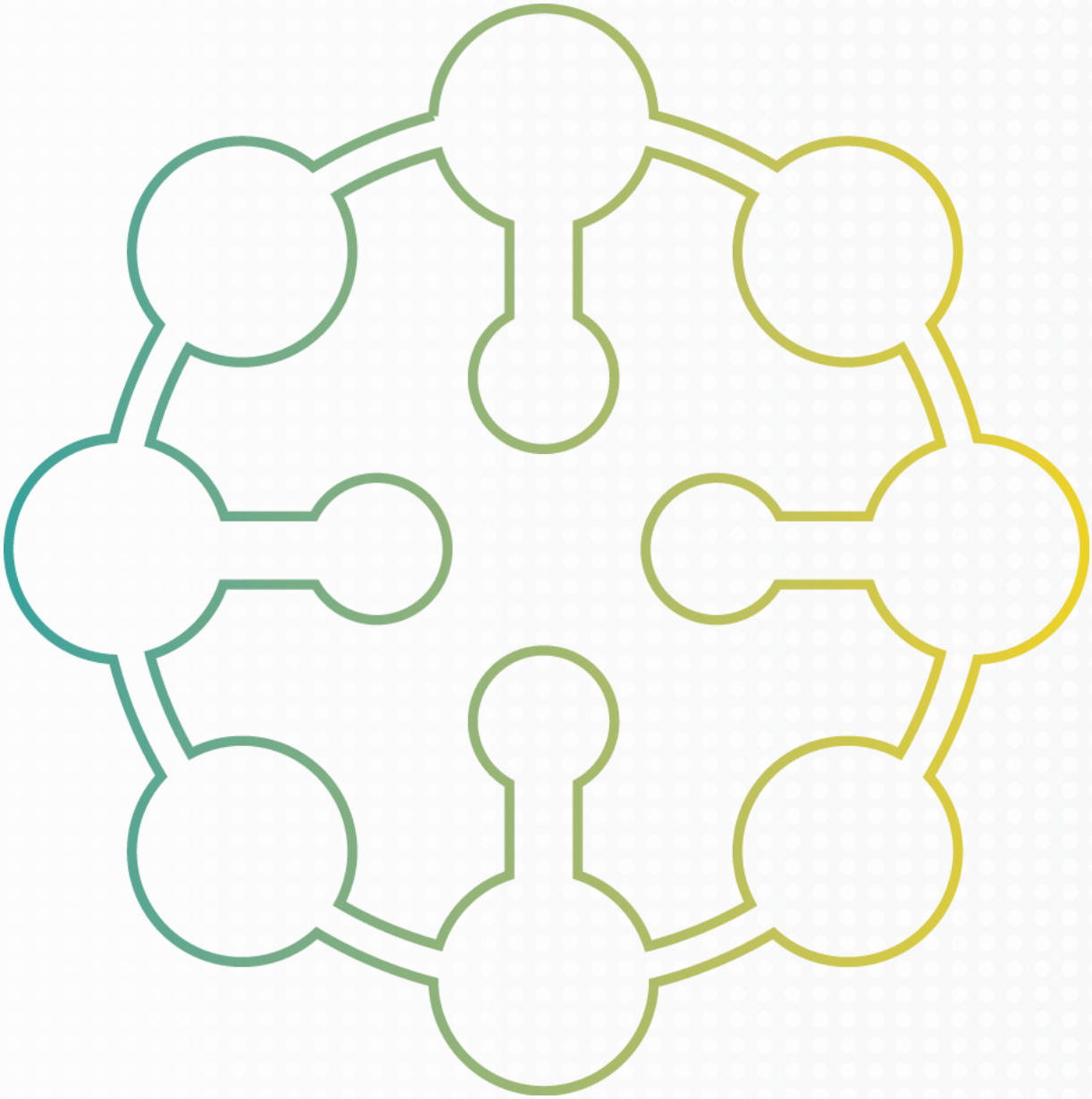

PROSPECT+

Monitoring guidelines for the success of the Capacity Building Programme

January 2022

Leader Organization: UPRC

Authors: Danai Sofia Exintaveloni (UPRC)

The PROSPECT+ project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101023271

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PROSPECT+	Project & Deliverable Profile
Project Acronym and Full Name:	PROSPECT+ Capacity building for cities and regions - from learning to action!
Grant Agreement No.:	101023271
Programmes:	H2020-EU.3.3. - SOCIETAL CHALLENGES - Secure, clean and efficient energy H2020-EU.3.3.7. - Market uptake of energy innovation - building on Intelligent Energy Europe H2020-EU.3.3.1. - Reducing energy consumption and carbon footprint by smart and sustainable use
Topic:	LC-SC3-EC-5-2020 - Supporting public authorities in driving the energy transition
Funding Type:	CSA - Coordination and support action
Project URL	https://h2020prospect.eu/
EU Project Officer	Cristina Mestre Martinez
Project Coordinator	Institute for European Energy and Climate Policy (IEECP)
Deliverable:	D4.1 - Monitoring guidelines for the success of the Capacity Building Programme
Work Package:	WP4 Launching and monitoring PROSPECT+ Capacity Building Programme
Deliverable Due Date:	Project month 5 (31/01/2022)
Actual Date of Submission:	21/2/2022
Dissemination Level:	Public
Lead Beneficiary:	UPRC
Responsible Author:	Danai Sofia Exintaveloni (UPRC)
Contributor(s):	Jen Heemann (IEECP), Mia Dragović Matosović (IEECP), Sylwia Slomiak (Eurocities), Blandine Pidoux (Energy Cities), Alexandros Flamos (UPRC)
Internal Reviewers:	Tereza McLaughlin Váňová (SEMMO)

