SUPPORT SERVICES FOR THE COVENANT OF MAYORS EAST

FINAL REPORT 19 September 2011 – 18 December 2015

www.eumayors.eu

The COMO East project is funded by the European Union.

This report has been prepared by Energy Cities and its consortium partners. The findings, conclusions and interpretations expressed in this document are those of Energy Cities and its consortium partners alone and should in no way be taken to reflect the policies or opinions of the EU.

Covenant of Mayors
Committed to local sustainable energy

TECHNICAL FINAL REPORT

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Date of Report	18 March 2016
Reporting Period	19 September 2011 – 18 December 2015
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SUPPORT SERVICES FOR THE COVENANT OF MAYORS EAST

Contract No: 2011/265-434

18 March 2016

Implemented by:

Energy Cities & Consortium partners

energycities Climate Alliance carec EMY NL Agency Ministry of Economic Affairs

for the first two years of implementation

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INTRODUCTION The bigger picture of CoMO East

Since its launch in 2008, the **Covenant of Mayors** has become a leading example of encouraging and supporting local authorities to develop and implement sustainable energy policies in the regions, and as an important step to increase energy affordability, improve social and economic well-being and tackle climate change.

Since 2011 a newly created Covenant of Mayors Office East, located in Lviv (Ukraine) and Tbilisi (Georgia) with key experts also based in Yerevan (Armenia) and Almaty (Kazakhstan), provided administrative, promotional and technical assistance to the following countries: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

Key facts about CoMO East is provided below:

Overall objectives

The project's objective consisted in supporting the local authorities in Eastern Europe, Southern Caucasus and Central Asia to reduce their dependency on fossil fuels, to improve security of their energy supply, and to allow them to contribute more actively to climate change mitigation.

Specific objectives

The purpose of the project was to encourage local authorities of the Eastern Partnership and Central Asian countries to sign the Covenant of Mayors, to support them in the preparation and implementation of their Sustainable Energy Action Plan (SEAP). The key goal focused on the significant reduction in energy consumption and CO_2 emissions by the municipalities as well as an increase in their renewable energy use and energy efficiency measures.

Local authorities as key players

Cities, towns and other urban areas have a crucial role to play in mitigating climate change, as they are responsible for over 70% of current global CO_2 emissions. The local administration is the closest government level to engage citizens and reconcile public and private interests. Local authorities' decisions can significantly and positively influence the quality of life in a city for example through more affordable energy services or modernized street lighting.

Commitment

The Covenant of Mayors is not "just another campaign" but a serious commitment by local authorities with reliable and quantifiable contributions to energy and climate. The cities' obligations and their progress towards the objectives are strictly monitored by the Joint Research Centre – the European Commission's in-house science service. This makes the Covenant of Mayors a unique initiative.

As part of their voluntary commitment, cities develop the political and administrative skills needed to implement a local sustainable energy policy and submit a Sustainable Energy Action Plan (SEAP) to the Covenant of Mayors Office in Brussels. This comprehensive overview of key sustainable energy actions is submitted within the year following the signature of the Covenant. SEAPs serve as roadmaps towards achieving the energy and climate ambitions at local level.

Growth

By the end of 2015, the initiative comprised local authorities from 60 countries with some 6200 signatories – out of which 205 mayors from 9 countries in Eastern Europe, Southern Caucasus and Central Asia.

It is however to be noted that 49 cities from 5 countries have been suspended because they are not having enough activities to comply with their original commitments.

Among the active signatory cities 78 had already submitted their SEAP.

Support

The Covenant of Mayors is a growing international community of pioneer local and regional leaders which benefits from a strong support from political (Commission, Committee of the Regions, national governments, etc.) and financial institutions (European Investment Bank, European Bank for Reconstruction and Development, etc.).

The Covenant Signatories benefit from an extensive support and networking opportunities provided by the Covenant National and Territorial Coordinators, Covenant Supporters, Covenant of Mayors offices and other involved actors. Where the support does not exist yet, the examples from other countries can help local authorities to convince their governments and partners to join the Covenant and act.

A range of methodologies and tools has been developed to assist signatories in the preparation and/or implementation of their action plans. Most of them have been adapted to the specific needs of signatories in Eastern Europe, Southern Caucasus and Central Asia. Moreover, to complement the assistance from the Covenant of Mayors offices, the European Commission's Joint Research Centre provided its expertise in English and Russian to address any technical questions that signatories had.

