 scale and will calculate number of times number 5 is circled, minus number of times numbers 1, 2, or 3 were circled. This divided by total number of answers and multiplied by a hundred will result in the observed percentage.

		scheme or that there is an intention to use this financing scheme, but clear steps and timelines are yet to be determined in the corresponding question of the survey.						
7	Participant count	16 groups (8 peer mentoring, 1 local mentoring, 7 study visit) with an average of 46 new cities in each LC or over 50 participating PAs (this includes also internal mentors and participants that participate in more than one groups and/or CB cycles)	In each LC	Monitoring table	9 groups started and finished. 39 PAs started the programme (30 Pas finished). 38 unique new PAs started the programme and 30 finished it.	12 groups started (10 groups finished). 58 PAs entered the programme (34 PAs finished). 47 unique new PAs started the programme and 27 finished it.	13 groups started and finished. 71 PAs entered the programme (58 PAs finished). 50 unique new PAs started the programme and 38 finished it.	21 groups started and finished. 122 PAs entered the programme (97 PAs finished). 92 unique new PAs started the programme and 68 finished it.
8	Time planning for the learning programme	The number of meetings and hours of work was exactly as planned, and each group carried out its activities not exceeding the 8 months' timeframe.	In each LC	Monitoring table	7 months approximately	6 months approximately	9 months approximately (because C3_Cross8 local mentoring group rather than starting in September 2023 like the other groups did, began in December 2023 and finished in May 2024. However, none of the LC3 learning groups took more than 8 months to complete all learning steps.)	8 months approximately
9	Time available for mentoring meetings, site visits and preparation in-between the meetings	80% of participants answer that the planned time was optimal in the corresponding question of the survey.	In each LC	Evaluation surveys (Question No9 in mentee, No8 in mentor, No2 in facilitator survey)	86.1%	89.52%	90.82%	93.63%
10	Average participant-related cost per module	Programme average participant cost per cycle is not higher than the planned 888 EUR (cost of new public authorities involved divided by total CBP costs per	In each LC	WP1- Overall project monitoring	347.16€	347.65€	307,24€	For LC4 the KPI will be update near the end of the project as the reporting period is ongoing

		cycle), the cost reimbursement details are presented in Annex I						
11	Facilitator observation of budget provided for programme	Programme average participant cost per cycle is not higher than the planned 888 EUR (cost of new public authorities involved divided by total CBP costs per cycle), the cost reimbursement details are presented in Annex I	In each LC	Facilitator evaluation survey (<i>Question No3 in facilitator survey</i>)	Half of the facilitators participating in the survey (50%) agree that the budget provided has been enough for the following activities: Course material, Food and Refreshment, and Local Transportation. Clearly though, most of them (3 out of the 4) found the budget provided for Travel and Accommodation inadequate, with the exception of only one (1) of them, who expressed a different opinion.	All facilitators (5) participating in the survey agree that the budget provided for Local Transportation is sufficient. Half (50%) and almost half of them (33.3%) express the same opinion for Food and Refreshment, and Travel and accommodation, respectively. With respect to the Course Material, although not clear answers have been received, almost all of them seem satisfied. More precisely, as one facilitator mentions, participants are usually do not need to spend anything for this activity.	All facilitators (3) participating in the survey agree that the budget provided has been enough for the following activities: Course material, Food and Refreshment, and Local Transportation. The allocated budget is sufficient for Travel Accommodation for half of them.	All facilitators (4) participating in the survey agree that the budget provided has been enough for the following activities: Course material, Food and Refreshment, and Local Transportation. The allocated budget is insufficient for Travel and Accommodation for half of them.
12	Participant observation of budget provided for programme	Programme average participant cost per cycle is not higher than the planned 888 EUR (cost of new public authorities involved divided by total CBP costs per cycle), the cost reimbursement details are presented in Annex I	In each LC	Mentee, mentor evaluation survey (<i>Question No13 in the mentee, No12 in mentor survey</i>)	Most of participants (60%) feel that the programme as having been implemented at a quite reasonable cost for the most part. In cases where extra costs were taken it was mainly for travel and accommodation during physical visits in Step 3 "Meeting Up".	Again, most of participants (72.4%) feel that the programme as having been implemented at a quite reasonable cost for the most part.	Once more, the majority of participants (80.4%) believe that the programme was largely accomplished at an affordable cost.	Most of the participants (76.4%) find that the programme was implemented at an affordable cost.

