



**Project: Capacity building of local governments to advance
Local Climate and Energy Action – from planning to action to monitoring
(Covenant capaCITY)**

(Contract number – IEE/10/389)

COVENANT CAPACITY – OUTLINE OF TRAINING CONCEPT

(WP2-D1 – e-document, approx. 12 pages)

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1. Project approach

1.1 Aim

The project "**Capacity building of local governments to advance Local Climate and Energy Action – from planning to action to monitoring**" (Covenant capaCITY), started in June 2011 and runs until May 2015. It aims to **empower and support municipalities** to engage in local climate and energy action.

Covenant capaCITY addresses **local governments, climate protection and energy**. It takes up the urgent challenge to develop more **sustainable energy communities (SEC)** across Europe. This is done by offering a comprehensive European **capacity building programme** for local governments to support all the phases of implementing a **Sustainable Energy Action Plan (SEAP)** – from motivation, planning, implementation, to monitoring and evaluating.

Through the programme **local governments (LGs) will gain confidence when dealing with their Action Plan and issues impacting on this**, for example setting realistically achievable, yet ambitious targets, and effectively dealing with stakeholder involvement. This will empower LGs to sign up to the [Covenant of Mayors \(CoM\)](#). This is an important European initiative that brings together committed cities and towns, and their supporters, in a concerted effort to move beyond the 20% greenhouse gas reduction target of the European Union. The guidance offered will link to the Covenant of Mayors approach, and provide additional information as needed to assist LGs in **understanding the context** they work in at a European and global level.

The project is co-funded by the [Intelligent Energy Europe programme](#), and **links to several other projects** also addressing the development of SEC and/or local governments and energy. Synergy actions between the projects and sharing of news will take place - to inform and support a wide audience: local governments across Europe.

Sustainable Energy Action Plan (SEAP) is a local action plan developed by a local government for its own government operations and for the whole community to outline the sustainable energy future (actions and timeline). It can also be called a climate action plan. SEAP is a term used in the Covenant of Mayors (CoM) context as part of the commitments of a municipality.

1.2 The challenges and problem areas addressed

The project responds to **needs identified for improved capacity at local government (LG) level** - in many countries - to help them deal with climate change and energy. These issues often do not form part of their typical mandate and responsibilities (as identified in the [LG Action](#) project).

Gaps can include:

- lack of awareness of the issues and related problems,
- a lack of knowledge on the range of opportunities and potential solutions;
- limited thematic or technical knowledge on a specific area, and/or
- limited staff or financial capacity to deal with these essential areas of action.

Issues addressed include the following:

- How to conduct a greenhouse gas inventory
- Exploring key elements when developing a Sustainable Energy Action Plan (SEAP) - people, policy, processes and financing
- Effective ways to involve stakeholders
- The use of procurement as a process and tool when dealing with energy
- Find out what is important when dealing with sectors: buildings, transport, waste, and water.

1.3 Strategic focus

A number of developments are relevant to the context of LGs, and these will be briefly outlined where relevant in the actual training programme, including:

- (i) Global climate change and the need for global climate protection – as a security, social, economic and political challenge.
 - a. LGs can support national governments and the EU in achieving GHG reduction and RE targets, linking local actions and monitoring to national plans and reporting (national governments in turn should plan to involve and support their cities and towns).
 - b. Local climate protection linked to local interests and benefits: LGs have the power to act (mandates, obligations, interests, ..) and the task to deal with sustainable development – which requires effective holistic local climate and energy action.
- (ii) Energy security and its relevance to local communities: secure and stable energy provision, affordable energy for all, local generation and local use as part of developing and maintaining local community security and resilience.
- (iii) Benefits when developing into a Sustainable Energy Community, e.g. socio-economic development (improved quality of life of citizens, local job creation – often in small and medium-sized enterprise sector, local generation can positively impact on stable energy provision and pricing), and improved municipal management processes and service delivery due to better integration of climate protection in municipal structures, decisions and actions (*more sustainable energy production, transmission and use, improved energy approach in the built environment, transport, waste and water*).
- (iv) Strategic developments which LGs are recommended to connect to:
 - **Covenant of Mayors (CoM)** (www.eumayors.eu) which provides a framework for action for LGs, requiring a commitment to go beyond the EU 20-20-20 targets. It requires signatories to develop a SEAP, monitor and report on developments. They in turn are supported by Covenant Coordinators and Supporters which provide motivation and guidance to municipalities.
 - The international **Local Government Climate Roadmap**, a process running in parallel to the national / UN roadmap addressing a post-2012 international climate agreement – actively supported by many LGs across Europe - www.iclei.org/climate-roadmap
 - **Aalborg Charter and Aalborg Commitments** (www.aalborgplus10.dk) – the basis for urban sustainability in Europe. Covenant capaCITY aims to extend the range of support mechanisms offered. This is closely linked to the European Sustainable Cities and Towns Campaign (ESCTC) (www.sustainable-cities.eu).

