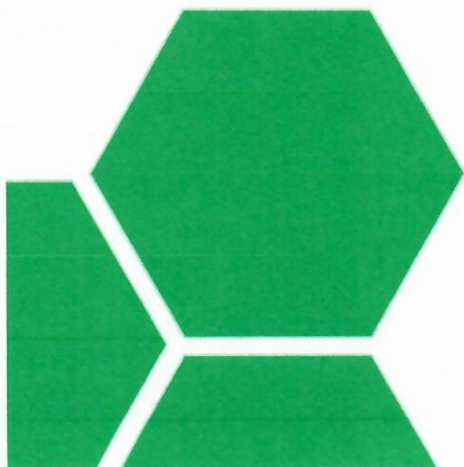




REBUS
Interreg Europe



Action Plan



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European Union | European Regional Development Fund



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Action Plan

March 2019

Part I – General information

| | |
|-----------------------------|---|
| Project | PGI01482 |
| Partner organisation | Association of Municipalities Polish Network “Energie Cités” (PNEC) |
| Country | Poland |
| NUTS2 region | PL21 |
| Contact person | Patrycja Płonka |
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| Phone number | +48 12 429 17 93 |

Part II – Policy context

Policy instrument addressed:

Regional Operational Programme for Małopolska Voivodeship for 2014-2020; Priority axis 4: Regional energy policy; Thematic objective 4: Supporting the shift towards a low-carbon economy in all sectors; Investment priority 4c: Supporting energy efficiency, smart energy management and renewable energy use in public infrastructure, including in public buildings, and in the housing sector.

PI was launched to finance investments in deep energy renovation of public buildings, including:

- thermal insulation of the envelope
- modernisation of HVAC systems
- connecting the building to DHN
- introduction of microgeneration
- introduction of RES

The beneficiaries were mostly local & regional self-governments. The requirements set for the submitted projects included: being embedded in local energy programme (SEAP or other), having energy audit done, including analysis of the economic effectiveness of the action and having justified environmental impact in terms of energy saved (with the key indicator being: *Quantity of thermal energy sold for the needs of the buildings covered by the instrument, i.e. public and residential buildings (in GJ)*).



Within the PI only one call for proposals was launched with 74 projects selected for funding. At the moment of Action Plan finalisation (March 2019), the projects funded were either complete or close to completion and the PI was entering monitoring & evaluation phase. Therefore the action plan contributes into this phase by ensuring improved monitoring of and evaluation of energy renovation projects supported by Policy Instrument, as well as of the PI as a whole. One of the proposed actions (Action 3) also aims at improving performance of already implemented projects by adding educational / users' engagement component based on REBUS GPs and lessons learnt included in REBUS Energy Renovation Path.

The policy instrument that the Action Plan aims to impact is:

Investment for Growth and Jobs programme

Part III – Details of the actions envisaged

ACTION 1:

Improved monitoring and evaluation of energy renovation projects supported by Policy Instrument

| 1. Overall Topic and Description of the proposed Policy Improvement | |
|---|---|
| Overall Topic | <p>The overall aim of the Action Plan (AP) is to improve the Policy Instrument (PI), which supports deep energy renovation of public buildings. Within PI, which is ROP for Małopolska Voivodeship, Investment Priority 4c, one call for proposals has been launched with 74 projects selected for funding. At the date of AP finalization (March 2019) the projects supported are either completed or close to completion, no further calls are planned and the PI is entering next important phase – monitoring & evaluation (M&E). REBUS project will contribute to this process by improving M&E of both supported projects (Action 1) and of the PI itself (Action 2). The overall topic of Action 1 thus is improved M&E of energy renovation projects supported by PI.</p> |
| Specific Description | <p>Action 1 focuses on the improvement of the PI and its regional impact by improving monitoring and evaluation of supported projects. REBUS project managed to identify many useful good practices in energy renovation, as well as develop comprehensive Energy Renovation Path helping to overcome most typical barriers related with such investments. These show how the “perfect” energy renovation project should look like and what components it should include. Within Action 1 PNEC will contact and evaluate existing projects, checking to what extent they meet these criteria and where there is still room for improvement and possible increase of energy and financial savings (e.g. by ensuring better use & maintenance of modernised systems). Based on REBUS experience specific questionnaire will be developed, consulted with LSG members and disseminated among project owners. Then PNEC will collect and analyse data providing comprehensive evaluation report and sharing it with project owners and Managing Authority (MA). This will complement basic evaluation done by the MA that was based on call requirements and equip MA with more detailed picture of the projects supported and to what extent they have used existing energy and financial saving potential.</p> |

