



Città metropolitana
di Roma Capitale

SUPPORT
Interreg Europe



European Union
European Regional
Development Fund



REGIONAL ACTION PLAN – METROPOLITAN CITY OF ROME

Part I – General information

Project: **SUPPORT - Support Local Governments in Low Carbon Strategies**

Partner organisation: **Città Metropolitana Roma Capitale**

Other partner organisations involved (if relevant): N/A

Country: **Italy**

NUTS2 region: **Lazio**

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Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Policy instrument: P.E.R. Lazio (Regional Energy Plan), Part 3 - Policies and planning, Section 3.3.8 - Support actions for local authorities (Covenant of Mayors).

Information about the policy instrument:

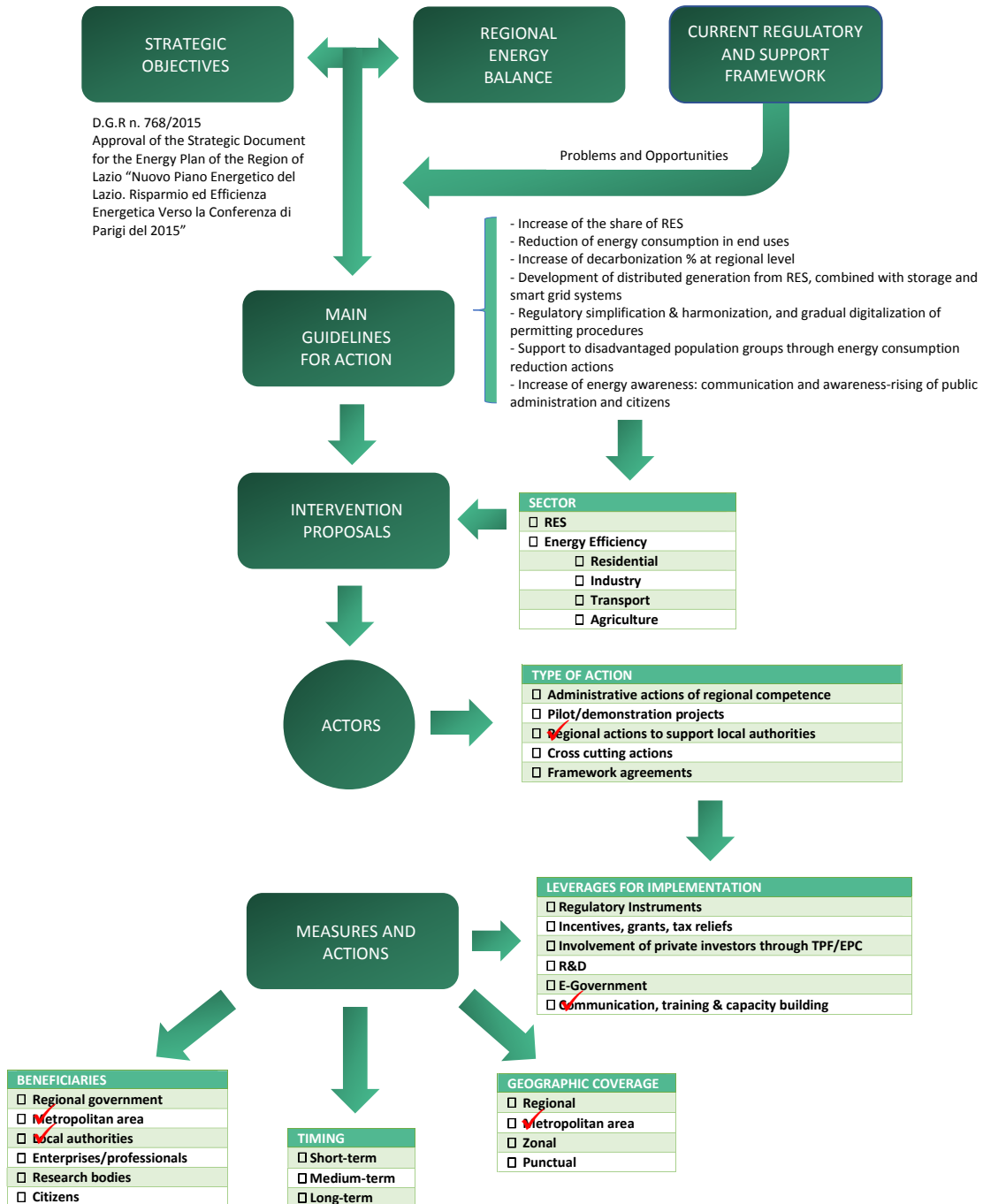
In the application phase and in the first period of the project implementation, the policy instrument addressed was the Operational Programme Lazio Region ERDF 2014-2020 - TO4 *Sustainable Energy and Mobility Investment*, Priority c), Action 4.1.1. *Promotion of eco-efficiency and reduction of primary energy consumption in public buildings and structures: interventions for single buildings or complex renovation, installation of intelligent remote control systems, control, management, monitoring and fine tuning of energy consumptions (smart buildings) as well of pollutant emissions also through the use of technology mix.*