Impact

The success of the Covenant stems from the concrete steps and measures taken by its signatories, who match their actions with their commitments. By delivering the programmes outlined in the SEAP, there is a clear expectation that the local community will benefit from better energy services, lower energy bills, more energy efficiency investments, new job creations and additional income to municipal budget.

Covenant actors share a common goal: to provide an environmentally, socially and economically stable environment to their citizens and contribute to resolving global issues related to exhausting resources and climate change.

The following pages of this report describe the organisation, the activities implemented and the main results achieved during the entire duration of the CoMO East project i.e. between September 2011 and December 2015.

1 CoM Office East: Our way of working

1.1 CONTEXT: A DG NEAR SERVICE CONTRACT

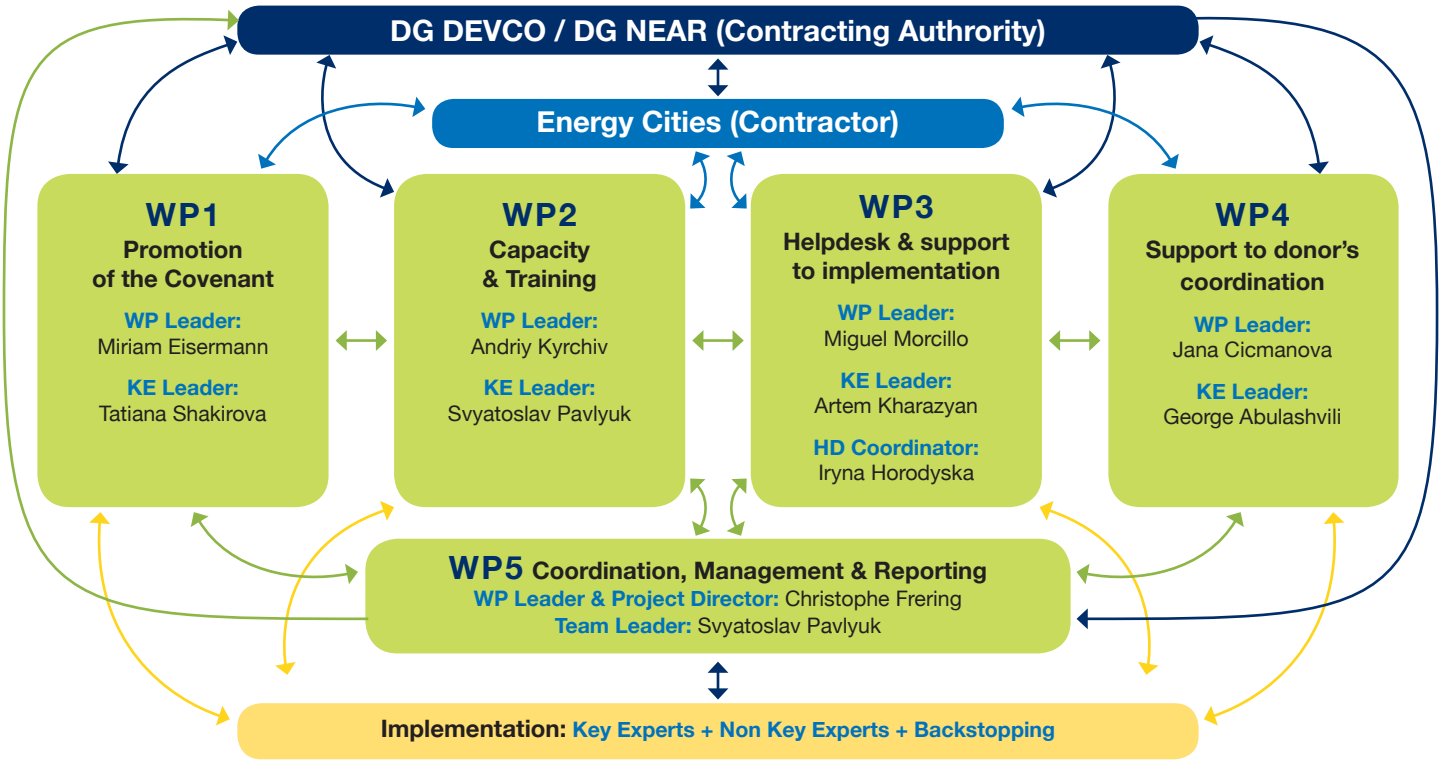
All activities implemented in the framework of the CoMO East project are part of the service contract N° ENPI/2011/265-434 signed on 15.09.2011 between the Contracting Authority European Commission DG DEVCO (now DG NEAR) and the Contractor Energy Cities.