2. Need addressed

Action 1 addresses the need for thorough, good quality and good practice-based evaluation of energy renovation projects supported by the PI. The evaluation should help to determine:

- to what extent the projects supported meet good practice requirements concerning planning, implementing, monitoring and capacity building, as identified in REBUS GPs and ERP. What are their most important strengths and weaknesses in this context?
- to what extent the projects supported use existing energy saving potential related with energy renovation.
- if there is still a room for improvement in terms of energy and financial savings, e.g. by improved operation, maintenance & monitoring, adding new components, etc.

This will give the Managing Authority useful and thorough input on the quality of supported projects and efficiency of the usage of money granted (value for money) and if there is a room for improvement, both of existing projects and of the calls planned for the next financing perspective.

| 3. Relevance to the project | |
|--|---|
| Details of proposed Policy improvement | Links with interregional input (including details of activities, good practices and knowledge shared) |
| <p>Activity 1: Improved evaluation of energy renovation projects supported by Policy Instrument</p> | <p>REBUS project managed to identify many useful good practices in energy renovation, as well as develop comprehensive Energy Renovation Path helping to overcome most typical barriers related with such investments. Together, they show how a good-quality energy renovation project should be prepared, implemented and monitored and what components it should include or take into consideration (e.g. being embedded in long-term strategy as in case of Niepołomice GP, with ensuring proper education of the contractors as in case of Helsingborg GP or using modern solutions as in case of Crete Green Campus GP). Based on this important experience and material gathered special questionnaire will be developed and used to evaluate projects supported by Policy Instrument and to which extent they meet requirements of good practice/good quality energy renovation projects and make use of the full potential related with such projects (both in terms of energy and financial savings and implementation of other targets, e.g. users comfort). This will be an important feedback for the Managing Authority giving wider picture of the PI's real impact vs. Potential feedback, as well as creating basis for improvements in the next programming period.</p> |

| 4. Specific Activities and TIMEFRAME | | |
|--------------------------------------|----------------------|--------|
| Activity | Activity Description | Timing |
| | | |

| Number | | |
|--------|---|----------------------------|
| 1 | Summarising REBUS phase 1 experience in a form of a tailored (adapted to the PI context) list of “key indicators/ingredients of a successful energy retrofitting project” that will help with the thorough evaluation of the projects supported under the PI. | April - July 2019 |
| 2 | Development of a detailed questionnaire for the owners/implementers of energy renovation projects supported under the PI to verify to which extent these projects fulfil above-mentioned indicators/include above-mentioned ingredients and what are their strengths and weaknesses | August 2019 |
| 3 | Review of the questionnaire by LSG | September 2019 |
| 4 | Getting in touch with the owners/implementers of energy retrofitting projects supported under the PI and inviting them to complete the questionnaire (facilitated by the Managing Authority) | October - December 2019 |
| 5 | Collecting data/questionnaires from the owners/implementers of energy retrofitting projects supported under the PI (also through individual, personal contact) | January – May 2020 |
| 6 | Analysis of collected data/questionnaires | June – October 2020 |
| 7 | Development of the evaluation report and sharing it with the Managing Authority | December 2020 – March 2021 |

5. Players involved

| Name of Organisation | Role in Action Plan Implementation |
|---|---|
| PNEC (main player) | Author and key implementer of Action 1 |
| Małopolska Region Marshall Office (main player) | Managing Authority, supporter and beneficiary of Action 1 |
| LSG (supplementary player) | Advisory role: review of the questionnaire |
| PI beneficiaries (addressees) | Addressees of the action, completing the questionnaire |