CMRC has already addressed, in its reports, the question concerning the currently poor capacity of this policy instrument. During the different focus groups and meetings with the Region of Lazio, it became clear that the Region has not yet officially decided how to use the financial resources remaining from the calls published in 2016, which amount to about 10-15 million euros. During a meeting with the Region's Area Manager Mr. Luca Colosimo, CMRC has proposed him to use these resources consistently with the actions identified in SUPPORT's Action Plan. In February 2019, following the conference and focus group of February the 14th, CMRC has asked the Region for updates on its commitments concerning the remaining resources; the (unofficial) answer was that these resources would be used either to fund the projects being lower in ranking within the last call, or to integrate the funds already allocated for the energy retrofit of the Region's headquarters. In both cases, it seems clear that these resources would not be available for implementing the Action Plan; however, such decision has not been officially taken yet. Starting from these considerations, CMRC has long initiated a dialogue with stakeholders and key players to overcome this gap and find resources for implementing the action plan within other instruments at national and EU level. CMRC has therefore taken into consideration the idea of addressing a new instrument that could be more concretely influenced through actions that can be implemented and

monitored in the second phase of the project.

The new instrument is the P.E.R. Lazio (Regional Energy Plan), adopted by Regional Council Resolution n. 656 of 17/10/2017, that is a tool that aims to implement regional competencies in energy planning, rational use of energy, energy saving and use of renewable energy sources. The P.E.R. recognizes the new Covenant of Mayors for Climate & Energy (and the consequent transition of local strategies from SEAPs to SECAPs) as a strategic tool to achieve the regional energy objectives, and fixes the interest of the Region of Lazio on the energy efficiency.

Fig. 1. Model of structure for intervention policies in the Region of Lazio according to the PER: the red ticks highlight the main aspects covered by this Action Plan



More specifically, the PER identifies the energy Scenarios for the region, and sets the objectives to pursue the preferred one, namely:

- 80% reduction of CO2 emissions compared to 1990
- At least 30% reduction of energy consumption by 2050 compared to 2014
- High penetration of RES (around 38% of gross final consumption by 2050)
- High increase of electrification levels (up to 40% by 2050)
- Increased importance of R&S to develop competitive low-carbon technologies
- Strong involvement and awareness of public administrations, institutional investors and civil society for RES development and energy efficiency

To achieve these objectives, the PER defines a series of intervention policies, described in distinct sections. Figure 1 illustrates the model of structuring intervention policies devised in the PER.

In particular, section 3.3.8 is dedicated to the support actions for local authorities within the framework of the new Covenant of Mayors for Energy and Climate. This section (consistently with the decision of the regional government n. 113/2016 'Approval of the template of the partnership agreement for the promotion of the Covenant of Mayors in the Region of Lazio') fixes the strategy pursued by the Region of Lazio, as Territorial Coordinator of the new CoM, to encourage its diffusion within the regional territory, acknowledging the key role of this instrument towards the achievement of the PER objectives.

To implement this strategy, the PER foresees a specific cross-cutting action - intervention n° 71 'Adoption by the Municipalities of the ISO50001 standard in the SECAPs preparation and management' – through which the Region will identify mechanisms aimed at rewarding Municipalities participating in the new CoM that adopt an energy management system complying with the ISO50001 standard, integrated with the SECAP.

