

Covenant Coordinators 'Guidelines'

An overview of the key roles and responsibilities undertaken by Covenant Territorial and National Coordinators

November 2013

COMMITTED AS COORDINATORS OF THE COVENANT OF MAYORS, WHAT'S NEXT?

You are officially part of the “Covenant family” as Covenant Territorial or National Coordinator. If you wonder where to start from, how to support your municipalities, how to use the Extranet or find useful information, we invite you to go through these pages. We hope you will find in this manual relevant guidance and tips to better support to your signatories members.

How to implement my commitments as Covenant Territorial Coordinator?

The role of [Covenant Coordinators](#) is described on the Covenant of Mayors website and in detail in the agreement signed with the European Commission. We advise you to consider the different tasks described within **an overall and coherent strategy**. The list of actions provided below is non exhaustive and aims at giving you inspiration for your future activities.

The Covenant of Mayors: Model of Multi-Level Governance

What makes the Covenant of Mayors a success is that it promotes **multi-level governance** where stakeholders from both national, regional, provincial and municipal levels engage in a **shared territorial strategy** to reach their common aim of reducing CO2 emissions by at least 20% (compared to 1990 levels) by 2020 thus exceeding the [EU “20-20-20” targets](#). In this context, numerous provinces and regions have seized the opportunity of leveraging the Covenant of Mayors **framework to channel their efforts more efficiently**.

In signing up as a Covenant Territorial Coordinator, as stated in the agreement entered with the European Commission DG ENERGY, **your organisation has committed to:**

- *Promoting among the municipalities accession to the Covenant of Mayors.*
- *Providing financing to Signatories in the form of direct financial support (grants, subsidies, etc.) or via staff allocated to technical support for the preparation and the implementation of the Sustainable Energy Action Plans (SEAPs). Provinces and regions as Territorial Coordinators are strongly encouraged to promote and coordinate the preparation and implementation of a [joint SEAP](#) for groups of smaller municipalities. This is expected not only to alleviate cost, but also to enhance territorial cohesion among these municipalities.*
- *Defining the scope and methodology of the assessment, monitoring and verification reports, supporting the implementation of the Sustainable Energy Action Plans.*
- *Providing technical support for the organisation of public events (Energy days) to raise awareness under the Covenant.*

- *Reporting regularly to DG ENER of the European Union Commission on the results obtained in the geographical area of your competence, and participating in discussions on the strategic implementation of the Covenant proposed by the Commission.*
- *Cooperating with all the other Covenant stakeholders (other CTCs, but also [Covenant Supporters](#), [Associated Partners](#), Signatories, etc...) involved in the Covenant of Mayors policies within the territory of your competence.*

The present guide aims to profile a series of examples - from all over Europe – of actions implemented by fellow Covenant Territorial Coordinators and **inspire you to follow-suit with similar initiatives.**

A few strategies at a glance

The list of possible actions highlighted in this publication is non-exhaustive, but can help get you started. Further examples of good practices can be found on the Covenant's [Benchmarks of Excellence webpage](#).

We will begin with a few strategies where a **political commitment** at all territorial levels is key to success, and then we will look at **specific actions** that can be part of regional strategies.

Engaging all administrative levels, Region of Andalusia, Spain

The [Region of Andalusia](#) has overseen, as Covenant Territorial Coordinator, the adhesion of over 500 of its municipalities to the Covenant of Mayors, representing more than 60% of its local authorities and over 5 million of its citizens. To date, the region has coordinated the delivery of 597 Sustainable Energy Action Plans (SEAPs) from its signatory municipalities. With this, Andalusia hopes to reduce its CO2 emission by over 8 million tons per year, whilst fostering an investment of over € 3.7 billion and the **creation of more than 26,000 direct local jobs, by 2020.**

The Andalusia Covenant of Mayors coordination team represents the region, provinces which are also Covenant Territorial Coordinators (Almeria, Cadiz, Córdoba, Granada, Huelva, Jaén, and Seville), provincial energy agencies and the association of Andalusian municipalities. This coordination team:

- provides signatory municipalities with calculation tools (including emission inventory tools, emission calculators);
- offers methodologies to monitor the quality of the SEAPs;
- supervises the implementation of the SEAPs;
- seeks financial instruments and partners to fund the SEAP measures.

Source: [Covenant article](#); [Article in Spanish](#)

Engaging all stakeholders around committed mayors, Province of Limburg, Belgium

This Belgian province is committed to becoming climate neutral by 2020 and is thus engaging various actors of its territory into this long-term strategy within the framework of the Covenant of Mayors. All 44 towns and municipalities of the Province of Limburg have signed up to the Covenant and work jointly with the province to achieve their common goal of carbon neutrality.

By joining forces with three key regional stakeholders: Bond Beter Leefmilieu - a Flemish environmental organisation; Infrax - a distribution network operator; and Dubolimborg - a centre for the support of sustainable construction, the province is able to provide each municipality with:

- the necessary data to draw up their baseline emissions inventory;
- tailored guidelines which detail possible relevant actions to include in the SEAP - including energy saving and CO2 emission reduction potentials;
- a tailored analysis of the local potential to produce and consume renewable energy.

These three support activities are financed through a combination of funds from the province, the municipalities, and the EU. Notably, in May 2012, a “Climate Fund” was established to which businesses and individuals can voluntarily contribute.

Source: [Covenant article](#); [Covenant case study](#)

ERDF funds earmarked to support Covenant activities in Region of Abruzzo, Italy

In May 2010, the Abruzzo Region **earmarked € 35 million from the [European Regional Development Fund](#)** (ERDF) to promote sustainable energy in its territory. A specific share of this envelope is allocated to municipalities (depending on their population size) for the development of their energy infrastructure, and their fulfilment of Covenant of Mayors objectives. The overall **coordination of this financial envelope is carried out by a dedicated steering committee** in which sit:

- the presidents of the four provinces of the region, which are Covenant Territorial Coordinators: Chieti, L'Aquila, Pescara and Teramo;
- the regional and provincial directors of energy policy;
- the regional branch of the National Association of Italian Municipalities (ANCI).

In addition, the Region of Abruzzo has allocated € 300,000 to its provinces for them to assist their municipalities in drafting BEIs (Baseline Emissions Inventory) and SEAPs.