Preface

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

WHO WE ARE

	Participant Name	Short Name	Country	Logo
1	Institute for European Energy and Climate Policy Stichting	IEECP	NL	
2	European Federation of Agencies and Regions for Energy and the Environment	FEDARENE	BE	
3	EUROCITIES ASBL	EUROCITIES	BE	
4	Energy Cities/Energie-cites Association	ENC	FR	
5	University of Piraeus Research Center	UPRC	GR	
6	OÖ Energiesparverband	ESV	AT	
7	Energy agency of Podravje – Institution for sustainable energy use	ENERGAP	SI	
8	Tipperary Energy Agency	TEA	IE	
9	Ayuntamiento de Valladolid	INNOLID	ES	
10	Association of Energy Managers of Towns and Regions of the Czech Republic	SEMMO	CZ	
11	Adelphi research gemeinnützige GmbH	adelphi	DE	

Executive Summary

The present document “Monitoring guidelines for the success of the Capacity-Building Programme” presents the monitoring framework that will be used in PROSPECT+ to ensure the successful implementation of the capacity building programme (CBP). The monitoring and evaluation presented here will allow encountering any errors or difficulties that may emerge, but also detecting early on whether some processes can be improved.

The monitoring process aims to evaluate among others the timely implementation of the capacity-building programme, the knowledge sharing among peers, the diffusion of knowledge into mentees organization and the overall satisfaction of participants with the capacity building programme.

The monitoring guidelines present the important indicators that will be measured, the monitoring activities and tools developed, the responsible parties for the monitoring of the indicators and the metric reporting and the frequency of reporting of the monitoring outcomes.

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1 Introduction to PROSPECT+ monitoring guidelines

The main objective of PROSPECT+ is to establish a successful capacity-building programme (CBP) that will facilitate and further encourage public authorities to use innovative financing schemes to implement their sustainable energy projects. Considering that this kind of projects take a considerable large amount of time until they are finally implemented, the tangible result of the project, meaning the actual implementation of energy efficiency measures, is expected to happen after PROSPECT+ ends- or near its completion for the early participants, e.g., those participated in the first capacity-building cycle (CB cycles). The actual progress of the mentees with their energy efficiency projects will be verified under Task 4.3- Verification of mentees' progress with their energy efficiency measures and will be reported in the Deliverable 4.5- Inventory of sustainable energy measures and verification of achieved impacts. Although this activity will help us measure the "actual" effect of the capacity building programme this result is not the only one that demonstrates the success of PROSPECT+. Thus, it is important to monitor additional tractable measures and set relevant targets to be achieved during the project to ensure that we are in the right direction to achieve the project's objectives.

Proper monitoring and evaluation of relevant measures are of high importance to ensure the successful implementation of the PROSPECT+ capacity building programme. These two procedures will allow encountering any errors or difficulties that may emerge, but also detecting early on whether some processes can be improved. The existence of four cycles allows us to adapt the capacity building programme accordingly and thus guarantees that the project targets and objectives will be achieved. While the main focus of this report is on monitoring the CBP and its accompanying activities, a few points on monitoring additional closely connected aspects of the programme, are included.

The monitoring process aims to evaluate among others the timely implementation of the capacity-building programme, the knowledge sharing among peers, the diffusion of knowledge into mentees organizations and the overall satisfaction of participants with the learning programme.

To develop the monitoring guidelines to be used in the project we followed the procedure presented in the following figure. We first identified the important indicators that we plan to measure- Key Performance Indicators (KPIs)- to evaluate whether we are accomplishing the PROSPECT+ main objectives, while we also defined a target for the indicators. Afterwards we identified the monitoring activities that will take place during the project, and we developed the monitoring tools to be used. Accordingly, the responsible parties for tracking the indicators and the metrics reporting were identified. Finally, we defined the frequency of reporting of the monitoring outcomes. The results of these tasks are presented in the following sections.

Figure 1: Procedure followed to develop the PROSPECT+ CBP monitoring guidelines

This report is structured as follows: In Section 2 the project's objectives are presented along with the KPIs and the relative targets that will be monitored during the project. In Section 3 the monitoring activities that will be performed and the tools developed to facilitate the process are elaborated. Finally, in Section 4 the frequency of measurement and reporting of the metrics is defined.

2 Identification of appropriate KPIs and related targets

2.1 Introduction to PROSPECT+ objectives

PROSPECT+ has specific or short-term objectives that opt to be achieved and monitored during the project duration and strategic or long-term objectives or goals that will be achieved due to the increased capacities within public authorities.

The specific objectives are:

- to enhance and execute an already existing and greatly visible capacity building programme (CBP) addressing at least 200 Public Authorities (PAs) through prominent local and regional associations and agencies.
- to use the visibility and interest nurtured through PROSPECT to engage and create effective and productive capacity building groups among regional and local authorities and agencies within and outside consortium partners which will result in empowered public authorities with investment-ready projects and empowered city employees working on those projects.
- to build partnerships that will empower today's beginners to be tomorrow's leaders of the energy transition.
- to identify and set up proper replication mechanism for enabling the learning and tools from the capacity building programme to regions/cities beyond the consortium network and the project's duration.