Being CMRC a territorial coordinator for the Covenant of Mayors, this policy instrument has been deemed relevant to the SUPPORT project, since its implementation could be very useful to strengthen CMRC's role as facilitator of the transition towards the new Covenant of Mayors for Energy & Climate, also capable of liaising the regional and municipal levels by influencing the Region's choices on energy measures, strategies, funding criteria. More specifically, by reinforcing CMRC's management structure and its support functions to Municipalities, this Action Plan intends to contribute to the implementation of section 3.3.8.

Part III – Details of the actions envisaged

FOREWORD

In 2009, the Metropolitan City of Rome (CMRC) joined the Covenant of Mayors, acting as supporting structure and committing to:

- develop its own SEAP (approved on 11/06/2009) with indications of short-term (2010-2013) and medium-term (2013-2020) priorities about energy actions, and on the organisational structure and financial means to achieve the set goals, the actions to be taken, and the expected results;
- support the adhesion to the Covenant of Mayors by the municipalities of the Metropolitan Area, through strategic, technical and financial support.

So far, 50 municipalities have signed the CoM and 31 of these issued their own SEAPs. Most of the actions that have been implemented or are under development are those depending directly on Municipalities. For the 21 Municipalities that have been monitored by CMRC, 597 actions have been monitored, of which 101 have been completed (17%), 259 are still in progress (43%), and 237 have not started or have been postponed (40%).

SUPPORT Action Plan is intended as a tool for strengthening the role of coordination and support to Municipalities in implementing their SEAPs and/or in elaborating the SECAPs (in compliance with the new Covenant of Mayors on Energy and Climate). Starting from the criticalities emerged from the monitoring of the SEAPs, CMRC intends to overcome the obstacles that do not allow a complete implementation of the SEAPs (in particular those actions concerning energy efficiency of public buildings) and hamper the transition towards the design and implementation of a wider energy and climate adaptation strategy. So the activities of the Action Plan have the threefold objective of reinforcing CMRC's leading role towards Municipalities, of increasing the number of Municipalities signing the Covenant of Mayors and producing

their SEAPs, and of assisting even more Municipalities in the transition from SEAPs to SECAPs. In this respect, the Action Plan aims at reaching the minimum target of 20 Municipalities signing the new Covenant of Mayors for Energy & Climate (new self-defined performance indicator for the SUPPORT project).

During the course of the project, CMRC has continued its monitoring of SEAPs in 13 Municipalities of the metropolitan area that have been involved in SUPPORT and in the Interreg MED project ENERJ: as shown in the table below, 5 of them have already reached (and often exceeded) their 2020 CO2 emissions reduction target. It is therefore essential to continue supporting and assisting Municipalities in their energy transition, in order to level their achievements and make them proceed towards more ambitious goals.

Tab. 1. Results of SEAPs monitoring in 13 Municipalities of the metropolitan area of Rome (Source: CMRC)

Municipality	CO2 emissions BEI 2008/2004	Target 2020	Target 2020	CO2 emissions 2015	2015 achievement
	(tons per capita)	(reduction in %)	(tons per capita)	(tons per capita)	(reduction in %)
Monterotondo	4,4	21%	3,5	3,7	16%
Frascati	7	34%	4,6	5,4	23%
Formello	5,2	20%	4,2	4,0	23%
Guidonia	6	23%	4,6	3,9	35%
Pomezia	12	44%	6,7	7,5	38%
Anguillara Sabazia	4,4	20%	3,5	3,4	23%
Olevano Romano	3,8	29%	2,7	3,3	13%
Cave	3,7	22%	2,9	3,0	19%
Ladispoli	3,3	20%	2,6	2,8	15%
Trevignano Romano	4,2	26%	3,1	3,4	19%
Genzano di Roma	4,5	23%	3,5	3,5	22%
Albano Laziale	4,9	20%	3,9	3,5	29%
Morlupo	4,1	24%	3,1	3,2	22%

Participating in the SUPPORT project gave CMRC the possibility to get in touch with other European organisations through international workshops and focus groups. Through international meetings, CMRC's staff gained new knowledge and skills about systems and tools for the collection of energy-related data and the monitoring of SEAPs, about European programmes and funding schemes for energy efficiency (in particular the ELENA programme funded by the European Investment Bank), and about public-private partnerships and Energy Performance Contracts that can be used to implement actions for energy sustainability. CMRC also learned that strong governance is crucial to help and facilitate Municipalities in their process to implement energy-related measures. Moreover, the regional workshops allowed meeting key actors at national and regional level, and sharing with local councils' representatives the problems and possible solutions to the implementation of SEAPs and, later on, of SECAPs. The actions described below are the result of these international and local activities.