The four Abruzzo provinces play a crucial role both in terms of general coordination but also through their concrete actions on the ground, assisting municipalities both with the drafting and the implementation of their SEAPs.

For the SEAP implementation phase, the provinces have identified in each municipality a contact person in charge of Covenant of Mayors activities, which have received dedicated training to prepare the municipal BEIs (Baseline Emissions Inventory).

Importantly, a substantial share of the region's ERDF financial envelope has been earmarked for awareness-raising activities, since the need for a cultural and behavioural shift among consumers constitutes the first and foremost logical step sustainable energy (the 2nd and 3rd steps being energy efficiency improvements and the use of renewable energy sources). In this context, the regional branch of ANCI plays a crucial role by organising Local Energy Days to raise the awareness of citizens and municipal staff members.

Source: [Covenant article](#)

New opportunities: Joint SEAP & Grouped SEAP Analysis

The Covenant of Mayors is an ever-improving initiative, trying to adapt its processes based on the feedback received by the Covenant community.

The main concerns expressed by Covenant Territorial Coordinators are:

- difficulty in supporting smaller municipalities;
- shorten the time dedicated to SEAP evaluation procedure in order to proceed faster with the SEAP implementation;
- feedback on the methodologies used by the CTC beforehand;
- financial support for SEAPs' drafting and implementation.

Most of these concerns have now been addressed by two recent developments of the Covenant of Mayors: the **joint SEAP** and the **Grouped SEAP analysis**.

Joint SEAP

The joint SEAP targets smaller municipalities in the same territory which might not have the resources, both human and financial, to carry out the resource-intensive process of drafting and implementing a BEI (Baseline Emissions Inventory) and a SEAP on their own. To optimise the use of resources and provide an opportunity for an enhanced territorial cohesion among small, neighbouring, signatory municipalities, the CoMO now enables and encourages 'Joint SEAP development'.

When opting for a joint SEAP approach, it is expected that synergies of joint actions will foster better results than multiple isolated ones. Indeed, in some cases, opportunities for high-impact actions can be more easily identified within the administrative boundaries of a grouping of neighbouring local authorities.

A **group of neighbouring local authorities** joining the Covenant of Mayors and willing to elaborate a joint SEAP has two options summarised below:

Covenant Step:	Joint SEAP Option 1:	Joint SEAP Option 2:
20% CO ₂ reduction target:	Individual target: Each municipality of the group commits to a 20% reduction on its territory	Shared target The 20% reduction is shared among the municipalities, some might reach 30% while others will only be able to reach 10%
Submission of the SEAP template:	Individual 1 BEI per signatory. The signatories of the group prepare all together one SEAP document. This document will contain the results of their respective BEIs (x BEIs for x signatories) and a set of both individual and common actions. For each of the common actions, each of the signatories will calculate its own contribution in terms of emission reductions.	1 for the group 1 Common BEI The signatories of the group prepare all together one SEAP document. This document will contain the results of the common BEI and a set of actions to be undertaken by the group (individual actions are welcome and their outcome will contribute to the overall reduction objective).
Submission of the SEAP document:	>> 1 joint SEAP <<	
Publication of the results in the online catalogue:	1 per Signatory	1 for the group

Option 1: each signatory of the group individually commits to reducing CO2 emissions by at least 20% by 2020.

Because the emission reduction target remains an individual commitment, ALL signatories have to fill in their own SEAP template, including their own CO2 / energy consumption data. CO2 emission reductions resulting from common actions identified in the joint SEAP have to be shared among the signatories and accounted for in each SEAP template, according to transparent rules described in the joint SEAP document. The joint SEAP has to be approved by the municipal council (or equivalent decision-making body) of each municipality involved and uploaded by each of the local authorities onto their profile via [‘My Covenant’](#) (restricted area). The names of the local authorities that are covered by the SEAP must be clearly indicated in the action plan. This type of joint SEAP is described in the SEAP Guidebook ([EN](#), [DE](#), [FR](#), [IT](#) & [ES](#)).

Option 2: the group of signatories collectively commits to reducing CO2 emissions by at least 20% by 2020.

In this case, the emission reduction target is a commitment shared between the different authorities composing the group. Therefore ONE single SEAP template needs to be filled in by the group of Signatories.

The group of signatories will jointly elaborate the one SEAP and, in particular:

- prepare one Baseline Emission Inventory for the whole territory covered by the group of signatories;
- set a shared emission reduction objective (20% as a minimum), on the basis of the common BEI, within the territory covered by the group of municipalities. This means that Signatory A can plan to achieve a reduction of emissions lower than 20% by 2020, if neighbouring Signatory B commits to a higher reduction which ensures that the joint objective is at least 20%;
- plan a set of actions to achieve the chosen emission reduction objective

The SEAP should distinguish among the common actions (undertaken by the signatories altogether), and the ones undertaken by individual signatories (if any).

The joint SEAP has to be approved by the municipal council (or equivalent decision-making body) of each involved Signatory and uploaded by the group onto a [shared profile](#) via [‘My Covenant’](#) (restricted area). The names of the local authorities that are covered by the SEAP as well as their level of contribution to the overall plan must be clearly indicated in the SEAP document. This option aims at fostering inter-institutional cooperation by facilitating joint approaches between neighbouring authorities. It is particularly recommended to small- and medium-sized municipalities lacking human and/or financial resources as well as to municipalities within the same urban areas. More information on this can be found in the [Addendum 1 to the SEAP Guidebook](#).

Role of the Covenant Territorial Coordinators

In both cases, the ‘group of Signatories’ is strongly encouraged to appoint a body/authority responsible for coordinating the work throughout the SEAP development and implementation process. It could be for example one of the most active / advanced municipalities of the group, the conurbation in case of urban areas, or the province / region acting as official Covenant Coordinator (see the [list of Covenant Coordinators](#)).

Being involved in this process makes sense for a Covenant Territorial Coordinator as it can:

- facilitate the exchange of experiences, the collection of data;

- coordinate the efforts of municipalities;
- connect all local players to pool their skills and resources together for technical support.

Finally, this is also a good opportunity to **identify actions that could be eligible for funding (especially national and European) that might not be accessible by single signatories for lack of weight.**

[Communauté de Communes du Val d'Ille](#) in France is an example of Joint SEAP submitted with the support of a Covenant Territorial Coordinator.