The strategic (medium to long term) objectives of PROSPECT+ are:

- to build the capacity of public authorities in financing sustainable energy plans through peer-to-peer learning activities,
- to enhance decision-making of public authorities for them to be leaders in implementing energy efficiency measures,
- to help public authorities and their agencies use the rich experience available, which is yet difficult to appropriate solely on their own, and
- to help use synergies by linking public authorities at the regional and local levels and their respective associations along with energy policymakers, associations of planners, technical experts, financing bodies on sustainable energy, and local actors in an intra-European network through an innovative peer-to-peer capacity-building experience on innovative financing of sustainable energy projects and measures.

Achieving the objectives of PROSPECT+ is directly related to achieving the desired targets. Thus, setting up clear monitoring indicators that will be measured throughout the whole duration of the project is essential and it will facilitate understanding how we are performing towards our objectives.

2.2 Defining appropriate KPIs

Our work on defining the appropriate KPIs is based on the monitoring guidelines developed in the previous H2020 PROSPECT project. This is reasonable since most of the project objectives remain the same. We add additional KPIs related to the new aspects of the project, which include the activities of assessing the financial readiness of the mentees' projects and the activities of the Community of Practice (CoP).

After setting the KPIs, realistic and measurable targets are defined. To ensure that we have indeed set realistic targets we have taken into account the metrics that were reported in the three monitoring evaluations of PROSPECT and the expected impacts of the project. The targets that have been set are presented in the following table. Furthermore, since it is important to elaborate a clear strategy on how the several metrics are going to be measured, the table relates the KPIs to the tools that will be used to measure the success towards the target and, defines the responsible organisation for tracking each measure.

KPI	Target	Time-bound	How it will be measured	The organisation responsible for tracking
1. Net promoter score	Net promoter score[1] larger than 50%.	In each CB cycle	Mentee, mentor evaluation survey (Question No2 in both surveys)	UPRC
2. Satisfaction with the capacity building programme	At least 80% of mentees and mentors are satisfied with overall quality of the capacity building programme and the learning steps they have taken a part in	In each CB cycle	Mentee, mentor evaluation survey (Question No3 & No4 in both surveys)	UPRC
3. Usefulness and comprehensiveness of guidance materials	Develop resources that will be perceived as useful or extremely useful to 80% of our participants.	In each CB cycle	Mentee, mentor evaluation survey (Question No5 in both surveys)	UPRC
4. Meeting set learning objectives	At least 80% of respondents meet their learning objectives.	In each CB cycle	Mentee, mentor evaluation survey (Question No6 in both surveys)	UPRC
5. Competency: Enabling improvement of knowledge on **innovative financing instruments**	At least 80% of mentees give positive or extremely positive answers in the corresponding question of the survey. At least 20% of mentors give positive or extremely positive answers to the corresponding question of the survey.	In each CB cycle	Mentee, mentor evaluation survey (Question No7 in both surveys)	UPRC
6. Plan of mentees to **implement** the financing scheme	At least 60% of mentees respond either that specific steps within defined time framework are being planned to replicate this financing scheme or that there is intention to use this financing scheme, but clear steps and timelines are yet to be determined in the corresponding question of the survey.	In each CB cycle	Mentee valuation survey (Question No8 in mentee survey)	UPRC

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

7. Participant count	16 groups (8 peer mentoring, 1 local mentoring, 7 study visit) with an average of 46 new cities in each LC or over 50 participating PAs (this includes also internal mentors and participants that participate in more than one groups and/or CB cycles) 64 groups and at least 170 new unique PAs or 200 public authorities altogether (this includes also internal mentors and participants that participate in more than one groups and/or CB cycles)	In each CB cycle On average for all 4 CB cycle	Monitoring table	UPRC[2]
8. Time planning for learning programme	The number of meetings and hours of work was exactly as planned, and each group has carried out its activities not exceeding the 8 months' time frame.	In each CB cycle	Monitoring table	UPRC
9. Time available for mentoring meetings, site visits and preparation in-between the meetings	80% of participants answer that the planned time was optimal in the corresponding question of the survey.	In each CB cycle	Mentee, mentor, facilitator evaluation survey (Question No9 in mentee, No8 in mentor and No2 in facilitator survey)	UPRC
10. Average participant related cost per module	Programme average participant cost per cycle not higher than planned 888 EUR (cost of new public authorities involved divided by total CBP costs per cycle), the cost reimbursement details are presented in Annex I	In each CB cycle	WP1- Overall project monitoring	IEECP
11. Facilitator observation of budget provided for programme		In each CB cycle	Facilitator evaluation survey (Question No3 in facilitator survey)	EUROCITIES- UPRC
12. Participant observation of budget provided for programme		In each CB cycle	Mentee, mentor evaluation survey (Question No13 in the mentee, No12 in mentor survey)	IEECP- UPRC
13. Perceived success of matchmaking	Percent on successful matches (% of scores 4-5), over percent of mismatches (% of scores 1-2) as answered in the corresponding question on the survey.	In each CB cycle	Mentee, mentor evaluation survey (Questions No10,11 in mentee, No9,10 in mentor survey)	UPRC
14. Mentee satisfaction with facilitator and mentor	At least 80% of respondents are either satisfied or extremely satisfied.	In each CB cycle	Mentee evaluation survey (Question No12 in mentee survey)	UPRC
15. Mentor satisfaction with the facilitator		In each CB cycle	Mentor evaluation survey (Question No11 in mentor survey)	UPRC