The contract was signed in September 2011 and lasted until December 2015 i.e. for a total duration of 51 months:

- The first phase (2011-2013) was implemented by Energy Cities in cooperation with its consortium partners: Climate Alliance, Energy Efficient Cities of Ukraine, Agency NL, and Central Asia Regional Environment Centre.
- Because of governmental changes and re-organisations Agency NL withdrew from the second phase (2013-2015) and its activities were shifted to the remaining partners.

1.2 ORGANISATION: A SKILLED AND MULTI-CULTURAL TEAM

After some both unforeseen and necessary adjustments within the team of key experts, the CoMO East organisation was clarified in a way that enabled to clearly share the responsibilities and thus to ensure that all activities were permanently launched, implemented and monitored in the most effective way:



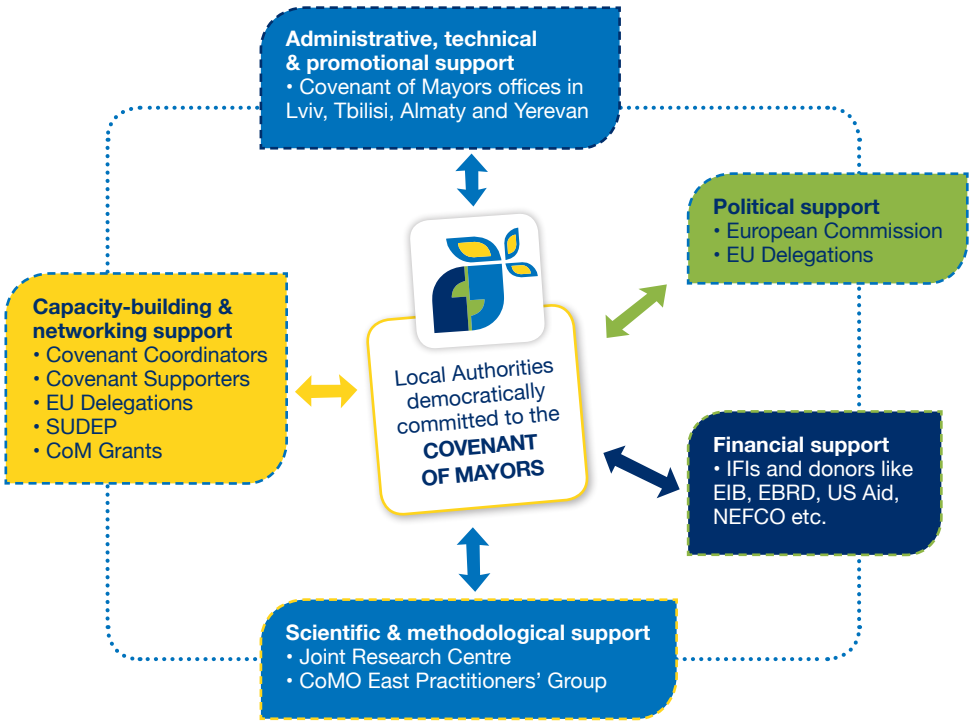
1.3 STEERING COMMITTEE: COLLECTIVE PLANNING AND DECISION-TAKING

The bi-annual steering committee meetings were jointly organised by the contractor (consortium's project director, key experts, WP leaders) and the contracting authority while representatives of different stakeholders (DG ENER, JRC, CoM Grant projects, etc.) were invited depending on the issues listed on the agenda.

This ensured that all parties were constantly updated about the implementation of the project and decisions were reached in a collective manner thus shared and endorsed by all parties.

2. The CoMO East universe

The CoM office East has dealt with several target groups (signatory cities, national or territorial coordinators, supporters) and has established a regular cooperation with EU projects directly involved in the CoMO East initiative (CoM Grant projects, SUDeP) as well as many local stakeholders (EU Delegations, IFIs, donors, etc.).