6. Risk and Contingency Plans

| Description of Risk | Level of probability (High, Medium, Low) | Description of Contingency Plan |
|---------------------|--|---------------------------------|
| | | |



| | | |
|--|---------------|---|
| <p>Reluctance of the owners/ implementers of energy retrofitting projects supported under the PI to complete the questionnaire and share inputs on their projects, because of the time and effort required or because the projects have many weaknesses that they wouldn't like to come out.</p> | <p>Medium</p> | <p>The contact with the owners/ implementers of energy retrofitting projects supported under the PI will be facilitated and supported by the Managing Authority. PNEC will also ensure enough personal contact to explain all the doubts and help with filling in the questionnaire (if not provided by the owner/implementer himself, the questionnaire could be filled e.g. during phone interview by PNEC's staff). Since the task will require time and effort from PNEC's staff to collect enough inputs to make good quality evaluation, enough time have been foreseen in the time schedule of the action.</p> |
| <p>Reluctance of the owners/ implementers of energy retrofitting projects supported under the PI to share "honest" inputs on their projects and their tendency to show a bit better picture than it actually is (→ hiding weaknesses)</p> | <p>Medium</p> | <p>Personal contact with the people interviewed as well as ensuring them that no individual data/assessments will be made available to the wider public should increase their trust in the activity and the level of honesty.</p> |

7. Costs

The costs are mostly related with the costs of human resources (PNEC's staff) involved in the action. They are estimated at 15 000 EUR.

On the other hand, the action will influence projects with the total value of 362 071 681,26 PLN (84 339 328,63 EUR using exchange rate from 29.03.2019)

8. Funding sources

The action will be financed with PP's (PNEC's) own funds. No external funding sources are foreseen.

9. Monitoring

| Monitoring tools | | Reports on the execution and completion of activities, tracking completed deliverables (list of key indicators/ingredients of a successful project, questionnaire, evaluation report), track of the exchanges made with the Managing Authority, LSG and PI beneficiaries, signed attendance lists from the meetings | |
|-------------------------|---|---|--|
| Indicators | | target amounts | Means of Verification |
| 1 | <i>Quantity of thermal energy sold for the needs of the buildings covered by the instrument, i.e. public and residential buildings (in GJ) (self-defined performance indicator)</i> | 14 542 727 | <i>Data from the MA and from the contacted project owners/implementers</i> |
| 2 | <i>Project owners/implementers contacted (n°)</i> | 74 | <i>List of contacted project owners/developers; evidence of contact made</i> |
| 3 | <i>Projects assessed/evaluated (n°)</i> | 50 | <i>Number of collected and evaluated questionnaires</i> |

ACTION 2

Improved monitoring and evaluation of the Policy Instrument as a whole

| 1. Overall Topic and Description of the proposed Policy Improvement | |
|---|---|
| Overall Topic | <p>Additionally to providing good practice-based evaluation of energy renovation projects supported by the PI (which is focus of Action 1), REBUS project will also provide comprehensive evaluation of the Policy Instrument as a whole, to assess its overall efficiency, strengths and weaknesses, as well as find room for possible improvements (also in comparison with other ROPs improved within the REBUS projects and other relevant GPs) that would provide useful feedback to the Managing Authority and could be taken into consideration in the next programming period. This is the objective of activity 2.</p> |
| Specific Description | <p>The aim of Action 2 is to improve evaluation of the policy instrument as a whole, by widening original scope of the evaluation (as foreseen by ROP) and involving more stakeholders in the process. During interregional exchanges with REBUS partners it was mentioned several times that it would be good to look at the instrument’s performance not only through official indicators but also through the eyes of the potential/actual beneficiaries (was it easy to apply? Where selection criteria & requirements reasonable? Does the scope and structure of the PI allow for planning good-quality projects? What was missing?) and experienced thematic experts (as LSG members) other than the company hired to do the formal evaluation of the ROP. Now that the instrument is entering its final phase and the projects supported are either completed or close to completion there is a room and possibility for such thorough evaluation, which will be done within this activity. Based on REBUS ERP, GPs and exchanges made with the partners during phase 1, special questionnaire will be developed and disseminated among PI beneficiaries and LSG members and collected data will give Managing Authority important feedback on the overall performance of their PI.</p> <p>Important and interesting part of the assessment will be also comparison of the PI with other ROPs analysed and improved under the REBUS project and comparing their strengths and weaknesses. This will be a source of important information for the Managing Authority, possibly useful for future activities and the next programming period.</p> <p>The evaluation will not stop with providing MA with the comprehensive feedback report.</p> |
| 2. Need addressed | |
| Action 2 addresses the need for deep and thorough evaluation of the policy instrument as a whole, | |

taking into consideration not only official performance indicators (as planned in the official monitoring & evaluation agenda) but also opinions and feedback from PI beneficiaries and well-established experts (LSG members) as well as experiences from other REBUS regions and REBUS good practices. Some useful feedbacks were already collected in the scope of phase 1, giving direction to phase 2 activities, which improve/complement formal PI evaluation (in process) with additional useful inputs involving wider context and wider group of people. Such complete and thorough evaluation is possible only now, that the instrument has closed and entered M&E phase.