13	Perceived success of matchmaking	Percent on successful matches (% of scores 4-5), over percent of mismatches (% of scores 1-2) as answered in the corresponding question on the survey.	In each LC	Mentee, mentor evaluation survey (<i>Questions No10,11 in mentee, No9,10 in mentor survey</i>)	90%	100%	100%	98.6%
14	Mentee satisfaction with facilitator and mentor	At least 80% of respondents are either satisfied or extremely satisfied.	In each LC	Mentee evaluation survey (<i>Question No12 in mentee survey</i>)	100%	100%	100%	99.2%
15	Mentor satisfaction with the facilitator	At least 80% of respondents are either satisfied or extremely satisfied	In each LC	Mentor evaluation survey (<i>Question No11 in mentor survey</i>)	100%	100%	100%	100%
16	Building partnerships	Each mentee can list at least three new partnerships (including the facilitator's organisation and the mentor's city/region)	In each LC	Mentee evaluation survey (<i>Question No14 in mentee survey</i>)	The majority of participating mentees (14 out of the total of 16 answering the survey) has found out at least 3 or more than 3 new partners (local authorities/agencies), whose cases can be used in implementing their sustainable energy measures. More precisely, 62.5% of the total participating mentees feels that up to 3 possible partners met during this CBP could help them in implementing their sustainable measures, while 25% has found out more than 3.	Almost all participating mentees (22 out of the total of 23 answering the survey) have found at least 3 or more than 3 new partners (local authorities/agencies), whose cases can be used in implementing their sustainable energy measures. More precisely, 82.6% of the total participating mentees feels that up to 3 possible partners met during this CBP could help them in implementing their sustainable measures, while 13% has found out more than 3.	Nearly all of the mentees who took part in the survey (34 out of the 37 who responded) found 3 or more new partners -local authorities or agencies- whose stories they could leverage to carry out their sustainable energy initiatives. Specifically, more than half of the participating mentees (59.5%) met up to 3 potential partners that could aid them in putting their sustainable measures into action, and 32.4% of them found more than 3.	Nearly all of the mentees who took part in the survey (61 out of the 63 who responded) found 3 or more new partners -local authorities or agencies- whose stories they could leverage to carry out their sustainable energy initiatives. Specifically, almost half of the participating mentees (55.6%) met up to 3 potential partners that could aid them in putting their sustainable measures into action, and 41.3% of them found more than 3.
17	Financing readiness check	All 200 public authorities who pass PROSPECT+ CBP will be asked to use the finance readiness tool (FRT) at the end of the respective LC. We expect that 60% of the mentees will apply the tool.	On average for all 4 LCs	Mentees are asked to send the filled tool back to adelphi who will report the number authorities that made use of the tool.	5% 1 out of 20 mentees that finished LC1	54% 13 out of 24 mentees that finished LC2	50% 22 out of 44 mentees that finished LC3	45% 25 out of 56 mentees that finished LC4