Signatories represent cities with different sizes from villages to major metropolitan areas that have signed the Covenant of Mayors in a voluntary manner and are committed to implementing sustainable energy policies to meet and exceed the EU objectives through increased energy efficiency and development of renewable energy sources.

Within a year following their signature, Covenant signatories commit to implement Sustainable Energy Action Plans on their territory, with the aim of cutting CO_2 emissions by at least 20% by 2020.

As this 20% reduction in CO_2 emissions refers to both the public and private sectors, it is crucial to mobilise local stakeholders and citizens from the geographical area to take part in the SEAP development and the cities are also committed to:

- Adapting administrative structure, including allocation of sufficient human resources, in order to undertake the necessary actions.
- Spreading the message of the Covenant in the appropriate fora and, in particular, encourage other Mayors to join the Covenant.
- Sharing experience and know-how by organizing local energy days, attending or contributing to the annual Covenant of Mayors Ceremony and the different thematic workshops.

Covenant Coordinators are those public administrations which provide strategic guidance, financial and technical support to municipalities signing up to the Covenant of Mayors but lacking necessary skills and/or resources to fulfil their requirements.

In signing up as a Covenant National or Territorial Coordinator the organisation commits to:

- Promote the initiative among the municipalities accession to the Covenant of Mayors.
- Provide 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).
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.
- Provide technical support for the organisation of public events (energy days) to raise awareness of the general public about the Covenant and the possibilities to act at citizen's level.
- Report regularly to DG ENER on the results obtained in the geographical area of their competence, and participate in discussions on the strategic implementation of the Covenant proposed by the Commission.
- Cooperate with all other Covenant stakeholders (Signatories, CNCs, other CTCs, but also Covenant Supporters, Associated Partners, etc.) involved in the Covenant of Mayors policies within the territory of their competence.

List of the Covenant National/Territorial Coordinators

1	Armenia		CNC	Ministry of Energy and Natural Resources of RA
2	Georgia		CNC	Ministry of Energy of Georgia
3	Georgia		CNC	Ministry of Environment and Natural Resources Protection of Georgia
4	Georgia		CTC	dministration of State Representative-Governor in Mtskheta-Mtianeti Region
5	Kirgizstan		CNC	The State Agency on local self-governmental and inter-ethnic relations under the government of the Kyrgyz Republic
6	Kazakhstan		CNC	JSC Kazakhenergyexpert
7	Moldova		CNC	Ministry of Economy
8	Ukraine		CNC	Ministry of regional development, construction and municipal economy of Ukraine
9	Ukraine		CTC	Chernihiv Regional State Administration
10	Ukraine		CTC	Dnipropetrovsk Regional Council
11	Ukraine		CTC	Donetsk Regional State Administration
12	Ukraine		CTC	Kharkiv Regional Council
13	Ukraine		CTC	Kherson Regional State Administration
14	Ukraine		CTC	Lviv Regional State Administration
15	Ukraine		CTC	Mizhhirya Regional Council
16	Ukraine		CTC	Poltava regional state administration
17	Ukraine		CTC	Vinnytsia Regional State Administration

Covenant Supporters, with expert knowledge of the regulatory, legislative and financial framework under which they operate –be it at the regional, national or European level - are ideally placed to provide tailored advice to signatories and identify synergies with existing initiatives. They too are crucial partners of the Covenant of Mayors office, especially considering their ability to adapt the Covenant objectives and messages in a way that makes sense to the realities on the ground.

List of Covenant Supporters

1	Armenia		Union of Communities (UCA)
2	Armenia		Energy Saving Foundation (ESF)
3	Georgia		Energy Efficiency Center Georgia (EECG)
4	Georgia		The National Association of Local Authorities (NALAG)
5	Kazakhstan		National Chamber of housing and utilities
6	Kazakhstan		Ecoforum of Kazakhstan
7	Moldova		Congress of Local Authorities (CALM)
8	Moldova		Alliance for Energy Efficiency and Renewables (AEER)
9	Turkmenistan		Regional Environmental Centre for Central Asia (CAREC TM)
10	Ukraine		Association «Energy Efficient Cities of Ukraine» (EECU)
11	Uzbekistan		Regional Environmental Centre for Central Asia (CAREC UZ)

Four **CoM Grant projects** (DACO - Yes (da in Russian) to the Covenant, E4EM - Energy for Eastern Mayors, Covenant of Mayors Capacity Building Model for Ukraine and Georgia and Sustainable Energy Planning in Eastern Europe and South Caucasus) were the demonstration grant components within Covenant of Mayors East and aimed to support their signatories in SEAP development and implementation process, organisation of energy days and twinning.