More info: [Link to the joint SEAP FAQs](#)

Grouped SEAP Analysis

The Joint Research Centre of the European Commission in charge of the analysis of the SEAPs has found that many active Covenant Territorial Coordinators have taken over the responsibility of developing local authorities' SEAPS, using a same methodology and data. For such cases, the Joint Research Centre proposes since 2013 to conduct a thorough analysis of the methodology and of one reference SEAP. This way, signatories receive a faster, albeit grouped, feedback regarding their SEAPs.

The added value of this grouped analysis resides also in the opportunity offered to discuss methodological points with the JRC and to reinforce the role of Territorial Coordinator. The Covenant Territorial Coordinator is indeed entrusted with the role of communicating the results of the JRC's feedback to all the signatories who submitted a SEAP on the basis of a same methodology.

For more information, you are invited to read:

- the letter addressed by the JRC to Territorial Coordinators https://dl.dropboxusercontent.com/u/42831925/Letter_CTC_grouped-SEAP-analysis.pdf
- the presentation of the "Grouped SEAP analysis" approach (available at: http://www.covenantofmayors.eu/IMG/pdf/CTCWebinar_21032013.pdf)

Multi-stakeholder coordination

By connecting the Covenant of Mayors objectives to local policies, and by mobilising key players at the local, regional and national levels, CTCs reinforce administrative cooperation and good governance based on bottom-up needs and stakeholder participation.

Types of cooperation are diverse and there is an endless list of partners CTCs can team up with:

- All administrative departments, which should all be encouraged to participate in a shared climate strategy;
- Different administrative levels: municipalities, urban communities, provinces and the region;
- Local and regional energy agencies;
- Chambers of commerce, industry, agriculture, etc.;
- Universities;
- Utilities and the private sector;
- Civil society and citizens.

For more information, see our dedicated [brochure on multi-level action](#).

Memorandum of Understanding in Province of Rovigo, Italy

The Province of Rovigo has signed a 'Memorandum of Understanding', with associations, businesses, municipalities and a university for a joint implementation of actions to reach Covenant objectives. Through the development of climate change mitigation policies, the aim has been to reduce GHG emissions and to stimulate the local green economy, innovation, and know-how.

The Memorandum of Understanding has been entered between the Province of Rovigo, the Chamber of Commerce, Industry, Craftsmanship and Agriculture, the Local Development Agency, industry representatives, companies managing water, environment and energy services and the IUAV University of Venice.

From April 2012 to March 2013, the IUAV University of Venice also opened a research fellow position, through the European Social Fund, to support Rovigo Province's implementation of Covenant of Mayors activities.

Source: [article in Italian](#)

Professors and Students to support municipalities in the Region of Sicily, Italy

The Region of Sicily has officially appointed a Steering Committee to provide technical and financial support to the drafting of SEAPs. An envelope of €18 million from EU Cohesion funds and the region's own budget has been earmarked to support 200 of the 390 Sicilian Municipalities.

2,500 Sicilian engineering students are trained by the Sicily Region and given an allowance to collect data at municipal level. The aim is to create a database to support the Covenant policies in the region. This concept builds on a successful initiative launched in the Lombardy Region: <http://sirena.cestec.eu/sirena/index.jsp>

A Scientific Committee made up of university professors will cooperate on technical issues with the EU's Joint Research Centre. The region will support applications for EU funds for bundled projects of a group of municipalities representing 60,000 inhabitants. The region will introduce legislation for energy efficiency and renewable energy in buildings based on the experience of the Lombardy Region and is also organising several meetings and events involving experts on geothermal, biomass, and renewable energy.

PROMOTION OF THE COVENANT OF MAYORS

In order to efficiently promote the Covenant, a dedicated website provides Covenant stakeholders with general and technical information:

- A [general presentation](#) of the Covenant initiative and its added value;
- A state of play of committed municipalities, provinces and regions: [Covenant in figures](#);
- Information about the [adhesion process](#);
- A section on frequently-asked questions: [FAQs](#);
- A [library](#) with thematic guides, procedure guidelines;
- A [database of SEAPs](#);
- Downloadable [communication tools](#).

The website is (partly) available in 35 languages. Please regularly visit the Covenant website to stay informed about the latest developments of the initiative. Useful information is also provided in the monthly newsletter for signatories and the monthly [newsletter for Coordinators and Supporters](#), as well as through [RSS feeds](#), [Facebook](#) and [Twitter](#).



For more complex or technical questions you are not able to find answers to on the website, you can direct your [enquiries to the Covenant of Mayors Office](#).

Make use of the promotional material and mobilise your own communication tools

The Covenant of Mayors Office regularly develops [communication tools](#) which can be **displayed as hard copy posters and publications or electronically via websites, newsletters, etc. to promote the Covenant within your territory**. In particular, the brochure of the Covenant of Mayors (available in the [Library](#) in all 23 EU languages) provides a general overview of the initiative. Thematic leaflets focus on specific issues, such as “Baseline Emission Inventories”, “Sustainable Energy Actions Plans” or “Innovative financial schemes” (most of which also available in all EU languages). For example, [a thematic brochure on multi-level governance & cooperation](#) was published in 2013 to detail the role of the numerous stakeholders involved in the Covenant of Mayors initiative.

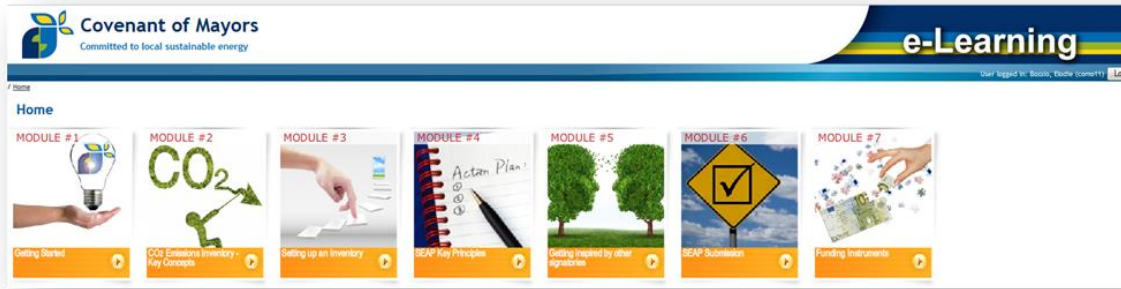
- These documents could be made available on your website and disseminated via your communication channels (Youtube, Twitter, blogs, extranet, Facebook, newsletter...). They could also be translated into your own language, if not already available, in order to be accessible to more municipalities. You could consider adapting some of the documents to your national/regional context.
- In order to share your initiatives with other Covenant stakeholders, you are invited to upload translated or adapted documents under your profile, as well as send them to support@eumayors.eu so they can be added to the Library section of the Covenant website.
- In addition to the promotional materials developed by the Covenant of Mayors Office, your various communication tools can serve as support for promoting the Covenant: newsletters, extranet portals, blogs, brochures, posters, Youtube, Twitter, Facebook, etc.