[2] Fedarene will also provide information for the participants in the Masterclasses that will be implemented in the end of CB cycles 2 and 4

16. Building partnerships	Each mentee can list at least three new partnerships (including the facilitator's organisation and the mentor's city/region)	In each CB cycle	Mentee evaluation survey (Question No14 in mentee survey)	UPRC
17. Financing readiness check	All 200 public authorities who pass PROSPECT+ CBP will have the opportunity to apply the project readiness tool to their project and expect we that 60% of the mentees will apply the tool.	On average for all 4 CB cycle	Adelphi as leader of the financing readiness tool will report the number of public authorities prospects that have financing readiness tool applied to their project.	adelphi
18. Replication factor	Achieve an increasing replication factor from cycle to cycle through the programme (relative target)	In each CB cycle	WP2- Application forms	ENC
19. Social media metrics	Number of mentions, social media reach, social media likes and comments, number of interactions	In each CB cycle	WP7 Communication and dissemination tracker.	Fedarene
20. Website metrics	Number of visitors and material downloads	In each CB cycle	WP7 Communication and dissemination tracker.	Fedarene -UPRC
21. Engagement campaign	Reach up to 1000 cities/regions/agencies per engagement campaign	In each of the four engagement campaigns	Energy Cities as WP2 leader will report the number of prospects the Networks have contacted in each engagement campaign	ENC
22. Outside participants	Percentage of participants that came outside of consortium networks	In each CB cycle	Monitoring table number of learning programme participants that are not members of the three networks divided by the number of all participants in one learning cycle	UPRC
23. Number of participants in the CoP	100 participants in the CoP At least 1 online webinar or workshop on innovative financing schemes per thematic area, with the aim to involve all EU countries. 5 areas x 20 participants = 100 additional public officers informed	During the whole project	Eurocities as WP6 leader and leader of the CoP will report the number of participants after the end of each LC.	Eurocities
24. Additional replication metrics	Each mentee is encouraged to hold a presentation/ meeting after Step 3 to their relevant colleagues (at least two) and 'train' them about what they have learned so that the replication inside the city is achieved (each mentee x 2 colleagues) = minimum 30 mentees * 2-3 = 70 additional public officers	During the whole project	Mentee evaluation survey (Question No15 in mentee survey)	Eurocities- UPRC

	5 replication 'ambassadors' who will each attract and disseminate their learnings to at least 6 extra local and regional authorities from their country, resulting in (5 x 6) = 30 additional PAs	During the whole project	Eurocities as WP6 leader will report the activities of the "ambassadors"	
25. Internal responsiveness to suggestions from helpdesk and survey feedback	Address (implement or give a justification to) all complaints/suggestions	During the whole project	Number and percentage of suggestions responded to helpdesk and survey question (Number of suggestions vs. number of responses)	IEECP
26. Internal responsiveness to helpdesk questions	Meet the planned target of responding in two weeks (10 working days)	During the whole project	The average number of days it takes to respond to helpdesk questions and the percentage of questions that were not responded to in time	IEECP
27. Planned utilization rate	All partners are in the 80%-100% range of their planned budget		Internal documents. Planned vs. achieved budget per organisation	IEECP

Table 1: PROSPECT+ KPIs, relative targets, means of measurement and responsible partner for tracking

The above table indicates the activities that should be performed to collect the required data and the tools that have been developed to facilitate this process, both are further elaborated in Section 3.

In addition to these KPIs, there are some project performance indicators and corresponding expected impacts that should be measured and are related to the overall success of PROSPECT+ and which have been set from the proposal stage of the project. These project performance indicators are presented in the following Table 2. Their accomplishment will be measured using the KPIs presented in the previous table, while the required information will be collected through the several tools developed and presented in Sections 3.1.1.1 and 3.1.1.2 and information provided from other tasks and work packages.

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

Table 2: Project performance indicators and expected impact as presented in the Grant Agreement

Source: Grant Agreement Table 9

The 400 public officers and 300 PAs with improved capacities mentioned in this table include the public officers and authorities that will be directly involved in the capacity building programme but also those that will participate in the activities of the Community of Practice and the ones that will be attracted through the replication ambassadors, thus this target is linked with indicators 7, 23 and 24. The 80 financial institutions & other intermediaries refers to stakeholders other than public authorities and/or their agencies that will attend webinars taking place as part of the activities of the Community of Practice and therefore it is linked with indicator 23.

3 Monitoring activities and tools

There are different sets of monitoring activities in PROSPECT+, some of them belong to other work packages. In general, these activities can be separated into five categories; i) general project monitoring which is performed by the project coordinator (IEECP-WP1) and may include work of project partners, budget allocation and reporting, ii) the communication and dissemination activities monitoring which is performed by the Communication and Dissemination leader (Fedarene -WP7), iii) the monitoring of the capacity building programme and its accompanying activities, which is performed by UPRC and is the main focus of this report, iv) the Helpdesk and the Inventory of sustainable energy measures, which is performed by IEECP as part of this work package and v) finally all other monitoring activities that will ensure that we are on track to achieve our targes (e.g., monitoring of the Community of Practice and replication activities (WP6) led by Eurocities, monitoring of the engagement campaign (WP2) led by Energy Cities).

To provide the overall picture of PROSPECT+ monitoring and since some of the aforementioned activities are interlinked, please see the monitoring activities overview in the following table.