ACTION 1 – Strengthening CMRC's role as territorial coordinator of the Covenant of Mayors

1. The background

As mentioned in the foreword, the Metropolitan City of Rome joined the Covenant of Mayors, acting as supporting structure and committing to: develop its own SEAP (approved on 11/06/2009) with indications on short-term (2010-2013) and medium-term (2013-2020) energy-related actions; support the adhesion to the Covenant of Mayors by the municipalities of the Metropolitan Area, through strategic, technical and financial support.

During the SUPPORT Study Visit in Germany held in June 2018, CMRC had the opportunity to listen to the Ministry of Environment, Energy, Food and Forestry explain their strategies to realize energy transition on municipal level. The visit has been focused also on the experience of a small community association, in particular the Municipality of Weilerbach, which has been working to become a Zero Emission Village. The Municipality started with adopting a "1 Agreed Action Catalog" to replace fossil energy with 100% renewable energy (heat and electricity), and save more than 50% energy; within this framework, demonstration plants were launched and implemented with a large number of partners in the fields of wind power, photovoltaics and biomass. As a second step, mobility has also been considered, with the adoption of a "2 Agreed Action Catalog" to reach a new concept including Climate protection. CMRC considers this experience as a good

practice to emulate for helping municipalities change their strategies from SEAPs to SECAPs, strengthening CMRC's role as facilitator of the transition towards the new Covenant of Mayors for Energy & Climate.

The Regional Background Analysis conducted within the SUPPORT project highlighted that most obstacles to the planning and implementation of integrated sustainable energy plans and measures, and to the efficient use of ERDF funds, can be removed through regulatory actions aimed to establish/regulate economic & financial instruments to ease the intervention by private investors, and by providing more information on international tools & funds, able to trigger virtuous processes and actions. These findings were also underpinned by the results of the regional workshops and the discussions with the technical staff from the municipalities that joined the Covenant of Mayors, which highlighted the following obstacles to programming actions for improving the energy performance of public buildings:

a) Lack of information on the public building stock (dimensions, construction features, energy consumption, technical systems...).

The Municipalities lament a widespread lack of basic data on the energy performance of buildings, that does not allow drafting consistent and integrated projects and effectively managing proposals for regional funding. On the other hand, meetings pointed out the existence of various useful databases, such as the SIATEL portal of the National Tax Agency (which provides information on the energy consumptions of buildings that can be made available to municipal authorities, on specific demand), the ENEA national database on the energy retrofit works eligible for a 65% tax deduction according to the Italian law (based on the documents and certifications about the retrofit works that the buildings' owners are obliged to send to ENEA in order to apply for the deductions) and the CMRC database of public school buildings (containing information on their energy performance, heating power, heated volume, heat-losing wall area, and floor area) which can be connected to the single energy performance certificates of these buildings. Starting from these premises, it became evident to CMRC the need to harmonize and coordinate energy data collection, and provide Municipalities with a unified tool to input, manage and monitor such data in view of effectively planning energy retrofit actions. A web platform of energy efficiency measures that is being implemented by the Interreg MED project "ENERJ" (of which CMRC is a partner) has been identified as a possible answer to this need. Further inspiration on this topic came from the experience carried out by the Region of Andalusia and FAMP, which implemented a regional unified database on SEAPs and public buildings.

b) Lack of financial resources and of the technical and administrative capacities for adequately planning, implementing and monitoring energy efficiency actions, as well as for fund-raising and for handling innovative and complex financing mechanisms (e.g. project financing or EPC procedures).

The problem concerns the difficulties encountered by many municipalities (especially the smallest ones) in getting a complete overview on available funding opportunities (at European, national, regional and provincial level) and in having at their disposal the adequate technical, administrative and financial resources for managing the different steps of the process: design and submitting proposals, implementing and monitoring actions. The lack of energy managers for coordinating the SEAPs and planning the actions is also an issue. The results of the third regional workshop, dedicated exclusively to technical staff from the Region, showed that –within the management of the ROP ERDF 2014-2020 and of its specific measure concerning the energy efficiency of buildings– the Region has tried to provide technical assistance to Municipalities for implementing energy audits, and in some cases even for the design and bidding procedures. Such support activity by the Region – implemented with the help of Lazio Innova and the Public Works Office – was in many cases unfruitful, and the times for programming the actions have been very long. Starting from these premises, it became evident to CMRC that additional efforts should be made for informing and training the municipal staff, and for promoting the role of the energy manager, even for groups or districts of Municipalities.