Make use of the Covenant Extranet “My Covenant” to promote your activities

The Extranet is the password-protected area of the Covenant of Mayors website. When joining the covenant, each registered contact receives an automatic email with a password to access the [“My Covenant”](#) Extranet area.

On the Extranet, you can:

- **Manage your online profile:** Update the contact persons or create new contact persons representing your organisation;
- **Publish Events** under “My Energy Days”, which will appear on the Agenda of the Covenant of Mayors website;
- **Publish** the actions you are most proud of which you think can be useful / replicable in other territories, under the [“Benchmarks of Excellence”](#)
- **Post messages** to the Covenant of Mayors Office or messages to the Covenant Community
- Access the **e-learning** platform (top right box on the “My Covenant” Page,): 7 modules are currently available in several languages to guide you through the SEAP development process.



- Find information on the **upcoming webinars or specific events**;
- **Invite signatories to be listed** under your organisation;
- **Manage the online profiles of your signatories** (administrative information, SEAP information,...);
- More features are continuously being added to improve the user's experience.

More information on how to use the Extranet can be requested at support@eumayors.eu

Make the Covenant of Mayors visible on your website

Many Covenant stakeholders put the **logo of the Covenant on their homepage**, with a link to the **Covenant website**. The logo is available in all EU languages and [can be uploaded from the Covenant website](#), together with graphic guidelines for its use.

Another option is to **create a page or section dedicated to the Covenant on your own website**, providing relevant information about the initiative and more specifically about your activities as Covenant Territorial Coordinator and the support available to signatories. In such cases, do not forget to include the link to that page on your Covenant profile!

Communication tools from Provinces of Rome, La Spezia, Genoa, Novara - Italy

Several Covenant Territorial Coordinators have created a dedicated website and opted for social networks for their Covenant of Mayors activities, such as the [Province of Rome](#), the [Province of La Spezia](#) and the [Province of Genoa](#). Monthly newsletters are also a common communication channel, as favoured by the Province of Novara, while others such as [Province of Torino](#) post videos on Youtube.



Organise promotional events and Energy Days

In order to directly reach out to local stakeholders, you could consider organising events where the Covenant can be presented and discussed. This would be an opportunity to provide relevant information about the initiative, attract new signatories, foster exchanges of experience and/or provide concrete support to the signatories in your territories. Such events can have a political or a technical dimension, e.g.: conferences, workshops, working groups, etc.

Please inform events@eumayors.eu of any event (linked to the Covenant of Mayors) you are organising, so it can be published in the “Agenda” section of the Covenant website, or you can yourself post your information on the “Your energy days” section which will generate their automatic publication in the Agenda. The Covenant of Mayors Office is also very interested in the outcomes of such events.

Energy Days in Prešov Region, Slovakia

On Wednesday 20 June 2012, the Prešov Region organised its first ever Energy Day. Activities across the region were dedicated to the promotion of energy efficiency and renewable energy sources. The goal was to raise general awareness of sustainable energy issues. In light of this, one part of the programme focused on educational activities for the general public while the other targeted experts and local authorities.

Some 40 secondary schools and cultural organisations from the Prešov Region prepared a range of activities including quizzes, competitions, excursions, debates, collection of materials for recycling (old batteries, accumulators, bulbs, etc.) and so forth.

A technical workshop was also held to encourage active cooperation between towns, micro regions, and experts in the field of sustainable energy. Shortly afterwards, the regional platform of the Covenant was presented to representatives of local authorities and specialised institutions. Another series of meetings is set to take place in the framework of this emerging dialogue.

The Prešov Region Energy Day resonated throughout the whole region and has inspired a new tradition of awareness-raising events which the region looks forward to perpetuating every year.

Awareness-raising Campaigns

Communication campaign of the Province of Teramo, Italy

To spread the Covenant of Mayors message across its territory, the Province of Teramo has launched a multi-target [communication campaign](#), based on a common template but customized to the needs of each of the 47 municipalities of its territory.

Source: [Covenant Article](#)



TECHNICAL SUPPORT

Developing a Baseline Emissions Inventory (BEI) or a Sustainable Energy Action Plan (SEAP) requires substantial technical and financial resources. Covenant Signatories, especially the smaller ones, often lack the capacities to reach such ambitious objectives. Most Covenant Territorial Coordinators therefore offer technical support, which can take various forms, to help signatories develop their BEI and SEAPs.

Working groups - Capacity Building - Training

Climate and Energy Planning Training Course at University in Zealand Region, Denmark

The Region of Zealand and its municipalities are working together through political and administrative forums, and already share a common regional climate strategy beyond the Covenant of Mayors. All 17 municipalities of the region have adopted the regional strategy and 15 of them have joined the Covenant. To oversee the implementation of this climate strategy, the municipalities have set up a steering committee and a working group. The steering committee anticipates the efforts to be deployed in each forthcoming year while the working group monitors the implementation of the actions.

As Covenant of Mayors Territorial Coordinator, the Zealand Region supports signatory municipalities in their Sustainable Energy Action Plan (SEAP) efforts, in particular as regards capacity building on: energy systems, energy planning and SEAP implementation. Thus, **in collaboration with the Roskilde University, they have been organising a “Climate and Energy Planning Training Course”**. In addition, the University supports them with data collection and planning issues.