Activity	Work Package	Responsibility
General project monitoring	WP1	IEECP
Monitoring of the Capacity-building programme	WP4	UPRC
Helpdesk & Inventory of sustainable energy measures		IEECP
Communication and dissemination monitoring	WP7	Fedarene
Other: • Monitoring of the engagement campaign • Monitoring of the CoP & replication activities	 WP2 WP6	 Energy Cities Eurocities

Table 3: Monitoring Activities of PROSPECT+

3.1 Monitoring activities and tools that are part of the Capacity-Building programme

In this section, we present the activities and tools that have been developed to facilitate the monitoring of the CBP. These activities and tools will allow us to collect the required data, measure and analyse our KPIs and thus adopt feedback to improve the next capacity-building cycles. We are also presenting the Helpdesk & Inventory of sustainable energy measures as they are activities performed under the work package of Launching and monitoring PROSPECT+ CBP.

3.1.1 Capacity building programme monitoring

To monitor the implementation of the CBP two main activities will be performed. The first one is the evaluation survey that the mentees, mentors and facilitators are going to fill in at the end of the programme and which will allow us to assess and adopt feedback on qualitative characteristics of the programme. The second is the development and use of the CBP monitoring table which will allow us to have a continuous overview of the more technical and quantitative characteristics of the programme including the number of participants, groups, project characteristics, etc.

3.1.1.1 CBP evaluation survey

Information on how mentees, and participants in general, learn is of high importance to assess the quality of the capacity building programme. These kinds of indicators will allow us to adapt and improve the subsequent cycles based on the feedback obtained.

The surveys for the mentees, mentors and facilitators are presented in Annex II and will be available to participants via EUSurvey.

3.1.1.2 CBP monitoring table

The CBP monitoring table aims to collect information about the implementation of the CBP, meaning the number of groups per learning method, the number of participants per group and cycles, dates that the different steps take place, etc. In addition, it will gather information about the projects of the participants that will be mainly collected through the Action Plan (the information that will be reported is presented in Annex III). These elements of the table will act as input for the T4.3 Verification of mentees' progress with their energy efficiency measures and the Inventory of sustainable energy measures while it will also facilitate the identification of best practices. This table developed as part of WP4 will additionally facilitate the measurement and reporting of several metrics and will act as a central point for data collection that will help us assess the project's performance towards some of the overall targets. It will be further developed if additional needs arise during the project.

Currently, the table consists of 4 sheets. The first sheet presents a guide that will assist the facilitators in filling in the table. In the second sheet information regarding each group will be gathered. This will help the PROSPECT+ partners to check the progress that the capacity-building groups are making during the CB cycle.

In the third sheet, the information for each participant separately will be collected (for both mentors and mentees). This includes information about both the participant (e.g., name of the participant, organization of the participant, etc.) and the project with which he/she participates in the capacity building programme (e.g., project title, policy related to the project, budget, etc.). In this sheet, the facilitator will also indicate whether each participant has completed the steps of the programme successfully. Here information on whether a project is an innovative, good or promising practice will also be indicated by facilitators. In addition, facilitators have the option to leave their comments in the sheets mentioned above.

Finally, in the fourth sheet, taking as input the data collected in the previous sheets, several indicators are calculated. For example, these indicators include the countries that participated in the capacity building programme, the number of groups per learning method and financing scheme, the number of participants in each CB cycle and others.

At the beginning of each cycle, Energy Cities will fill in into the table basic information about the participants and the groups collected or created through the application and the matching process. Afterward, each facilitator will be responsible for filling in the remaining information in the table regularly after each step of the capacity building programme is completed.