18	Replication factor	Achieve an increasing replication factor from cycle to cycle through the programme (relative target)	In each LC	WP2- Application forms	28% 15 Word of Mouth (WoM) out of the 54 applications received	30% 18 WoM of the 55 applications received	14% 10 WoM of the 67 applications received	18% 20 WoM of the 113 mentees applications received
19	Social Media metrics	Number of mentions, social media reach, social media likes and comments, number of interactions	In each LC	WP7 Communication & dissemination tracker. (Brand24 analytics tool)	N° of mentions: 139 So.Me. reach: 489K N° of interactions: 952	N° of mentions: 69 So.Me. reach: 207K N° of interactions: 360	N° of mentions: 169 So.Me. reach: 319K N° of interactions: 505	N° of mentions: 91 So.Me. reach: 185K N° of interactions: 301
20	Website metrics	Number of visitors and material downloads	In each LC	WP7 Communication & dissemination tracker. (Google analytics)	N° of visitors: 16K N° of material downloads: 3,614	N° of visitors: 19K N° of material downloads: 5,451	N° of visitors: 17K N° of material downloads: 5,579	N° of visitors: 17K N° of material downloads: 1,434
21	Engagement campaign	Reach up to 1000 cities/regions/agencies per engagement campaign	In each of the 4 engagement campaigns	Energy Cities as WP2 leader will report the number of prospects the Networks have contacted in each engagement campaign	During the 1 st engagement campaign Eurocities, FEDARENE and Energy Cities have reached: <ul style="list-style-type: none"> • A total of 4.100 contacts via their public newsletter (including articles on PROSPECT+). • A total of 13.603 contacts in their member cities, regions and energy agencies (with messages tailored and dedicated to PROSPECT+). Furthermore, a total of 1.974 other personalised mailing has been done targeting potential participants.	During the 2 nd engagement campaign Eurocities, FEDARENE and Energy Cities have reached: <ul style="list-style-type: none"> • A total of 4.644 contacts via their public newsletter (including articles on PROSPECT+). • A total of 6.946 contacts in their member cities, regions and energy agencies (with messages tailored and dedicated to PROSPECT+). Furthermore, a total of 2.434 other personalised mailing has been done targeting potential participants.	During the 3 rd engagement campaign Eurocities, FEDARENE and Energy Cities have reached: <ul style="list-style-type: none"> • A total of 34.448 contacts via their public newsletter (including articles on PROSPECT+) • A total of 6.844 contacts in their member cities, regions and energy agencies (with messages tailored and dedicated to PROSPECT+). Furthermore, a total of 5.410 other personalised mailing has been done targeting potential participants.	During the 4 th engagement campaign Eurocities, FEDARENE and Energy Cities have reached: <ul style="list-style-type: none"> • A total of 17,903 contacts via their public newsletter (including articles on PROSPECT+ as well as 1,821 public newsletters in French and 1,205 subscribers on the Fossil-free cities bulletin). • A total of 8,945 contacts in their member cities, regions and energy agencies (with messages tailored and dedicated to PROSPECT+). Furthermore, a total of 800 other personalised mailing has been done

								targeting potential participants.
22	Outside participants	Percentage of participants that came outside of consortium networks	In each LC	Monitoring table number of learning programme participants that are not members of the three networks divided by the number of all participants in one learning cycle	30% (9 out of the total 30 participants)	38.23% (13 out of the total 34 participants)	76% (44 out of the total 58 participants)	69% (66 out of the total 96 participants)
23	Number of participants in the CoP	100 participants in the CoP. At least 1 online webinar or workshop on innovative financing schemes per thematic area, with the aim to involve all EU countries. 5 areas x 20 participants = 100 additional public officers informed	During the whole project	Eurocities as WP6 leader and leader of the CoP will report the number of participants after the end of each LC.	The registration for the CoP was opened in January 2022, with the first events planned for late autumn 2022, i.e. once the Learning Cycle 1 has been completed (in order for the CoP to respond to the needs and priorities identified across the LC1 groups). By 31 st of October, there were 33 registered members representing 16 PAs and 16 countries (the main promotional campaign was scheduled for October/November).	The CoP activities are not scheduled to correspond with each LC per se. Major events (webinars) have been foreseen after LC1 and LC2 are completed and after LC3 and LC4 are completed, to give a similar opportunity to all LC participants to contribute to the events. During LC2, there have been 43 new registrations for the CoP (as of September 2023, there have been 107 registrations). Two online meetings for CoP members took place in December 2022 and in May 2023, with 20 participants each (total number of attendees in both meetings: 40). Policy dialogue was launched following the completion of LC2 to collect CoP members' and LC1 and LC2	During LC3 there have been 81 new registrations for the Cop, which makes a total of 157 CoP members until now. Two online events for Cop members took place, a Policy Dialogue webinar in November 2023 with 114 participants (158 registrations were received), and a Replication webinar in February 2024 with 79 participants (104 registrations were received).	Updates to this KPI covering the LC4 period, will be given in the final report in the official conclusion of the project report.