Source: [article](#); [Covenant article](#)

Technical workshops in Province of Cadiz, Spain

The Province of Cadiz has organized more than 10 events including workshops, training courses and seminars on: sustainable mobility, biomass, ESCOs, public lighting, electric vehicles and funding solutions for sustainable energy measures. It also set up working groups for local elected representatives and for municipal staff in charge of technical questions.

Moreover, the province periodically organizes, free of charge, technical workshops in order to inform its 41 signatory municipalities (out of 44 municipalities) on how to fulfil the Covenant objectives, and to give them technical and administrative support for the development of their SEAPs.

Professional associations and Province of Alicante in Spain offer energy training courses in the tourism sector

The provincial council organised a series of **training days on the topic of sustainable energy** (e.g. reduce energy costs associated with **street lighting**) **in the tourism sector** aimed at mayors, municipal councillors and staff, **in collaboration with the College of Industrial Engineers**.

The Alicante Provincial Energy Agency also organised six courses to promote energy efficiency and energy costs savings among businesses and building residents across the province.

The province signed agreements with the Provincial Association of Alicante Hotels (APHA) and the Territorial College of Alicante Architects (CTAA) in a bid to reduce energy-related spending, improve energy diversification and increase renewable energy use in the hotel industry and building

sector. Studies on the energy situation in the tourism industry are foreseen in this framework, as well as **training courses for tourism employees** and **awareness-raising campaigns aimed at tourists**, in collaboration with APHA.

Source: Covenant article

Data Collection for Baseline Emissions Inventory, and SEAP development

GIS to collect energy data in Province of La Spezia, Italy

To guide municipalities in the preparation of their SEAPs, the Province of La Spezia has carried out an intensive and comprehensive information campaign. In particular, to encourage the uptake of energy audits in small and medium-sized municipalities, the province has developed a training programme on energy management in buildings.

The province also launched "Audit GIS (Geographical Information System)", a project aimed at creating a database of information collected through audits using the **software EcoGis** which collects annual energy data from public buildings and public lighting. All this information is made available to the public on the province's website via interactive maps that use georeferencing. This is a very useful tool for municipalities as they can thus detect the buildings which require priority intervention for energy retrofitting. It also serves for citizens awareness-raising. In addition, EcoGis converts the energy data collected into CO₂ emissions equivalents, and makes simulations of buildings' energy refurbishment options.

Source: Covenant article

Support services to all municipalities of the Province of Turin, Italy

Several support services have been implemented in the Province of Turin, in particular as regards energy data. Energy production and consumption data at the municipal level over a 10-year period have been collected using a bottom-up approach (from local and national utilities' databases), largely thanks to a long time experience in elaborating energy balance sheets at the local level. This data is updated every 2 years, and has enabled the elaboration of the BEIs of all 315 local authorities of the province.

Using this solid baseline, a methodology for the SEAPs was developed and tested on more than 30 local authorities, and was then approved by the EU's Joint Research Centre in October 2012 -as part of their "Group SEAP analysis".

To ensure the implementation of the actions highlighted in the SEAPs which were developed, the province provides additional support according to local needs, such as: energy management of public buildings, financial support in the retrofitting of public buildings, set up of a template for the local building code, organisation of information campaigns.

For energy management, a web-based application called ENERCLOUD has been developed to give information on the energy status of public buildings, public lighting and facilities. No software needs to be installed on the end-users' computers – they access the data via online log-in. "Traffic lights" show whether the facility is over-consuming or is in line with the fixed target. This application is used both for the elaboration of the municipalities' baseline emission inventories and for the day-to-day energy management of public buildings. It also enables the province to monitor the effectiveness of its energy retrofitting interventions which it supports via financial subsidies.

Source: http://www.eumayors.eu/helpdesk/docs/document/63_1359025744.pdf

Whole set of tools from Region of Murcia, Spain

The Region of Murcia has set up a **database of energy consumption by sector** for the whole region. Municipalities can use this data as well as the **information included in their energy bills** to develop their BEIs.

Then, the regional energy agency provides municipalities with a list of possible measures to include in their SEAPs, using its experience from having developed other SEAPs in the region and from various EU projects in the Mediterranean area. Thus, proposed SEAP measures are in line with the regional context.

The region, as Covenant Coordinator, helps its signatory municipalities to implement their SEAPs by providing them with templates and tools. It also helps them design projects and launch public procurement processes, when needed.

Methodological support from the Province of Venice, Italy

The province has set itself the goal of providing a strong methodological and technical support to local Covenant Signatories, along with the coordination necessary for a smooth implementation of Covenant-related actions. In this framework, the provincial administration notably produced:

- An **adaptation of the SEAP guidelines** called “Writing, implementing and monitoring Sustainable Energy Action Plans” – including a presentation of the Covenant of Mayors initiative and the main methodological criteria – in Italian;
- A collection of best practices: “The actions of SEAPs: results of an analysis of 20 approved SEAPs. Proposals for an integrated approach” – conducted in partnership with the Architecture University of Venice. The document outlines a wide range of actions, identifies the obstacles to be overcome and makes innovative proposals;
- A common web tool to collect and manage energy data at the municipal and provincial levels;
- A cross-disciplinary working group, which is in charge of the coordination and management of Covenant-related activities in the province;
- A phone helpdesk to support Covenant-related activities: administrative and technical support in using the GIS tool, online forum,...

Source: [*Covenant Article*](#)

Monitoring tools

As foreseen in the Covenant step-by-step commitments, once signatories have submitted their SEAP, they are requested to report on its implementation every two years, using the monitoring template made available by the Covenant of Mayors Office.

For the Territorial Coordinators helping signatories with their SEAPs, the monitoring activities should build on the dynamics already initiated at the local level through working groups and the development/adaptation of methodologies.

GHG Monitoring tool of Province of Genoa, Italy

The Province of Genoa developed a tool to measure greenhouse gas emissions, based on the guidelines of the Intergovernmental Panel on Climate Change (IPCC) and certified according to UNI ISO 14064. The tool enables municipalities to compile their baseline GHG emission inventory, the first

step to base the development of SEAPs on. As of today, all 67 signatories of the province can use this tool.

Pilot monitoring system of the Province of Barcelona, Spain

The Province of Barcelona has pledged to support its signatory municipalities in the drafting, implementation and monitoring of their SEAPs. Thanks to the province's efforts, 190 municipalities have joined the Covenant of Mayors and as many as 158 have already submitted their own SEAP.