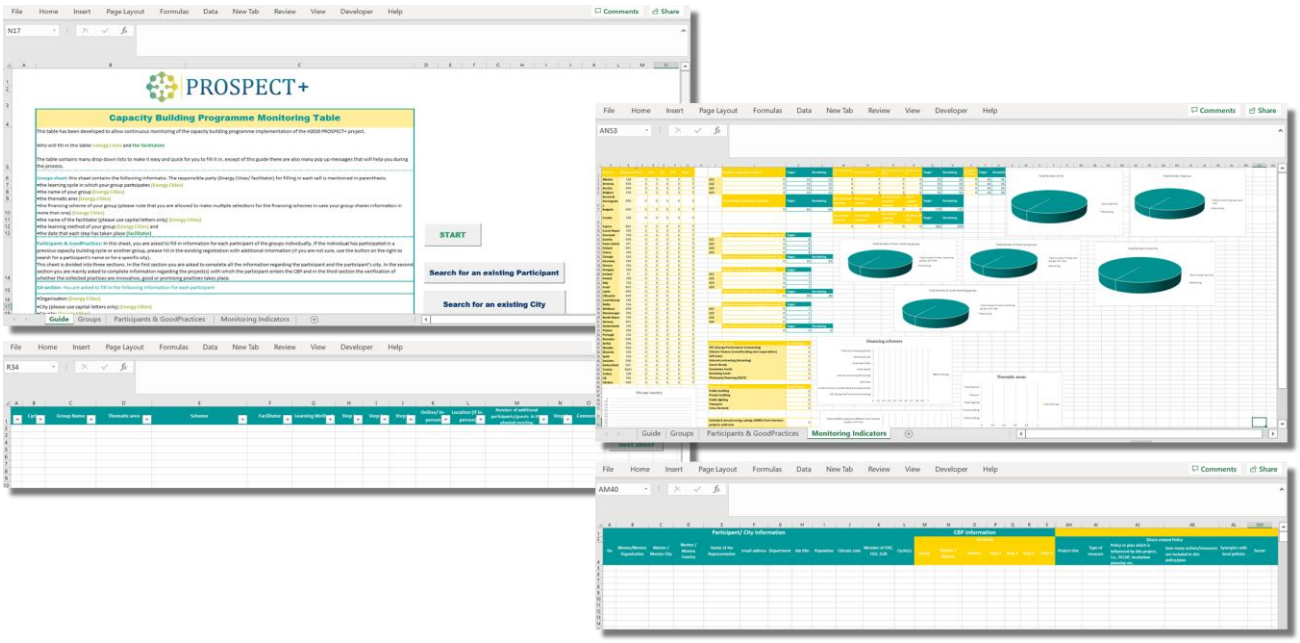

Figure 2: The monitoring table excel sheets

3.1.2 Helpdesk and Inventory of sustainable energy measures

3.1.2.1 Helpdesk

The virtual Helpdesk is led by IEECP and will allow us to receive feedback and questions at any time. It consists of a simple form set in the PROSPECT+ website under the "Contact us" section operational since late November 2021.

Since the coordinator (IEECP) will lead both project management and manage the helpdesk, this ensures that the coordinator is aware of any arising questions and comments as soon as they appear. The coordinator can make appropriate changes to any part of the programme, while they can also observe what the most frequent concerns and areas of interest are and can thus timely enhance the capacity-building programme.

For this purpose, an email address was opened on Gmail and linked with the contact form on the website:

Email: h2020prospectplus@gmail.com

Although the helpdesk will enable visitors to ask questions about PROSPECT+, the website provides useful information to the FAQ (Frequently Ask Questions) section. IEECP will be responsible for making sure the questions are answered in a maximum of 10 working days. Questions may be forwarded to specific project partners for their inputs, which should be sent to IEECP in 5 working days after receiving the request. IEECP will then write the reply message based on the inputs from the project partner(s) and send it to the author of the question.

3.1.2.2 Inventory of sustainable energy measures

IEECP is responsible for the verification of mentees' projects with their energy efficiency measures, this task aims at measuring the actual effect of the capacity building programs in terms of how the choice of peers has been affected and what lessons can be drawn. This task will ensure monitoring the project impact through measurement, or calculation, of the anticipated call impacts. More information will be available on the Deliverable 4.5- Inventory of sustainable energy measures and verification of achieved impacts.

4 KPIs measurement and reporting frequency

The measurement and reporting of the KPIs will take place after the end of each CB cycle. The four cycles end in September 2022, June 2023, March 2024 and December 2024 respectively. A monitoring summary (D4.2 Summary of monitoring outcomes of the CBP) will be available in November 2022, August 2023, June 2024 and February 2025.

The results of the mentees, mentors and facilitators survey, the metrics derived from the monitoring table, the indicators related to the dissemination and communication activities and other metrics will be gathered by UPRC with the input from all the partners as mentioned in the previous section. The information will be analysed and sent to all partners. Suggestions for changes in the capacity building programme based on this information will be made by all PROSPECT+ partners and the summary of outcomes will present the agreed changes.

The evaluation survey will be filled in by the participants in the 4th Step of the capacity building programme. Participants are required to fill in the surveys while facilitators should ensure that they do so in time. Facilitators should also fill in the monitoring table after the completion of each step of the programme. Thus, it is ensured that at the end of each cycle the metrics will be available for analysis.

After the end of each cycle, within two or three months UPRC and other PROSPECT+ partners will analyse the information and agree on changes to be made in the following cycles. Besides obtaining feedback to identify improvements early on and improve the programme, the measurement of KPIs is also necessary to monitor the progress and whether we are successful in reaching the targets of PROSPECT+.

5 Annex I

The PROSPECT+ budget available (including VAT) for the physical meeting as presented in the Deliverable 3.2 Detailed structure and plan for the CBP.

Peer mentoring (host: mentee)		
MENTEE (host)	Meeting room	-
	Printing/materials	€ 20
	Local transport to site visit	-
	Food, drinks, and coffee	€ 140 (€ 70 pp x 2 participants*)
	TOTAL	**€ 160**
MENTOR	Travel	€ 250
	Accommodation	€ 250
	Food, drinks and coffee (per person)	-
	Fee (optional)	€ 1400
	TOTAL	**€ 1900**

*Number of participants includes 1 mentor and 1 mentee.

Study Visit (host: mentor)		
MENTOR (host)	Meeting room	-
	Printing/materials	€ 50
	Local transport to site visit	€ 60
	Food, drinks, and coffee	€ 350 (€ 70 pp x 5 participants*)
	Fee (optional)	€ 1400
	TOTAL	**€ 1860** Total varies based on the number of mentees in the group
MENTEE	Travel	€ 250
	Accommodation	€ 250
	TOTAL	**€ 500 for each mentee**

*Number of participants includes 1 mentor and 4 mentees.

Local mentoring (host: mentee)		
MENTEE (Host)	Meeting room	-
	Printing/materials	-
	Local transport to site visit	-
	Food, drinks, and coffee	€ 560 (€ 70 pp x 8 participants*)
	Interpreter	€ 1800
	TOTAL	**€ 2360 for the host mentee** Total varies based on the number of mentees in the group
MENTEE	Travel	€ 150
	Accommodation	€ 120
	TOTAL	**€ 270 for each traveling mentee**
MENTOR	Travel	€ 250
	Accommodation	€ 250
	Printing/materials	€ 50
	Fee (optional)	€ 1400
	TOTAL	**€ 1900**

*Number of participants includes 1 mentor and 7 mentees.