In addition to the identification of these criticalities, the regional workshop held in September 2018, attended by the Region of Lazio, allowed exchanging views on the criteria and characteristics of the regional calls opened in the 2014-2020 programming period for the Operational Programme Lazio Region, Action 4.1.1 (that was the policy instrument initially selected), highlighting the strengths and weaknesses of the first two calls.

Starting from these considerations, a proposal has been made to start a discussion between the Region and the supporting structures of the Covenant of Mayors (at the moment, only those for the provinces of Rome and Latina are active, representing almost 5 million inhabitants), aimed at setting the features of the 2019 call for energy efficiency, but also for sharing the strategies for the new programming period. Joining the Covenant of Mayors, for example, should become an important rewarding factor for getting access to funds.

The need for this discussion process has remained unchanged also after the decision of add to the OP with the Regional Energy Plan as a policy instrument. This latter instrument, in fact (especially its section 3.3.8), is oriented to:

- i) recognize the existence of Energy Management Systems complying with the ISO50001 standard integrated with the SECAPs in the Municipalities that signed the new Covenant of Mayors ('Mayors Adapt'), as an added value for regional calls (Intervention n°71);
- ii) bring forward a portfolio of EE actions in public buildings in those Municipalities that sign the new Covenant of Mayors ('Mayors Adapt'), to be financed through EU funds and technical assistance mechanisms (Intervention n°72).

Therefore, the coordination among the municipal energy policies and their harmonized upgrade towards sustainable energy and climate strategies (SECAPs) is – more than ever – crucial to ensure the compliance with such orientations, and can be achieved by reinforcing the dialogue among the CoM coordination and supporting structures, i.e. the Region, CMRC and the other provincial administrations.

2. Action

The Action consists in a set of activities aimed at reinforcing CMRC's organisational structure, enabling it to continue (and improve) its monitoring of the PAES's actions, to more effectively coordinate and support Municipalities in their transition towards energy sustainability (and in the transformation of their SEAPs in SECAPs, according to the new Covenant of Mayors requirements), and to provide them with empowering services and tools.

The Action includes 3 Sub-actions:

- 1.1) Establishment of an "Energy Office Managing Board".
- 1.2) Exploitation of the ENERJ web platform to monitor SEAPs implementation and support their transition to SECAPs.
- 1.3) Coordination process with the Region of Lazio

Sub-action 1.1) Establishment of an "Energy Office Managing Board".

With Decree n. 166 of 19/12/2018 the Metropolitan Mayor of Roma Capitale has approved the adhesion of CMRC as Territorial Coordinator to the New Covenant of Mayors for Climate and Energy, delegating the Director of Department IV "Environmental Protection and Enhancement" to carry out all related activities.

Therefore, with the consequent administrative action, the "Energy Office Managing Board" inside CMRC will be established, with the intent to involve the local energy managers, other technical representatives from the Municipalities, the Region of Lazio, and the research institutions active in the area (such as ENEA and the local universities). The Office will work to assess the results of the monitoring activities and plan new actions consistently with regional and metropolitan strategies (and notably with the policy instrument P.E.R.).