Notably, the province has developed a [pilot monitoring system](#) which is currently being tested by municipalities. Three workshops have been organised so far to facilitate the process and gather feedback on suggested improvements from participating municipalities. The monitoring system is both suited to major cities (over 50,000 inhabitants) and small municipalities. It is flexible enough to include estimated or real data and results are presented in a report format. According to the first reports (covering 27 municipalities), estimated CO2 emissions reduction have already reached 23% of the total target. Over 50% of the actions are on-going (39%) or completed (13%), while 48% remain pending.

Preliminary results indicate that the **greatest difficulties faced by municipalities relate to funding**. In addition, the reports also show that most of on-going or implemented initiatives focus on areas directly managed by local authorities, such as energy optimisation in municipal facilities and public lighting.

Source: Covenant article

FUNDING SCHEMES

Lack of financial resources is often mentioned as the main obstacle to developing and implementing SEAPS. Some Covenant Territorial Coordinators manage to allocate part of their budget to the implementation of Covenant of Mayors commitments on the ground. If such direct financial support is not possible or insufficient, Coordinators can rely on other funding possibilities to support their signatories. The sources of these funds are numerous and varied, from the local to EU levels, just like the actions financed. They range from soft measures (promotion campaign, international exchanges...) to hard investments (deep energy retrofitting of public buildings,) depending on the amount and scope of the programme. The following paragraphs present some examples of funding schemes introduced by CTCs for SEAPs' drafting and/or implementation, mostly from the 2007-2013 period.

European funds

The following paragraphs present European funds managed at the national and regional level and European funds managed centrally by the European Commission.

European Regional Development Fund (ERDF)

The features of the EU Cohesion Policy (DG Regional & Urban Policy) for the period 2014-2020 are under development at the time of writing this report. More information is available [here](#).

In particular, the ERDF aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. In short, the ERDF finances:

- direct aid to investments in companies (in particular SMEs) to create sustainable jobs;

- infrastructures linked notably to research and innovation, telecommunications, environment, energy and transport;
- financial instruments (capital risk funds, local development funds, etc.) to support regional and local development and to foster cooperation between towns and regions;
- technical assistance measures.

More info

ERDF funds for drafting SEAPs – Province of Isernia, Italy

The Province of Isernia has been identified as one of the beneficiaries of €443,470 ERDF funds provided by Molise Region for the drafting of the SEAPs of 52 municipalities.

More info

ERDF funds for the implementation of SEAP actions – Abruzzo Region, Italy

The Region of Abruzzo allocated €35million of its [Regional Operational Programme \(ROP\)](#) of the 2007-2013 period to finance measures in the area of competitiveness of the region. In particular, 80% of the total was allocated for the implementation of energy efficiency and GHG emission reductions measures.

More info

European Territorial Cooperation

EU Cohesion policy encourages regions and cities from different Member States to work together and learn from each other through joint programmes, projects and networks. In the period 2007-13 the European Territorial Co-operation objective (formerly the INTERREG Community Initiative) covers three types of programmes:

- 53 [cross-border co-operation programmes](#) along internal EU borders. ERDF contribution: €5.6 billion.
- 13 [transnational co-operation programmes](#) cover larger areas of co-operation such as the Baltic Sea, Alpine and Mediterranean regions. ERDF contribution: €1.8 billion.
- The [interregional co-operation programme](#) (INTERREG IVC) and 3 networking programmes (Urbact II, Interact II and ESPON) cover all 27 Member States of the EU. They provide a framework for exchanging experience between regional and local bodies in different countries. ERDF contribution: €445 million.

The European Territorial Co-operation objective is financed by the European Regional Development Fund (ERDF) and supports cross-border, transnational and interregional co-operation programmes.

More info

Preparing local policy-makers and technicians to Covenant policies – Province of Udine, Italy

The Province of Udine is the lead partner of the [Project COME](#) a trans-national project between Austria and Italy ([Interreg IV A](#)) which aims at spreading among local policy-makers and technicians of public administrations the technical know-how on energy efficiency, renewable energy sources, and GHG emissions reduction measures. The objective is to provide municipalities with all the necessary information and technical capacities to correctly implement their Covenant policies. The budget managed directly by the Province for its territory is €100,000 ERDF funds and is part of a wider budget of €1,000,000 for the entire project involving municipalities from the two Member States.

More info

SEAP Alps project – Province of Turin and Province of Venice, Italy

The Provinces of Turin and Venice are involved in the [SEAP Alps](#) Project aiming at promoting energy planning at the local level by sharing a common methodology among alpine partners. Over the course of the project, partners get the chance to improve their own skills and thus better support their local authorities. In particular, an Action Plan for Public Private Investment in the [Alpine Space Area](#) has to be developed and several of them will serve to implement pilot actions. SEAP Alps is supported and implemented by 12 partners from Austria, France, Germany, Italy and Slovenia.

More info

MEDEEA Project – Region of Crete, Greece

The Region of Crete is one of the partners of the MEDEEA project ([MED programme](#)) aiming at promoting energy efficient planning. Targeting Mediterranean regions with an energy efficiency level that is lower than the EU average, the project is based on the 'European Energy Award®' a label rewarding local authorities for outstanding efforts in the field of energy governance with special reference to energy efficiency.

More info

PAST Project – Provinces of La Spezia, Massa Carrara, and Sassari, Italy

The Provinces of La Spezia, Massa Carrara, and Sassari Italy are involved in the PAST project aiming at improving cross-border cooperation between coastal areas in terms of accessibility to energy networks, innovation, and valorisation of natural and cultural resources - in order to guarantee territorial cohesion, sustainable development and employment.

More info

JEREMIE (Joint European Resources for Micro to Medium Enterprises)

JEREMIE is an initiative of the European Commission developed together with the European Investment Fund. It promotes the use of financial engineering instruments to improve access to finance for SMEs via the Structural Funds of DG REGIO..