2. Methodology: « Energetic training » offered

2.1 Interactive learning approach for adults

Based on the **combined experience of the consortium - on energy, climate change and adult education** - a specific approach is developed to move beyond the usual ad hoc, single workshop approach as a training concept.

The LG capacity development programme is a practical and multi-lingual programme, using a sound learning approach for **training busy professionals** who have limited time. Thus the basic information provided is short and concise, with a focus on directing learners to useful guidance and tools.

The consortium developed an “energetic training” approach, based on current pedagogical (adult education) methodologies. As a starting point a needs assessment survey was conducting among the target groups, to obtain an insight into their training needs and preferred learning approaches.

The learning approach was then developed, **combining practical guidance - a mix of information, recommendations and tools - with interactive learning elements**. The e-learning platform is the entry point (registration, online modules, guidance, tools e.g. presentations, checklists, examples as case studies or videos, expert interviews). It is supported by direct training through workshops, but also webinars and video conferencing - using the direct exchange of knowledge and experiences (guidance by experts and exchange with peers) as core elements. SEAP guidance is offered to a smaller group of LGs, taking the training one level deeper, and supporting them through the direct exchange of knowledge and experiences (face-to-face training, city peer guidance and expert guidance).-

2.2 Target groups and training levels

The two main target groups in the LG capacity development programme are:

- **Local political leaders and decision-makers:** mayors, vice mayors, councillors, opposition leaders, new leaders, ... These are leaders of a community who need to develop the strategy and are responsible for good governance, or as potential future leaders (e.g. opposition or young councilors) who need to understand the context and importance of issues addressed.
- **Municipal staff:** senior, mid-level and junior staff dealing with energy, including departments: transport, water, waste, urban planning, communication, Local Agenda 21, etc. Some modules will mostly address the technical teams that will be dealing with processes within the LG and its community, but also other staff members that need to understand what their LGs is engaging in and how this impacts on their work and environment.

LGs - when addressing people, structures, as well as processes - are at different levels of advancement when dealing with local climate and energy action. The programme will be developed to support two development levels – as listed below – through the use of thematic modules. This will allow individuals to select their own approach e.g. step-by-step capacity building on all aspects in the training programme or selectively choosing modules or elements where they have identified a need for gaining specific knowledge.

The two training / development levels addressed are:

- **1st generation SEAP guidance** (development of the 1st action plan of the LG): by offering step-by-step guidance for start-up communities (e.g. why a greenhouse gas inventory is useful and how to conduct it, how to move from here e.g. to setting target of -20% CO₂ by 2020).
- **2nd generation SEAP guidance** (review and improvement of existing action plan): by offering expert support for intermediary / advanced communities that already have a SEAP. This is also supported through peer exchange, with the aim to give ideas on innovative approaches or actions not yet explored, in order to develop a 2nd generation SEAP that is more comprehensive and strives towards more ambitious objectives (e.g. -40% CO₂ by 2020).

Note: A third group to be trained are the capaCITY Trainers (i.e. representatives of local government associations / networks and energy agencies) – see details below.