6 Annex II

Survey for mentees

1. Name and surname

2. How likely are you to recommend this programme to other local authorities?

Not at all likely				Extremely likely
1	2	3	4	5

3. To what extent are you satisfied with the overall quality of the entire programme?

Extremely dissatisfied				Extremely satisfied
1	2	3	4	5

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

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied	n/a
Step 0- Warming up					
Step 1- Getting started					
Step 2- Working together					
Step 3- Meeting up					
Step 4- Moving forward					

5. Please rate the extent to which you found the learning material comprehensive and easy to use

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied	n/a
Meetings presentations					
CBP Structure booklet					
Action Plan document					
Learning handbooks (for 5 thematic areas)					
Developing your project proposal through the CBP-Guidebook for mentees and mentors					
Template on financial indicators					

Glossary of financial terms
PROSPECT+ website

6. Did you meet your learning objectives set at the beginning of the learning programme?

a. Yes, all of them
b. Most of the learning objectives were met
c. Less than half learning objectives were met

7. Please rate the extent to which the learning programme improved your knowledge of relevant innovative financing instruments:

Not at all				To a great extent
1	2	3	4	5

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

a. Yes, concrete steps are being planned to replicate this financing scheme
b. Yes, there is intention to use this financing scheme, but clear steps and timeline are yet to be determined
c. No, there is no plan yet to replicate this financing scheme

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

	There was not enough time planned	The planned time was optimal, but more time is necessary for discussion	The planned time was optimal and there was enough time for discussion	There was too much time compared to content	I did not participate in this meeting
Step 0- Warming up					
Step 1- Getting started					
Step 2- Working together					
Step 3- Meeting up					
Step 4- Moving forward					
Preparation time between meetings					

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

It was a mismatch				It was a perfect match

1	2	3	4	5

11. Please comment on how the matching could have been more suitable: [open question]

12. To what extent are you satisfied with the guidance and support provided by the programme facilitator and your mentor?

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied
Facilitator				
Mentor				

13. Are there any other costs (besides accommodation and travel which were reimbursed) that you incurred on your site visit and that you think should also be covered by PROSPECT+? If you answered "yes", please state which costs you incurred and what was the approximate amount in EUR:

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

a. None that are applicable
b. 1-3 new possible partners that could help with our implementation of planned sustainable measures
c. More than 3 new possible partners that could help with our implementation of planned sustainable measures

15. Have you held or are you planning to hold a presentation/ meeting to your relevant colleagues (at least two) to 'train' them about what you have learned in the learning programme?

a. Yes, we had a meeting with relevant colleagues
b. Yes, we are planning to have a meeting with relevant colleagues- but it has not happened yet
c. No, we have not implemented a meeting and we are not foreseeing to.

16. Please suggest how we could improve the learning programme, its content, execution and organisation: [open question]

Survey for mentors

1. Name and surname

2. How likely are you to recommend this programme to other local authorities?

Not at all likely				Extremely likely
1	2	3	4	5

3. To what extent are you satisfied with the overall quality of the entire programme?

Extremely dissatisfied				Extremely satisfied
1	2	3	4	5

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

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied	n/a
Step 0- Warming up					
Step 1- Getting started					
Step 2- Working together					
Step 3- Meeting up					
Step 4- Moving forward					

5. Please rate the extent to which you found the learning material comprehensive and easy to use

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied	n/a
Meetings presentations					
CBP Structure booklet					
Action Plan document					
Learning handbooks (for 5 thematic areas)					
Developing your project proposal through the CBP-Guidebook for mentees and mentors					
Glossary of financial terms					

Guidance notes for mentors
PROSPECT+ website

6. Did you meet your learning objectives set at the beginning of the learning programme?

a. Yes, all of them
b. Most of the learning objectives were met
c. Less than half learning objectives were met

7. Please rate the extent to which the learning programme improved your knowledge of relevant innovative financing instruments:

Not at all				To a great extent
1	2	3	4	5

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

	There was not enough time planned	The planned time was optimal, but more time is necessary for discussion	The planned time was optimal and there was enough time for discussion	There was too much time compared to content	I did not participate in this meeting
Step 0- Warming up					
Step 1- Getting started					
Step 2- Working together					
Step 3- Meeting up					
Step 4- Moving forward					
Preparation time between meetings					

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

It was a mismatch				It was a perfect match
1	2	3	4	5

10. Please comment on how the matching could have been more suitable: [open question]

11. To what extent are you satisfied with the guidance and support provided by the programme facilitator?

	Extremely dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Extremely satisfied
Facilitator				

12. Are there any other costs (besides accommodation and travel which were reimbursed) that you incurred on your site visit and that you think should also be covered by PROSPECT+? If you answered "yes", please state which costs you incurred and what was the approximate amount in EUR:

13. Please suggest how we could improve the learning programme, its content, execution and organisation: [open question]

Survey for facilitators

1. Name and surname

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

	There was not enough time planned	The planned time was optimal, but more time is necessary for discussion	The planned time was optimal and there was enough time for discussion	There was too much time compared to content	I did not participate in this meeting
Step 0- Warming up					
Step 1- Getting started					
Step 2- Working together					
Step 3- Meeting up					
Step 4- Moving forward					
Preparation time between meetings					

3. Was the budget provided sufficient for the following activities?

	Yes	No	Not sure	n/a
Travel to meeting city				
Accommodation				
Course materials				
Food and refreshments				
Local transport				