Projects enabled the implementation of sustainable energy actions plans leading to increased levels of energy savings and energy efficiency and to the deployment of renewable energy sources. Actions took place in the territory of the local authorities within the CoM East region.

The **Sustainable Urban Demonstration Projects (SUDeP) assistance programme** was designed to complement the Covenant of Mayors East by supporting a number of pilot projects implementing activities that typically feature in a city's Sustainable Energy Action Plan (SEAP). By financing projects that lead to tangible improvements in energy management, the programme aims to promote faster and more effective implementation of SEAPs in CoM signatory cities as well as to encourage other cities in EU Eastern Partnership (EaP) countries to sign up to the Covenant.

A total of 19 demonstration projects have been selected through a Call for Proposals (CfP) and receive co-funding from the European Union to implement their proposed actions. Technical assistance is provided to these projects by the programme's Support Team, helping them to manage, implement and disseminate results of their activities.

Other related initiatives include technical support from the Joint Research Centre to monitor SEAP implementation, and a Municipal Project Support Facility, implemented by EIB, in collaboration with international finance institutions, such as EBRD and KfW, to improve access to loans for investment in sustainable energy.

3. Bringing CoMO East to life: Main activities implemented

3.1 PROMOTION AND COMMUNICATION (WP1)

Evaluating the promotional impact of a multi-national non-profit initiative such as the Covenant of Mayors East is necessary, not only to document programme effectiveness but also to note areas for possible improvement and to disseminate promising practices and add knowledge to increase local authority empowerment outside of the European Union.

During the 4-years implementation, the WP1 team used various communication tools and organised events to spread the word about the initiative, its concept and achievements.

What we intended within WP1:

Establish the Covenant of Mayors as a well-known and high profile initiative in Eastern Europe, the Caucasus and Central Asia

What we achieved:

A WIDE ARRAY OF ONLINE COMMUNICATION TOOLS

Reaching 900 readers for the newsletter

95,000 unique visitors of the website in total

260 likes for Facebook

180 blog posts published

BY CONSEQUENCE, A CONTRIBUTION TO THE

- → increase in the number of signatories
- → increase in the number of stakeholders aware of the initiative
- → improved awareness of what is the Covenant of Mayors amongst national and international stakeholders

Task 1.1 - Promotion and its evolution

When looking back on the communication activities around the Covenant of Mayors East, we can distinguish two phases, which reflect the general evolution of the initiative in the 11 countries.

PHASE 1: 2011-2013

Activities focused on **encouraging to sign and to join** by:

- explaining the Covenant of Mayors objectives and benefits to signatories and other direct stakeholders (Covenant Coordinators and Supporters),
- raising awareness and knowledge amongst the relevant decision-makers about the contributions of the Covenant of Mayors to climate and energy policies,
- increasing the overall project visibility in the 11 countries.

PHASE 2: 2013-2015

Activities **highlighted concrete outcomes of the initiative** by:

- promoting best practices from Covenant signatories and stakeholders, i.e. replicable energy-efficient measures or policy approaches within the municipalities and nationally by sharing experiences and results,
- highlighting local authorities' leadership in sustainable energy policies (despite centralised governance structures),
- fostering networking between the Covenant stakeholders.

What were the means used and the communication strategies applied?

As of 2011, powerful messaging has been developed for each of the target groups to communicate the benefits of being part of the Covenant of Mayors community. Messages were formulated in order to clearly differentiate the Covenant of Mayors from other quite similar initiatives. The consortium judged it was important to show the Covenant is not "just another campaign" but a serious commitment by local authorities based on reliable and quantifiable objectives.