Additionally, the action addresses the need for continuous improvement - the evaluation of the PI will not be the sole activity but will also serve to identify room for improvement for the next programming period.

3. Relevance to the project

| Details of proposed Policy improvement | Links with interregional input (including details of activities, good practices and knowledge shared) |
|--|--|
| <p>Action 2, part 1: Improved evaluation of PI by adding perspective of beneficiaries and LSG members</p> | <p>During interregional REBUS exchanges, and in particular exchange in Durham in September 2018 it was discussed with the partners that it would be interesting to look at the PIs also from wider perspective, looking not only at the official performance indicators, but also opinions of the beneficiaries, e.g. if it was easy for them to apply and then cooperate with the MA, if the selection criteria and requirements were clear and feasible, if they allowed for preparation of good quality projects or they give room for poorer performance than expected, etc. Based on these discussions it was decided to include this important component in the Action Plan and thus make sure that the evaluation of the PI (which is an important phase of the PI lifecycle) is as thorough as possible and includes different perspectives, also these of LSG members, recruited within the REBUS project and representing different professional backgrounds and interests. They already provided many useful inputs within phase 1 (e.g. highlighting some PI's weaknesses like not paying adequate attention to the users' comfort and ensuring that renovated buildings are not only more energy efficient but also healthy), and now, on the basis of these inputs and once the instrument formally entered M&E phase, are willing to contribute to its more comprehensive evaluation.</p> |
| <p>Action 2, part 2: In-depth comparative study with other ROPs and GPs analysed within REBUS projects, based on phase 1 preliminary findings</p> | <p>Another important aspect enabling thorough evaluation of the PI is its comparison with other ROPs and funding instruments discussed and analysed within the REBUS project, comparing their strengths & weaknesses and checking whether some model solutions would be transferrable in practice to the regional context. Some interesting GPs were already identified during REBUS interregional exchanges, like e.g. ROP for the Region of Crete, which requires energy audit pre and after the investment, which helps to check real results of implemented energy saving measures, or Italian Thermal Account 2.0., which makes the payment dependent on the results achieved (this is a weakness of many energy renovation projects in the region that this reliable</p> |

| | |
|--|--|
| | information on real and long-term results is missing). Starting from these findings, within phase 2, PNEC will further explore similarities and differences of the PI with other analysed instruments and the possibility of transferring some of the good solutions to the regional context. This will give another important feedback and input for the monitoring & evaluation process. |
|--|--|

| 4. Specific Activities and TIMEFRAME | | |
|--------------------------------------|--|------------------------------|
| Activity Number | Activity Description | Timing |
| 1 | Summarising REBUS phase 1 experience in a form of a tailored (adapted to the PI context) list of qualitative indicators of a successful policy instrument funding energy renovation projects (e.g. concerning structure, selection criteria and requirements, expectations from the projects and beneficiaries, monitoring procedures and tools, communication and cooperation with beneficiaries and other key stakeholders, etc.) | April - June 2019 |
| 2 | Development of a detailed questionnaire for the PI beneficiaries to help them give feedback and assess the PI from their point of view (was it easy to apply and then cooperate with the MA, were selection criteria and requirements clear and feasible, did they allow for preparation of good quality projects, etc) – based on above-mentioned list of qualitative indicators. <u>The questionnaire will be integrated with the questionnaire from Action 1 to avoid double contact.</u> | July – August 2019 |
| 3 | Development of a detailed questionnaire for the LSG members to help them give thorough feedback and assess the PI from their point of view and based on their professional experience – based on above-mentioned list of qualitative indicators | July – August 2019 |
| 4 | Getting in touch with the PI beneficiaries and LSG members and inviting them to complete the questionnaire (facilitated by the Managing Authority) | September 2019 |
| 5 | Collecting data/questionnaires from PI beneficiaries and LSG members (also through individual, personal contact) | October 2019 – February 2020 |
| 6 | Analysis of collected data/questionnaires | March 2020 – June 2020 |
| 7 | Detailed comparative study with most relevant instruments identified in phase 1 and based on preliminary findings from phase 1 | March 2020 – June 2020 |
| 8 | Development of the comprehensive and detailed PI evaluation report and sharing it with the Managing Authority | July 2020 – October 2020 |