JEREMIE Facility – Region of Andalusia, Spain

The JEREMIE facility for Andalusia helps to stimulate innovation, competitiveness and growth among SMEs faced with difficulties in accessing finance. The JEREMIE fund in Andalusia is managed by the regional development agency 'IDEA'. The aim of this funding scheme is to help investment by combining grants and non-grant forms of finance to support SME growth. Support from other potential sources, including both the private and the public sector, is also encouraged. In Andalusia, JEREMIE's 'leverage effect' is expected to generate up to 10 additional euros for each 'JEREMIE' euro. Another important feature is the use of holding funds, to which part of the allocation can be transferred. Financial intermediaries such as the EIF are bringing their experience and expertise to manage the holding funds. This process helps to ensure a smooth flow of funds to other intermediaries such as venture capital funds, loan funds, guarantee funds and micro-credit providers. These in turn provide finance to SMEs in the form of equity investments, loans and guarantees. JEREMIE relates to the ERDF 2007-2013 programming period.

More info

JESSICA (Joint European Support for Sustainable Investment in City Areas)

JESSICA - Joint European Support for Sustainable Investment in City Areas, is an initiative of the European Commission developed in co-operation with the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB). It supports sustainable urban regeneration and development through financial engineering mechanisms. EU countries can choose to invest some of

their EU Structural Fund allocations in revolving funds to help recycle financial resources to accelerate investment in Europe's urban areas.

More info

Sardinia CO2.0 – Region of Sardinia, Italy

The Region of Sardinia created a €70 million JESSICA holding fund to finance projects on the island. In particular, half of this sum was allocated to urban renewal and regeneration initiatives in Sardinia's main provincial capitals. The other half, €35 million, were allocated to "Sardinia CO2.0", a project designed to improve energy efficiency by financing integrated municipal projects that include a renewable energy component. This long-term, cross-sector initiative aims to select a number of pilot local authorities according to predetermined social, territorial and demographic criteria, and support the implementation of their SEAPs through financial, technical and administrative means.

More info

ELENA (European Local ENergy Assistance)

ELENA is part of the EIB's broader effort to support the EU's climate and energy policy objectives. This joint EIB - European Commission initiative helps local and regional authorities prepare energy efficiency or renewable energy projects. It is on track to mobilise more than EUR 1.6 bn in investments over the next few years. Below are some examples of ELENA projects implemented by CTCs:

[Province of Barcelona, Spain](#)

[Province of Milan, Italy](#)

[Province of Modena, Italy](#)

[Province of Chieti, Italy](#)

[Region Zealand, Denmark](#)

[Provinces of Padova and Rovigo](#)

MLEI – PDA: Mobilising Local Energy Investments - Project Development Assistance

MLEI-PDA aims to help small and medium sized local and regional authorities to develop single or 'bundled' sustainable energy projects that are of relevance for territorial development. This priority is complementary to the Project Development Assistance facilities of ELENA. It offers assistance to public authorities to design and launch small and medium sized investment projects in IEE eligible countries as part of the (now ceased) annual IEE Call for proposals.

More info

MLEI Project – Province of Teramo, Italy

All the 47 municipalities of the province have joined the Covenant of Mayors and are developing their SEAPs. The municipal Baseline Emissions Inventories submitted show that almost 70% of municipal electricity consumption comes from street lighting. Public lighting thus represents a direct economic burden for municipal authorities, calling for smarter investment and enhanced efficiency. In light of this, the Province of Teramo has undertaken to provide technical assistance (TA), via the MLEI scheme, to 33 municipalities of the province representing a population of 237,243 inhabitants, to accelerate the implementation of tangible investments in the street lighting sector. The TA will contribute to setting up a support unit, selecting a procedure for the implementation of investments via ESCOs, and preparing negotiations with bidders.

More info

MLEI Project – Province of Huelva, Spain

The Province of Huelva's MLEI Project aims to accelerate the take up of energy efficiency and renewable energies investments across the province's 78 signatory municipalities, by removing the technical, administrative and financial barriers delaying their actions. Today, small-scale renewable energy projects spread unevenly across the region are not attractive for private investors. In addition, the population is scattered across small urban areas which hinder the implementation of energy efficiency and renewable energy projects by public bodies due to management risks. Thus, the main objective of the MLEI technical assistance is to help the municipalities launch a total investment of €7.5 million in energy efficiency and renewable energy projects between 2012 and 2014. These projects will be identified among the database of projects identified in the SEAPs. The province will then provide technical assistance to the municipalities in order to define the technical specifications for the projects and the financing structure. Huelva will then organise the procurement for individual projects or packages.

More info

IEE call for proposals (up to 2013)

Funding projects that promote energy efficiency and renewable energy is at the heart of the IEE programme. Applicants had to respond to a call for proposals published annually by the [EACI](#). The call documents layed down all the criteria proposals have to meet to qualify for funding. The EACI received about 500 applications each year, whilst competition for money was fierce and only the best proposals were selected for funding.

More info

Come2CoM

The Intelligent Energy - Europe (IEE) project come2CoM (Come to the Covenant of Mayors) took the shape of a promotional campaign for the Covenant of Mayors and came to an end in April 2012. The twelve come2CoM partners strived to support municipalities in eleven European countries in joining the Covenant, showing them how to take the lead in mitigating climate change and supporting them in setting up their SEAPs.

More info

Energy for Mayors

The aim of the Energy for Mayors project is to contribute to the successful implementation of the Covenant of Mayors through: empowering its Territorial Coordinators and Supporters to enable them to better assist municipalities in signing the Covenant of Mayors, as well as strengthening the role of local governments as political and administrative bodies; assisting in the development and implementation of Sustainable Energy Action Plans (SEAPs) in selected municipalities; monitoring SEAP implementation and its results and improving the efficiency of energy management in selected municipalities; increasing the number of Covenant Coordinators and Supporters.

More info

Horizon 2020 programme

Horizon 2020 reflects the policy priorities of the Europe 2020 strategy and addresses major concerns shared by citizens in Europe and elsewhere. A challenge-based approach will bring together resources and knowledge across different fields, technologies and disciplines, including social sciences and the humanities. This will cover activities from research to market with a new focus on innovation-related activities, such as piloting, demonstration, test-beds, and support for public procurement and market uptake. It will include establishing links with the activities of the European Innovation Partnerships (EIP). Funding will be focussed on the following challenges:

- Health, demographic change and wellbeing;
- Food security, sustainable agriculture, marine and maritime research, and the bio-economy;
- Secure, clean and efficient energy;
- Smart, green and integrated transport;
- Inclusive, innovative and secure societies;
- Climate action, resource efficiency and raw materials.