						feedback on main barriers and priorities, which will be the basis for the scope and format of the first policy dialogue webinar. The date of the webinar is dependent on the availability of DG Energy representatives, which is why the tentative date has been changed from June to early Autumn (TBC). 21 replies to the policy feedback survey have been received as of 10 September.		
24	Additional replication metrics	Each mentee is encouraged to hold a presentation/ meeting after Step 3 to their relevant colleagues (at least two) and ‘train’ them about what they have learned so that the replication inside the city is achieved (each mentee x2 colleagues) = minimum 30 mentees * 2-3 = 70 additional public officers	During the whole project	Mentee evaluation survey (Question No15 in mentee survey)	<p>≈ 13 additional public officers were trained by 5 mentees, who had already a meeting with their relevant colleagues.</p> <p>≈ 28 additional public officers are about to be trained by 11 mentees, who are planning to have a meeting with their relevant colleagues.</p>	<p>≈20 additional public officers were trained by 8 mentees, who had already a meeting with their relevant colleagues.</p> <p>≈30 additional public officers are about to be trained by 12 mentees, who are planning to have a meeting with their relevant colleagues.</p>	<p>≈ 48 additional public officers were trained by 19 mentees, who had already a meeting with their relevant colleagues.</p> <p>≈35 additional public officers are about to be trained by 14 mentees, who are planning to have a meeting with their relevant colleagues.</p>	<p>≈ 53 additional public officers were trained by 21 mentees, who had already a meeting with their relevant colleagues.</p> <p>≈78 additional public officers are about to be trained by 31 mentees, who are planning to have a meeting with their relevant colleagues.</p>
		5 replication ambassadors who will each attract and disseminate their learnings to at least 6 extra local and regional authorities from their country, resulting in (5 x 6) = 30 additional PAs		Eurocities as WP6 leader will report the activities of the “ambassadors”	<p>The Ambassadors have not been selected yet. The selection is based on the facilitators’ feedback as regards the participants’ interest and potential to successfully engage</p>	<p>In September, 6 Ambassadors were selected among LC1 and LC2 participants based on their application forms and proposals to organise local events for various</p>	<p>Innovative Financing Ambassadors representing 6 countries: Albania, Croatia, Greece, France, Italy and Moldova. Their voluntary involvement led to engagement of French municipalities, who formed a local group under LC4, as well as to various promotional activities in Italy. These included an event on energy cooperation in the</p>	

					additional organisations in their countries. The assessment will continue throughout LC2, LC3 and LC4.	stakeholders in their countries. They have proposed activities tentatively planned for October 2023 – January 2023 and beyond. They will report on the actual number of participants they have attracted after the events have taken place.	Mediterranean (bringing together the energy agencies from Italy, France, Greece, Portugal and Lebanon). The Ambassadors from France and Croatia also joined the Policy Dialogue and Replication webinars (in November 2023 and February 2024 respectively) as panellists and speakers. Further updates to this KPI covering the LC4 period, will be given in the final report in the official conclusion of the project report
25	Internal responsiveness to suggestions from helpdesk and survey feedback	Address (implement or give a justification to) all complaints/suggestions	During the whole project	Number and percentage of suggestions responded to helpdesk and survey question (Number of suggestions vs. number of responses)	No complaints or suggestions have been tracked within the 1 st LC implementation period. The helpdesk enabled visitors to ask questions on the Learning Cycle rules, we received questions about application rules (i.e., one visitor wanted to apply from Egypt) and more questions about the general process. (How to apply, and when is the next Learning Cycle as some had missed the deadline.)	One concern about no feedback on the Community of Practice. One email about green building funds.	No complaints or new emails.
26	Internal responsiveness to helpdesk questions	Meet the planned target of responding in two weeks (10 working days)	During the whole project	The average number of days it takes to respond to helpdesk questions and the percentage of questions that were not responded to in time	Replies to emails took between 1 to 7 days, depending on answers available at the time. First email (from 7th February on LC2 dates	Response between 1 to 2 weeks, depending on period and availability. Our two emails were during the summer break 2023 and were addressed in September 2023.	No new emails since last period. The Gmail account is checked every two weeks.

					was answered on 8th February 2022) Second email on having Egypt mentees apply (from 6th December, reply on 13th January, due to Christmas break)		
27	Planned utilization rate	All partners are in the 80%-100% range of their planned budget	During the whole project	Internal documents. Planned vs. achieved budget per organisation	Internal mentors have spent around ¼ of the overall budget, while knowledge partners and multipliers around 1/3. This is in line with the implementation, since we have completed the first third of the project and one out of four LCs.	Not possible to assess this KPI in the second version of D4.2 as the reporting period 2 was ongoing	After the 2nd RP, the consortium is generally in line having spent 65% of PMs. Spending is a bit lower in terms of € (60%) but this will be fixed as the project is ending and more senior people will be involved in the closing stage. After the end of the 3rd RP, all partners spent more than 80% of the planned resources.



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