5. Players involved

| Name of Organisation | Role in Action Plan Implementation |
|---|--|
| PNEC (main player) | Author and key implementer of Action 2 |
| Małopolska Region Marshall Office (main player) | Managing Authority, supporter and beneficiary of Action 1 |
| PI beneficiaries (involved in the action) | Involved in the evaluation by completing the questionnaire |
| LSG members (involved in the action) | |

6. Risk and Contingency Plans

| Description of Risk | Level of probability (High, Medium, Low) | Description of Contingency Plan |
|--|--|---|
| As in action 1 the main risk is reluctance of PI beneficiaries to complete the questionnaire and share their inputs and opinions, because of the time and effort required or – in some cases - reluctance to give critical opinions that could be shared with the MA | Medium | As already mentioned in action 1, the contact with PI beneficiaries will be facilitated and supported by the Managing Authority. PNEC will ensure enough personal contact to explain all the doubts, explain that no individual & personal opinions will be provided to the MA and help with filling in the questionnaire (if not provided by the owner/implementer himself, the questionnaire could be filled e.g. during phone interview by PNEC's staff). Since the task will require time and effort from PNEC's staff to collect enough inputs to make good quality evaluation, enough time have been foreseen in the time schedule of the action. |
| Receiving biased opinions, based on own interests and needs or trying to minimise own mistakes | Medium | PNEC will take effort and time to filter all the inputs provided to come up with objective conclusions. |

7. Costs

The costs are mostly related with the costs of human resources (PNEC's staff) involved in the action. They are estimated at 18 000 EUR.

On the other hand, the action will influence (through improved evaluation) the PI which supported the projects of the total value of 362 071 681,26 PLN (84 339 328,63 EUR using

exchange rate from 29.03.2019).

8. Funding sources

The action will be financed with PP's (PNEC's) own funds. No external funding sources are foreseen.

9. Monitoring

Monitoring tools Reports on the execution and completion of activities, tracking completed deliverables (list of key qualitative indicators of a successful ROP, questionnaires, evaluation report), track of the exchanges made with the Managing Authority, LSG and PI beneficiaries, signed attendance lists from the meetings.

| Indicators | | target amounts | Means of Verification |
|------------|--|----------------|--|
| 1 | Quantity of thermal energy sold for the needs of the buildings covered by the instrument, i.e. public and residential buildings (in GJ) (self-defined performance indicator) | 14 542 727 | Data from the MA and from the contacted project owners/ implementers |
| 2 | PI beneficiaries contacted (n°) | 74 | List of contacted PI beneficiaries |
| 3 | LSG members contacted (n°) | 20 | List of contacted LSG members |
| 4 | PI beneficiaries actively involved in PI evaluation (n°) | 50 | Number of collected and evaluated questionnaires |
| 5 | LSG members actively involved in PI evaluation (n°) | 10 | Number of collected and evaluated questionnaires |
| 6 | Key conclusions and findings in the evaluation report (n°) | 30 | Number of key conclusions in the evaluation report |

ACTION 3

Improved performance of projects supported by the Policy Instrument by combining technical intervention with soft measures as presented in selected REBUS GPs and ERP

| 1. Overall Topic and Description of the proposed Policy Improvement | |
|---|--|
| Overall Topic | The action aims at improving performance of projects supported by the Policy Instrument (and thus improving overall PI's impact) by encouraging their owners/implementers to complement technical interventions already made (deep retrofit, as foreseen in the PI) with non-technical ones, mostly educational and users' mobilisation activities as presented in selected REBUS GPs practices. These practices will be shared with them with detailed instructions concerning their possible replication and dedicated trainings will be organised (most probably on-line). |
| Specific Description | Exchanges made within the REBUS project, as well as collected lessons learnt and good practices, like EURONET 50/50 or Big switch off, show that there is significant energy saving potential related with users education and engagement that is most often neglected during energy renovation projects. REBUS wants to explore and make use of this potential by inviting and encouraging owners/implementers of energy renovation projects supported under PI to make practical use of identified REBUS GPs and lessons learnt and combine their technical interventions with such soft measures. Although renovation activities are mostly complete there is still room to connect and complement them with educational ones, making use of the interest in energy issues raised by the modernisation. Therefore PNEC is planning to get in touch with the PI beneficiaries and promote selected REBUS GPs (already translated in phase 1) among them, giving also specific instructions on how they could be transferred to the region and replicated. Dedicated trainings are foreseen (either personal, or on-line), as well as participation in external events to encourage wider audience to make practical use of the GPs. The activity should help PI beneficiaries to better understand energy saving potential related with soft measures and encourage them to implement at least some of them, thus increasing overall performance of the projects supported by the PI (through higher energy savings). The projects involved in these capacity buildings activities will be followed to check to what extent they have transferred REBUS GPs and lessons learnt and what was the result in terms of additional energy savings achieved. |