More info

National, regional and provincial funds

According to the [Covenant of Mayors Coordinators Monitoring Report \(2011-2012\)](#), national and regional funds constitute the great majority of financial resources available to CTCs. The following paragraphs present some examples of these funding schemes.

Regional funds

Basque Energy Agency - EVE

EVE offers grant programmes to promote investments for a more rational use of energy sources in its region. The grants are designed and implemented for all energy consuming sectors: industry, transport, buildings, public services, agriculture, fishing, domestic appliances and energy transformation. One of the programmes is dedicated to measures related to the Energy Saving and Efficiency Action Plan 2008-2012 (PAE4+) which are developed through annual agreements between EVE and the IDAE (Institute for Energy Development and Savings). In 2011, the programme was launched with 41 new measures and a budget of € 12.66 million.

More info

Provincial funds

Call for renewable energy – Province of Rome, Italy

In 2009, the Province of Rome launched the *Bando Energia*, a tender providing €4.7 million for energy audits for municipalities and SMEs. This boosted €18 million investments in energy efficiency measures and renewables with a potential reduction of 2,400t CO₂ eq / year. Moreover, in the same year, the Province launched a public tender for the installation of 301 photovoltaic systems on provincial buildings with the aim to produce more than 5,000 MWk/year and avoid the emission of 2,400t CO₂ eq / year.

More info

Retrofitting existing public buildings – Province of Turin, Italy

The province has allocated €650,000 to finance the energy retrofitting of existing public buildings and lighting systems at the municipal level.

More info

Innovative financial schemes

An increasing number of non-grant funds are becoming available to local authorities for the implementation of their Covenant policies and actions. The following paragraphs present some examples of these innovative financial schemes.

Energy Service Companies (ESCOs)

ESCOs (Energy Service Companies) Basque Energy Agency - EVE, Spain

The Basque Government participates in the Spanish 2000 ESCO Plan under which public authorities will set an example to drive forward the energy services market: an action plan for more energy efficiency in Basque government buildings was approved. Its aim is for 50 Basque government buildings and another 50 owned by municipal and provincial governments to cut their energy consumption by 20% by 2020.

More info

Revolving funds

Revolving fund - Province of Isernia, Italy

A revolving fund called “Energy fund” is directly managed by the Molise Region and aims to finance energy efficiency interventions in public buildings. The fund amounts to € 6.500.000.

Cooperative funds

Limburg Climate Fund – Province of Limburg, Belgium

The Province of Limburg launched the Limburg Climate Fund in 2012, a cooperative fund that will invest its resources in climate-friendly projects by the means of loans. The profits resulting from the projects are to be re-distributed among shareholders. The funds are collected from shares which citizens can buy at €100 - a max of 30 shares per person. Most investments are in solar power plants or wind turbines. While the profits for the shareholders are relatively limited, this mechanism provides a unique opportunity to very directly involve households and to help project developers finance small to medium-sized projects at relatively low interest rates (and guarantees apply). In the renewable energy sector alone 70,000 cooperative members raised €100 million in recent years in Belgium.

More info

Royalties

Royalties for financing Covenant policies – Province of Potenza, Italy

The Province of Potenza supports several SEAPs which include the opportunity of using the direct royalties paid by local oil companies to the municipalities in order to finance local renewable energy projects. The idea is to have a percentage of the income of the oil sector contribute to the transition to a low carbon economy.

More Info; Source: Covenant Article

Foundations

Financing drafting and implementation of SEAPs – [Fondazione Cariplo, Italy](#)

Between 2010 and 2012, the Fondazione Cariplo launched a [call](#) for projects to promote sustainable energy in small and medium-sized municipalities with a budget of about €9 million. The call financed the drafting of SEAPs, the creation of a [database](#) on local energy consumption/GHG emissions/actions implemented by municipalities, training courses for municipal employees and awareness-raising activities for citizens. A total of 862 municipalities, representing 50% of municipalities of the Lombardy, Novara and Verbania provinces (Piedmont Region) took part. The [Province of Bergamo](#) and the [Province of Milan](#) are among the CTCs with the highest number of municipalities participating in this call.

In 2013, the Fondazione Cariplo launched a new initiative, a call for projects called "Promoting local energy investments" in order to encourage city councils and provinces to apply for [ELENA technical assistance](#), [MLEI-PDA](#), [EEEEF](#) (European Energy Efficiency Fund) and "[Fondo per l'occupazione giovanile nella green economy](#)" (national fund). Any cost to prepare and manage an application for one of the four aforementioned programmes is eligible to the 'Promoting local energy investments' initiative. For instance, this can include: completing and submitting the application forms; stakeholders' engagement activities; grouping of different public entities eligible for the project; collecting data from SEAPs. The maximum grant amount is €75,000 and covers up to 75% of the eligible costs.

More info

Low-cost measures

Province of Barcelona, Spain

Some data from the analysis of 169 SEAPs already completed in the Province of Barcelona show that low cost measures represent over 60% of total measures proposed in the SEAPs. Many of these are found in SEAPs of small and medium-sized municipalities and aim to spread good practices in energy management and accountability systems. The Diputació de Barcelona provides specific technical and financial support to implement these measures. This includes energy consumption management support through the lending of smart and other energy meters and through specific technical assistance where there is no specialized staff: Energy accounting services to some municipalities (currently in pilot phase); Implementing 50-50 measures in schools and other municipal buildings ([Euronet 50-50 max](#)); Technical assistance to implement behavioural changes in municipal buildings and facilities; Specific training for municipal staff; Financial aid (less than 20.000€) for very specific investments.

More info

Publication directed by the Covenant of Mayors Office (CoMO).

The CoMO is managed by a consortium of local and regional authorities' networks, led by Energy-Cities, composed of CEMR, Climate Alliance, Eurocities and Fedarene.

Authors: Elodie Bossio and Andrea Accorigi.

Published in December 2013.

Disclaimer

The Covenant of Mayors Office is supported by the Intelligent Energy - Europe Programme. Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use that may be made of the information contained in this publication or any error that may remain in the texts, despite the care taken in preparing them.