2.3 Multi-country focus

The capacity development programme will be comprised of the following versions:

- A **European version** (in English) as a training programme for all LGs across Europe, created as institutionalised capacity building foundation for the Covenant of Mayors, responding to typical training needs identified among LGs in Europe.
- **Twelve (12) country versions** - in the respective country language - addressing country-specific aspects and responding to capacity development needs identified in each of these. Target country clusters are addressed as follows:
 - Primary focus: Bulgaria, Croatia, Estonia, Greece, Italy, Poland, Romania, Slovenia (mostly dealing with start-up SEAP development)
 - Secondary focus: Finland, France, Sweden, United Kingdom (UK) (mainly focusing on support for improving existing SEAPs)
- **Three (3) other countries** will also be dealt with, with a lower activity intensity due to limited available funding (i.e. no country versions but some country-specific activities):
 - Tertiary focus: Austria, Germany, Slovakia

2.4 Thematic focus

The training programme is presented in a **modular structure**, i.e. modules on different relevant topics. Each module is a thematic section dealing with a specific topic and addressing the main issues identified as relevant to local governments in the context of local climate and energy action. Information in a module is presented in a clear and concise (compact) manner, to make it appealing and easy to understand for users. As the topics are often inter-linked, these will be cross-referenced in the online system.

The modular structure is comprised of **8 inter-connected topics (dealt with as modules)**: greenhouse gas inventories, SEAP development, stakeholder involvement, procurement, plus 4 sectors: buildings, transport, waste, water.

Per topic there are two thematic sub-modules – one for start-up level and another for more advanced communities.

Each module explores one main issue (expressed in the title, and as it relates to energy), and presents factual information, as well as appropriate recommendations and guidance. The same structure is used in most modules, with sections as follows:

- The basics (brief introduction on what, why and important information)
- Key issues
- Recommended steps
- Processes - dealing with people, policy, and finances
- Guidance (project tools, policy context, tips and tools)

Refer to template outline with more details.

Image 1: Typical process when dealing with local climate and energy action, based on ICLEI’s CCP 5 milestone methodology



Modules:

<p>Greenhouse gas inventories (Module 1)</p> <p>What is a Baseline Emissions Inventory and why is it important?</p>	<p>SEAP development (Module 2)</p> <p>Making it happen – how can a SEAP process be implemented and would what make it successful?</p> <p>Tips on involving political decision makers and staff.</p>	<p>Stakeholder involvement (Module 3)</p> <p>The more the merrier (and stronger!) - How to get local leaders, municipal staff, local enterprise, citizens and other key stakeholders on board.</p>	<p>Procurement (Module 4)</p> <p>The public sector is a huge consumer. Guidance on options and processes, with tips on how a LG can be a wise consumer and a clever money spender.</p>
<p>Buildings (Module 5)</p> <p>Planning, regulating, building, renovating – what can local governments do to improve sustainability in this sector?</p>	<p>Transport (Module 6)</p> <p>Moving about – how can we reduce the environmental impact of the transport sector?</p> <p>Tips for boosting renewable fuels, energy efficiency & mobility management.</p>	<p>Waste (Module 7)</p> <p>Trash or resource?</p> <p>How to reduce waste, recycle and re-use, and exploring waste-to-energy solutions.</p>	<p>Water (Module 8)</p>

3. Training tools and methods

3.1 Learning tempo and monitoring

Each learner can use the online training offer at his/her own tempo, where and how they can deal with it. The programme was designed to be accessed per section (so short time needed, approximately 10 to 15 minutes each). From the point when the user registers, a user profile is created which can be accessed by the trainers to monitor the tempo.

Training events are highlighted on the modules, linked to an online events calendar. All events offered are free of charge, but may have a number restriction (due to available space).

3.2 capaCITY trainer approach

To support the consortium in rolling out of the capacity development programme in the target countries, additional trainers are needed. (Potential) Trainers - representatives of local government associations or networks as well as energy agencies - are invited to join the capaCITY “train-the-trainer” programme. These trainers can specifically help with start-up training of municipalities that are new to the topic.

To differentiate it from the LG training programme, it is called the **capaCITY Trainer Programme**. This is aimed at further developing training skills of trainers to in turn help them effectively guide municipal staff and local decision-makers. It will bring together a training team supported by experts, to roll out training, and local action across Europe.

Who can join this programme?