| 2. Need addressed |
|---|
| The action addresses the need for: <ul style="list-style-type: none"> • further improving performance of energy renovation projects supported by the PI by making use of the existing (and clearly demonstrated within REBUS phase 1) potential |

associated with soft measures like educational campaigns or users' engagement activities. This should lead to the improvement of the overall PI's impact.

- spreading knowledge on the energy saving potential associated with soft measure and the need for combining technical intervention with education and mobilisation of building users.
- wider dissemination of REBUS products (ERP, GPs presenting inspirational capacity building solutions and proving their efficiency) and facilitating their practical application through providing tailored instructions.
- encouraging REBUS GPs transfer to the region

3. Relevance to the project

| Details of proposed Policy improvement | Links with interregional input (including details of activities, good practices and knowledge shared) |
|---|---|
| <p>ACTION 3: Improved performance of projects supported by the Policy Instrument by combining technical intervention with soft measures as presented in selected REBUS GPs and ERP</p> | <p>As already mentioned, exchanges made within the REBUS project, as well as collected good practices, like EURONET 50/50 or Big switch off, show that there is significant and well proven energy saving potential related with users education and engagement that is most often neglected during energy renovation projects. Therefore it is worth improving performance of projects supported by the PI by building on this important knowledge gained and encouraging project owners/implementers to combine/complement already implemented technical measures with educational and mobilisation activities following already proven solutions presented in REBUS GPs and ERP. Especially, PNEC will promote and facilitate replication of following GPs: EURONET 50/50 (successful and coherent methodology, active engagement of building users in planning and implementing energy-saving measures, financial incentive), the "Big switch off" campaign (awareness raising campaign leading to essential professional and domestic behavioural changes), Malmo's "energy hunting" (voluntary energy-saving contest for schools, using sense of rivalry and benchmarking) and Crete's "green campus" (introducing tailored energy-saving guidelines for students, raising awareness and observance of the day-to-day actions of staff, establishing group of people specially trained on energy issues). Also key lessons learnt on capacity building included in ERP, developed together as a result of all interregional exchanges, will be considered, promoted and disseminated during dedicated trainings and events.</p> |

4. Specific Activities and TIMEFRAME

| Activity Number | Activity Description | Timing |
|-----------------|--|------------------|
| 1 | Adapting selected GPs (listed in point 3: Background and contribution from REBUS) to Polish and local conditions | March – May 2019 |

| | | |
|----------|---|-------------------------------|
| 2 | Development of specific instructions facilitating replication of adapted solutions and of related training material | June - November 2019 |
| 3 | Implementation of a campaign addressed at PI beneficiaries aiming to acknowledge them with above-mentioned GPs and overall ERP suggestions, as well as to encourage them to improve performance of their projects by adding soft measure (e.g. educational) component following these GPs. The campaign will include: <ul style="list-style-type: none"> • 3 training meetings (on-line) addressed at PI beneficiaries • participation with dedicated presentations/stands in at least 3 external events • providing consultation services to interested PI beneficiaries, further explaining REBUS approach and selected GPs • issuing 2 articles in national and regional press • publishing training materials and replication instructions on PNEC's website and promoting them via social media | December 2019 – December 2020 |
| 4 | Assessment of the impact of the campaign (including checking the level of transfer of REBUS GPs and lessons learnt to targeted projects and calculating additional energy savings achieved). | January-March 2021 |