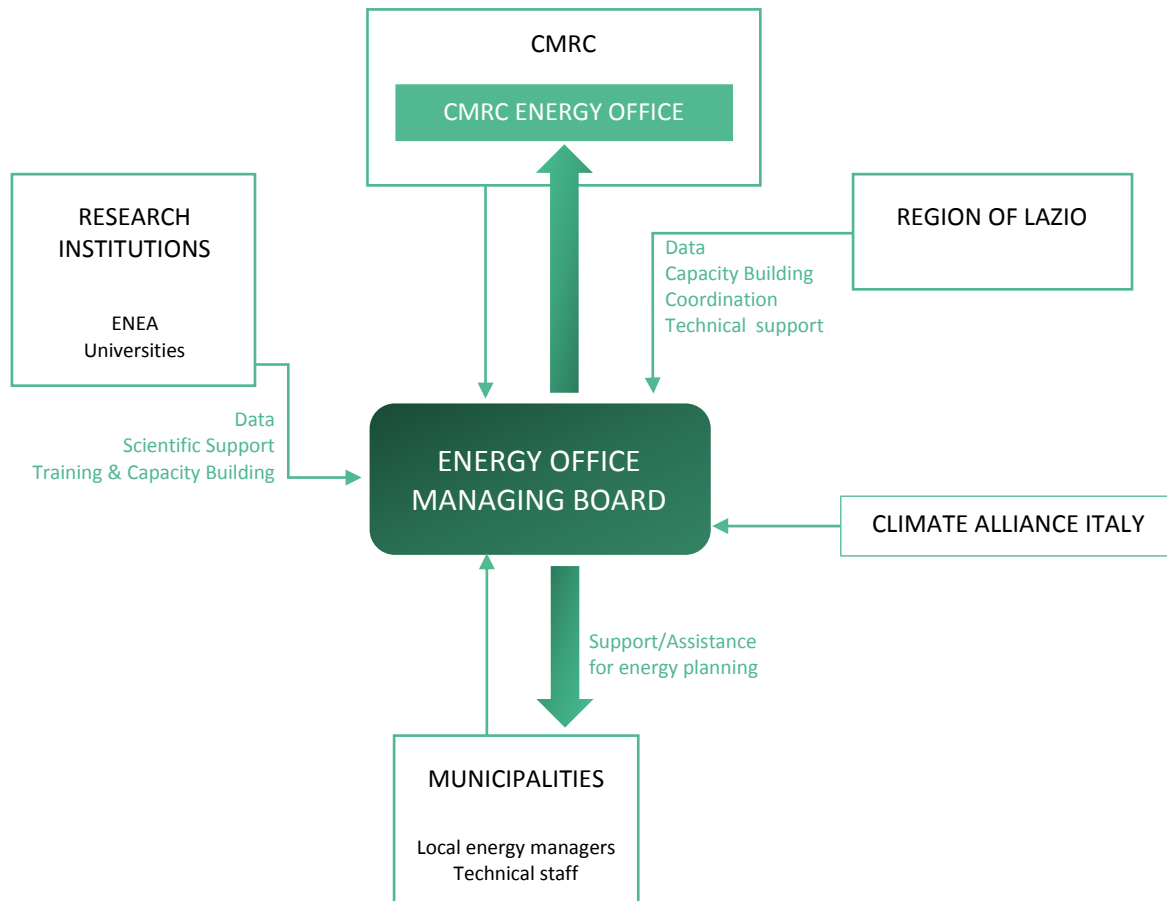
The objective is to improve governance at metropolitan level, involving all key actors in the implementation of SEAPs and especially in their transformation in SECAPs, in compliance with the requirements of the new Covenant of Mayors for Energy and Climate. The objective is to increase the adhesion of metropolitan Municipalities to the new CoM, and the production of the related SECAPs.

The Managing Board will be also responsible for:

- Continue the monitoring of SEAPs implementation, also by using the web platform funded and implemented by the Interreg MED project "ENERJ", widening its use to other Municipalities, while training them on data entry and elaboration (see Activity 1.2);
- Defining the protocols for exchanging energy efficiency-related data among ENEA, the Region of Lazio and CMRC;
- Drafting feasibility studies for the implementation of joint actions within the SEAPs, such as proposals to be submitted under the ELENA scheme (see Activity 1.4);
- Organising and coordinating - with the help of professional associations (engineers and architects) and private actors (ESCOs) - seminars and events with experts, targeting the technical staff of municipalities and aimed at transferring knowledge and information on the transition from SEAPs to SECAPs, and on the opportunities and procedures for funding and implementing energy efficiency and climate change adaptation actions, according to European, national and regional programmes.

To this extent, CMRC will create a short list of energy managers, ESCOs, and professionals active within the Metropolitan Region, capable of providing training and assistance to local bodies for the preparation of proposals.

Fig.2. Diagram of the structure of the Energy Office Managing Board



Sub-action 1.2) Exploitation of the ENERJ web platform to monitor SEAPs implementation and support their transition to SECAPs.