4. Please suggest how we could improve the learning programme, its content, execution and organisation: [open question]

7 Annex III

The information collected in the "Groups" sheet in the monitoring table

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

The information collected in the "Participants & GoodPractices" sheet in the monitoring table

Information required	Description
Mentor/Mentee Organisation	The name of the participant's organization
Mentor / Mentee City	The name of the participant's city/ municipality/ region.
Mentor / Mentee Country	The country of the participant's organization.
Name of the Representative	The name of the representative of the organization that participated in the capacity-building programme.
Email	The email of the representative that was provided through the application form and was used within the capacity-building programme.
Department	The specific department the representative is working in (e.g., Energy Efficiency department, Business & Finance Innovation Unit, etc.)
Job title	The specific responsibilities of the representative within the department (e.g., Project manager, energy consultant, etc.)
Population	The population of the city/ municipality/ region
Climate zone	The climate zone of the region
Member of Energy Cities, FEDARENE, Eurocities	Clarification whether the participant is a member of one of the three European City Networks that are partners in PROSPECT+.
Cycle(s)	The capacity-building cycle(s) of the participant's group(s).
Group	The name of the group the participant is a member of
Mentor / Mentee	Declaration of the role of the participant (mentor or mentee) in the specific group. (Including indication of internal or external mentor).
Step 1	Indication of whether the participant participated in the 1st Step.
Step 2	Indication of whether the participant participated in the 2nd Step.
Step 3	Indication of whether the participant participated in the 3rd Step.
Step 4	Indication of whether the participant participated in the 4th Step.
Project title	The name of the project(s) which the participant included in the application form and was interested to finance.
Type of measure	Technical or non-technical/legislative/normative

Direct related Policy	A policy or a plan which is influenced by this project (i.e. SECAP, local urban planning, etc.) and how many actions/measures are included in this policy/plan
Synergies with local policies	Policies indirectly influenced by this measure (I.e., urban plan, etc.)
Sector	
Phase:	Development, implementation, or monitoring
Estimated Starting date of implementation	Tthe date that the project started or is expected to start
Estimated date of completion	The date that the project is expected to be completed
Budget (€)	The budget that is needed to finance the project above.
Funding source (if applicable)	
Involvement/stakeholder engagement	Indicate the levels of organisation or particular departments involved and whether there are other stakeholders involved
Estimated annual energy savings (MWh)	The estimated annual energy savings according to the interventions planned.
Targeted energy source	The energy source the savings will be coming from (e.g., electricity, solar thermal, renewables, etc.)- energy source being saved
Estimated yearly CO2 reduction (tCO2/a)	Estimated yearly CO2 reduction (tCO2/a) of the project.
Estimated RES production (MWh/a)	The energy that is coming from RES production.
Yearly monetary savings	
Other benefits or significant outcomes	(i.e. Energy consumption, CO2 emissions and energy bills reduced, facilitated maintenance of public buildings, raised awareness among citizens, new jobs created)
Objective (i.e., targeted problem	
Solutions	An explanation of the measure outcome and output, i.e., energy refurbishment of public buildings
Innovation and awards	Information on whether the project was awarded at the national or EU level
Success factors	

Main Barriers	
Marketability/specific local conditions for implementation	Specific circumstances or legal conditions that allowed for the project to occur.
A quote for publication	
Dissemination activities	The replication activities that the mentee will undertake

The information collected in the "Participants & GoodPractices" sheet for verification of innovative, good and promising practices

Information required		Description
1. Carried out on a local/regional level		Indicate "Yes" or "No"
2. Sustainable: Has elements of mitigation (saves energy or helps to reduce CO2) or adaptation (helps mitigate risks or adapt to expected local climate changes) practices.		Indicate "Yes" or "No"
3. Replicable/ operational: The practice has already been implemented or planned (not only proposed).		Indicate • Yes, the practice is implemented and monitored, at least to some extent, and some results are available (or will soon be available) • The practice is in the planning phase, with the secured and agreed financing and finished feasibility study • The practice is in the planning phase without agreed and secured financing mechanism, • The practice is only proposed
4. Transferable: Is it suitable for adapting to different contexts and transferring to other cities?		Indicate "Yes" or "No"
5. Relevant:	**A) covers one of PROSPECT+ topics**	Indicate • Public building • Private building • Public lighting • Transport • Cross Sectoral
	B) uses innovative financing	Indicate • EPC (Energy Performance Contracting) • Citizens finance (crowdfunding and cooperatives)

	• Soft loans • Internal contracting (Intracting) • Green Bonds • Guarantee funds • Revolving funds • Third party financing (ESCO)
6. Evidence-based: The practice is well documented: there is at least one source (website, report from the mentor/mentee) where more details can be found.	Provide link to the reference
7. Innovative: Original, either in type of activity, sector or financing, or unusually high impact/savings achieved	Indicate "Yes" or "No"
Results **Is it a(n) innovative practice/ good/ promising practice?**	Indicate • Yes, it is an innovative practice • Yes, it is a good practice • Yes, it is a promising practice • No

Works Consulted

The following resources were consulted in creating the KPIs and developing the monitoring process:

Marr, B. (2015). Key Performance Indicators for Dummies. Chichester, West Sussex: John Wiley & Sons, Ltd.

Dragović M. (2017). Deliverable 4.2: Monitoring guidelines for the success of the learning programme

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The PROSPECT+ project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101023271