- **Local government associations and networks**, which typically represent LGs from a geographical or thematic perspective. Often national LG associations do not have in-house expertise on local climate and energy action (as it does not form part of the typical LG mandate in many countries).
 - o As such all LG associations in Europe are warmly invited to make use of the train-the-trainer opportunity – to improve their understanding of the topics, to promote and make use of the capacity building programme, as well as to motivate and empower their members to act. The trainers will be supported by a train-the-trainer programme, the gain improved training skills (“soft skills”) as well as basic thematic guidance in the form of the modules, presentations with notes and other useful resources supporting their training activities.
- Representatives of **energy agencies** may also join.
 - o They in turn have the technical know-how regarding energy, but may need to learn how a LG functions, and what its needs are in this area.

Selection criteria have been developed to select appropriate individuals from among these two groups.

3.3 Train-the-trainer programme

A “Train-the-Trainer” programme is developed and offered in parallel to the LG capacity building programme. It is aimed at improving the trainers' understanding of the role of LGs when dealing with climate and energy, action opportunities at the local level, and for them to gain personal training (soft) skills.

In the Trainer Guide the capaCITY trainer offer, benefits and the “train-the-trainer” programme are outlined. The trainers who benefit from this programme are in turn requested to support rolling out the local government capacity development programme addressing energy and energy-related themes.

They can use material developed as part of the overall programme to train local political decision-makers and municipal staff, structured around eight thematic modules. Each module addresses two levels of experience: start-up municipalities that do not yet have an Action Plan, and more advanced communities with a SEAP under review.

The trainers (outside of the consortium partners) engage on a voluntary basis. As such they can shape their own involvement and level of intensity, also the targets they want to work with (e.g. to only work

with one or a specific segment of the target groups, such as local leaders). They are however required to a **minimum commitment to the project**, in return for getting training.

3.4 Training mechanisms and tools

Most of the training takes place online, through the **e-training platform**, with modules, and with a specific section containing material for the trainers.

Different events are planned, each with its unique purpose:

- **Webinars** will support the training, to be organised as needed, as a “low cost, no travel” option that can bring together groups of people addressing a specific topic. A webinar tool was selected based on ease of use, and all partners can register and organise a webinar. The external trainers may also use this option to offer training in their countries.
- **2 thematic workshops** are planned, one dealing with Stakeholder Involvement as an important topic in any SEAP, and another on procurement, as a technical topic where there is not a lot of expertise regarding energy as yet.
- A **mid-term conference** is planned to present the training programme and first results. This will also be live webstreamed (and taped for later viewing). Synergies with other relevant projects are explored for speaker slots.
- **8 National motivation conferences** will be held, one in each of the primary target countries. This is aimed at stimulating an interest in the training offer, and to offer an insight into a few relevant topics.
- **City workshops** will allow face-to-face exchange and capacity development under guidance of experts.
- **Study tours** are planned, also to be video-taped where possible, to offer an exploration with the responsible technical and policy experts on what worked in each particular case, and to draw out replicable elements.

For each of the events the participants will be requested to complete a **pre-assessment form** to determine their level of knowledge (as a reference point) and afterwards an **evaluation / feedback form**, to determine if the training had specific value for them.

Virtual Help Desk for trainers:

capaCITY trainers are not alone. The consortium offers expert guidance and tools to help them. The team of multi-disciplinary experts can be linked through the country leaders, listed below:

Austria: ICLEI Europe	Italy: Padova
Bulgaria: EcoEnergy	Poland: WWF Poland
Croatia: Koprivnica	Romania: AEEPM
Estonia: ERKAS	Slovakia: ICLEI Europe
Finland: FCG	Slovenia: SOS
France: CAN-France / RAC-F	Sweden: Malmö
Germany: ICLEI Europe	UK: Act on Energy
Greece: REAC	

Tools for trainers:

- capaCITY Trainer guidance – online virtual library where all guidance material for trainers is centralised (password protected – access only for registered trainers)
- FAQ - Frequently Asked Questions - as the programme is rolled out a Frequently Asked Questions (FAQ) section will be built to help trainers understand what can be asked and appropriate responses (obviously context dependent).
- Discussion Forum for Trainers
- Online events calendar - an updated list of all Covenant capaCITY and other relevant events will be available online in the events calendar – www.covenant-capacity.eu/en/event-calendar. It will include other offers identified (e.g. from IEE synergy projects). These activities are not mandatory for trainers, but they provide natural synergy opportunities for trainers, also chances to meet trainers from other countries and share experiences.