5. Players involved

| Name of Organisation | Role in Action Plan Implementation |
|--|---|
| PNEC (main player) | Author and key implementer of Action 3 |
| Małopolska Region Marshall Office (main player) | Managing Authority, supporter and beneficiary of Action 3; facilitator of contact with the PI beneficiaries |
| PI beneficiaries (target group and participants of training activities) | Target group of all specific activities aiming to encourage them to improve performance of their projects by adding soft-measure component based on REBUS GPs and lessons learnt; participants of training activities |
| LSG members (supplementary role) | Advisory role, support in disseminating developed instructions and training material, support in reaching PI beneficiaries |

6. Risk and Contingency Plans

| Description of Risk | Level of probability (High, Medium, Low) | Description of Contingency Plan |
|---|--|---|
| Limited response from the PI beneficiaries and their reluctance to take part in training/capacity building activities and getting acquainted with | Medium | Contact with PI beneficiaries will be facilitated by the MA and LSG members. PNEC will also make sure that the REBUS offer (encouragement to replicate REBUS GP in the region) and the trainings are as attractive as possible. The strength of the organisation is |

| | | |
|--|--------|---|
| possible soft measures that could complement their technical intervention (based on REBUS GPs) | | that it is already well known in the region and its capacity building events are usually well appreciated by the participants. |
| Reluctance of PI beneficiaries to implement suggested measures | Medium | It might happen that despite participation in training and getting familiar with REBUS GPs and instructions how to implement them on the ground, the PI beneficiaries will be reluctant to actually make the effort and do it. PNEC will minimize this risk by highlighting value for money of presented solutions (high savings and additional benefits compared with little effort; making use of interest in energy issues already raised by the modernisation, etc.), making instructions for replication clear and easy and maintaining personal contact with these PI beneficiaries, who showed biggest interest. |

7. Costs

The costs are mostly related with the costs of human resources (PNEC's staff) involved in the action and with the organisation of events being part of the campaign. They are estimated at 22 000 EUR.

On the other hand, the action will influence projects supported by the PI with the total value of 362 071 681,26 PLN (84 339 328,63 EUR using exchange rate from 29.03.2019), encouraging them to improve their performance creating even better value for money.

8. Funding sources

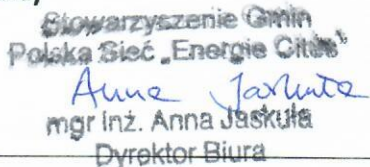
PP's (PNEC's) own funds.

9. Monitoring

| | | | |
|-------------------------|---|------------------------------|--|
| Monitoring tools | Reports on the execution and completion of activities, tracking completed deliverables (instructions for GPs replication, training material, ppts for external events, articles), track of the exchanges made with the Managing Authority, LSG and PI beneficiaries, signed attendance lists from the events. | | |
| Indicators | target amounts | Means of Verification | |

| | | | |
|---|---|----|---|
| 1 | REBUS GPs adapted to regional conditions | 4 | Instructions for GP replication available |
| 2 | Trainings organised | 3 | Agendas, attendance sheets, ppts, pictures |
| 3 | External events attended | 3 | Agendas, attendance sheets, ppts, pictures |
| 4 | Articles published | 2 | Article scans |
| 5 | PI beneficiaries contacted | 74 | List of contacted PI beneficiaries |
| 6 | PI beneficiaries involved | 40 | List of beneficiaries attending capacity building events (based on attendance sheets) |
| 7 | PI beneficiaries upgrading their renovation projects and followed | 5 | Report on the upgrades implemented |
| 8 | Additional decrease of annual energy consumption in followed projects/buildings (%) | 8 | Calculations made based on the data provided by followed PI beneficiaries (from energy bills or meter readings) |

Part IV – Official Signature(s)

| | |
|-----------|---|
| Date: | 01.07.2019 |
| Name | ANNA JASKUŁA, EXECUTIVE DIRECTOR |
| Signature | Stamp of the organisation (if available)  Stowarzyszenie Gmin Polska Sieć „Energie Cités” Anne Jaskuła mgr inż. Anna Jaskuła Dyrektor Biura |

Once accepted by the JS, the Action Plan will be signed by Mrs. Anna Jaskuła, Executive Director of the Association of Municipalities Polish Network “Energie Cités”. The Association will also get a letter for endorsement from the Managing Authority, which is the Marshall Office for Małopolska Voivodeship.

Zastępca Dyrektora
Departamentu Zarządzania
Programami Operacyjnymi


Łukasz Foltyn

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