CMRC will use the web platform created within the ENERJ project for uploading and managing energy data on public buildings, in order to continue the monitoring of the single SEAPs' actions, and to assist and coordinate the Municipalities in defining new climate-oriented strategies and actions to produce SECAPs. To this extent, CMRC will promote the use of the platform by other Municipalities willing to sign the new Covenant of Mayors for Energy & Climate and provide training on data entry and management to the municipal technical staffs. The web platform will also be used as a tool to control data on SEAP actions and other energy retrofit actions and to share best practices in climate oriented strategies implemented with the support of European, national and regional funds.

Sub-action 1.3) Coordination process with the Region of Lazio

In order to ensure the consistence and integration of municipal energy policies with the chosen policy instrument, and to help Municipalities complying with the requirements of future regional calls under the P.E.R., this activity aims at:

- fostering collaboration among local/regional authorities and integrating regional policies, strategies and plans with the SEAPs approved at local level;
- carrying out a negotiation and coordination process between CMRC, the Region of Lazio and the Province of Latina, in order to agree on the requirements and evaluation criteria for future calls on

energy efficiency and climate change adaptation, and on the actions to be taken to help the Municipalities complying with them.

Moreover, in view of the next Structural Funds programming period, this inter-institutional dialogue will also serve to define new guidelines and selection criteria for projects to be funded under Structural Funds; in particular, priority should be given to interventions planned within the SEAPs (and SECAPs) and to large-scale projects, able to attract public-private investments.

3. Players involved

This activity involves all key actors who participated in the international and regional meetings.

- CMRC will play the role of coordinating body, use and 'feed' the ENERJ web platform, provide and insert data about its own buildings, organize training and information activities and events, carry out negotiations and coordination activities with the Region of Lazio;
- Region of Lazio will be invited to take part in the Energy Office Managing Board, will provide data for the web platform (on works implemented with regional funds and on Energy Performance Certificates), support training activities, and engage in the process aimed at coordinating and supporting energy sustainability actions in the regional territory (Sub-action 1.3);
- Energy managers from municipalities will be invited to take part in the Energy Office Managing Board, perform the monitoring of their SEAPs/SECAPs, collect and input data in the web platform, participate in information & training activities (together with other municipal technical staff) and draft proposals for funding;
- ENEA (National Agency for New Technologies, Energy and Sustainable Economic Development) will be invited to take part in the Energy Office Managing Board, with the role of giving support on technical issues, collecting data on implemented energy retrofit works to be uploaded on the web platform and possibly providing additional data from its databases, and supporting training activities;
- Climate Alliance Italy will be invited to take part in the Energy Office Managing Board, with the role of providing support for the drafting of proposals for funding, and supporting training activities;
- Universities of Rome (Sapienza, Roma Tre, Tor Vergata) will support training activities;
- ESCOs, professional associations, energy managers working in the metropolitan area will support training activities by providing assistance to local bodies for the preparation of proposals for funding;
- Province of Latina, as supporting structure of the Covenant of Mayors, will engage in the process of coordinating and supporting energy sustainability actions in the regional territory (Sub-action 1.3).

4. Timeframe

	2019		2020				2021			
	III	IV	I	II	III	IV	I	II	III	IV
Establishment of an "Energy Office Managing Board"	█									
Information and training seminars and events			█							
Short list of energy managers, ESCOs and professionals			█							
Exploitation of the ENERJ web platform to monitor SEAPs					█					
Coordination process with the Region of Lazio (*)	█									

(*) The work plan must be agreed upon in deeper detail with the Region of Lazio

5. Costs

The action implies mainly the staff costs incurred by the involved public bodies (CMRC, Regione Lazio, ENEA, Climate Alliance Italy, Local Municipalities).

For CMRC, staff engagement has been estimated around 80 man-days per year.

All the other public bodies involved around 30 man-days per year each.
 Local Municipalities have in addition the cost for the staff that will participate in the training days, they also will use resources to draw up the SECAP with costs estimated at about 10,000 euros per each local policy Instrument.
 Therefore the total costs to reach the minimum targets can be estimated at € 145.000,00.

6. Funding sources

CMRC has its own fund for the implementation of actions concerning the Covenant of Mayors (including the establishment of the “Energy Office Managing Board”), which can rely on approximately 40,000 euro per year. The development of the web platform will be funded by the Interreg project “ENERJ”, and CMRC will use resources from the Covenant of Mayors for maintaining and managing the system as well.

ACTION PLAN MONITORING

CMRC will perform the monitoring of the Action Plan implementation through the following quantitative indicators.

Action	Sub-action	Indicator	Target values	Source
1)	1.1) Establishment of an “Energy Office Managing Board”.	n° of CMRC staff members working in the Board	6	CMRC
		n° of Board meetings involving all key actors	1/year	CMRC
		n° of training seminars and events organized	1/year	CMRC
		n° of Municipal staff members trained	20/event	Lists of participants in CMRC training events
		n° of Municipalities signing the Covenant of Mayors for Energy and Climate	6/year	CMRC
		n° of Municipalities that launched SECAPs	3	CMRC
	1.2) Exploitation of the ENERJ web platform to monitor SEAPs	n° of SEAPs monitored	20	CMRC
	1.3) Coordination process with the Region of Lazio	n° of meetings with the Region of Lazio	2/year	CMRC
n° of agreements/joint documents signed		1	CMRC	

Date 16/09/2019

Dr. MARIA ZAGARI

Signature:



Città Metropolitana di Roma Capitale
Dipartimento IV
“Tutela e Valorizzazione Ambientale”

Stamp of the organisation (if available):

“Energy Efficiency Milan Covenant of Mayors”

“Energy Efficiency Milan Covenant of Mayors” is a pilot project implemented by the Province of Milan in 2009 in order to improve the energy performance of a group of public buildings in the province and to achieve significant primary energy use reductions based on the principle of Energy Performance Contracting (EPC). The programme is designed to facilitate and finance energy efficiency retrofits for mainly public school buildings located in selected small municipalities (<30.000 inhabitants) in the Province of Milan and the Municipality of Milan participating in the Covenant of Mayors initiative.



The programme found its origin in a big scale energy audit programme, funded by Fondazione Cariplo. The foundation concluded afterwards that the energy audits programme had not resulted in a significant uptake of investments in energy efficiency, basically due to constrained budgets, reduced or absence of borrowing capacity and the lack of technical capacity to develop projects.

As Territorial Coordinator of the Covenant of Mayors, representing many small municipalities, the Province of Milan’s ambition with this programme was to meet the energy reduction targets set out by the Covenant, i.e. a 20% reduction in greenhouse gas emissions relative to 1990 levels by 2020 (reduction of 9.000 tonnes CO₂), 20% share of renewable energy generation, and 20% reduction in primary energy use relative to projections.

Besides the significant reduction of final energy consumption of the building stock of small municipalities it wanted to foster a mature ESCO (Energy Services Company) market able to offer EPC with guaranteed results and increase the know-how of the municipalities in governance matters related to energy efficiencies.

Resources needed

Based on a joint study with the EIB a potential investment of 90M € in energy efficiency measures was identified. From the 90M€ the EIB was willing to make 65M € available to the ESCOs in the form of loans through an intermediary commercial bank in the region.

A dedicated Project Implementation Unit (PIU) was set-up in 2009. It managed the whole implementation of the programme, from promotion to analysis and assessment of projects to public tendering, contract negotiation, works implementation, follow-up and results reporting. The staff requirements were less than 10 full-time employees. The PIU has been funded by ELENA (1,62M €) and by the Province of Milan (0,18M €).

To date the programme has put in total three calls for tender in the market, of which two have been awarded: the first one, for an investment amount of 13M €, related to 98 buildings in 16 municipalities, the second one concerned an investment of 5,1M € and it included 38 buildings in the Municipality of Milan. The total amount of the investments are around 18M €. On the first tender the EIB, through Mediocredito Italiano, provided 5M € funding to some members of the ESCO consortium. The second tender, though already awarded in August 2014, has been put on hold as it has been assigned through a different procurement process.

Results achieved

Though the initial 90M€ investment ambition has not been achieved, the programme had the merit of being the first in Italy covering investments in energy efficiency measures based solely on EPC on a regional level.

Difficulties encountered

The PIU aimed at leveraging the ELENA funding amount by 46 times in delivered capital investment or a minimum of 90Mio € by 2014. In the course of the programme the leverage has been downsized to 20.

Potential for learning or transfer: The project has up-scaled the dissemination and recognition of EPC models in Italy, providing guidance to other public administrations involved in other ESCO projects.