Relevant promotional tools have been identified by WP 1 leader, with the support of key experts, in order to match with habits and needs in the target countries. **For all produced materials, the consortium ensured:**

- compelling fact-based content relevant to the CoMO East zone and to the selected target groups,
- high quality of produced and translated texts in up to 12 languages.

Key achievements

The number of signatories has continuously increased during these first years of implementation: Worldwide, by end of September 2012, the initiative comprised local authorities from 46 countries with over 4,000 signatories – out of which **44 Mayors from Eastern Europe, the Southern Caucasus and Central Asia. Three years later**, the figure had almost tripled and by end of 2015, over 6,200 signatories from nearly 60 countries were committed – out of which **205 Mayors from Eastern Europe, the Southern Caucasus and Central Asia**.

→ **A presentation brochure** targeting CoMO East countries has been distributed in 7 languages (Russian, Armenian, Azeri, Georgian, Belarus, Ukrainian and Moldovan) while Central Asian stakeholders received the Russian version. The document gives an overview of the origins, main actors, context and growing importance of the initiative. It presents the support mechanisms introduced in the Covenant. The Covenant brochure has been the key (net)working tool of our key experts when meeting potential Covenant stakeholders. We have distributed almost 500 in Russian, 1,100 in Ukrainian, 250 in Bielorussian, 200 in Moldovan, 750 in Georgian and 400 in Armenian.

→ **2-4 blog articles** posted monthly on the Covenant of Mayors East homepage encouraged the broad Russian-speaking audience to regularly visit the website for latest developments. 14 of these articles were published in the past year highlighting success stories of CoMO East signatories.

→ A Covenant of Mayors **PowerPoint presentation** was uploaded on the website in Russian, Ukrainian and Georgian and was used as the basis of speeches by key experts.

→ **A project factsheet** and press factsheet were largely distributed since the beginning (and updated at mid-term) giving a general overview of the project and emphasising its uniqueness. Most often, the simple fact sheets were distributed to potential partners and media representatives, while the more detailed brochure (as well as training materials) were given to people who are already aware of the basic concept of the initiative. Total numbers of distribution exceeded 300 press factsheets and 700 project factsheets.

→ For a high visibility during any type of event, **roll-ups** have been displayed in various language versions, including English for international visitors/partners. Two of them were used in Eastern Europe (RU/UK), two in South Caucasus (RU/GEORG) and one for networking opportunities in Almaty/CAREC (RU). Roll-ups contributed to the general brand-building of the Covenant of Mayors, providing a professional and positive image of the initiative in the public. Also, there was no better means to help participants memorize the key objectives and the website link of the initiative.

→ **4 main bi-annual electronic newsletters** were sent out during the first phase of promotion to over 900 persons selected by the key experts. Each newsletter had on average 220 views in whole and 25 views per article *(Source: AWStats on the hosting server).*

They informed about latest developments and introduced methodological information about the Covenant. In order to improve the time/output ratio for this item, information was narrowed down and adapted to specific regions during phase two.

The **key expert for Central Asia prepared regular newsletters** for its contact database, while stakeholders in Eastern Europe and South Caucasus received targeted information, relevant for their zone, from key experts or the helpdesk.

→ **3 helpful guides** produced by the CoM Brussels office or in the framework of related initiatives have been adapted, translated and disseminated. All of them are guiding documents that contribute to the capacity-building of our main target group (local authorities):

- **Information Package «What should a city do to become a successful player in the Covenant of Mayors»** *(English, Russian, Ukrainian, Georgian) including an annex with case studies,*
- **Guide on Sustainable Energy Days** *(English, Russian, Ukrainian),*
- **"Reducing energy dependence in European cities"** *(English, Russian, Ukrainian).*

One-fits-all does not work!

The Covenant of Mayors East covers an area with the furthest city in the West (Lviv) being at around 5,000 km away from the farthest city in the East (Almaty). No wonder that political, economic and cultural settings are very different. The communication strategy had to take those differences into account as much as possible within the given time and budgetary limits.

In particular, the Central Asian (CA) region has a unique geographical and geopolitical importance, with specificities in terms of energy sources, behaviour as well as political decision-making structures. This is why, at mid-term of the project, a **Central Asia focused information pack** has been edited and widely disseminated to local authorities in the five Central Asian countries. It includes basic factsheets as well as step-by-step questions and answers local authorities in the area on how to join. The above-mentioned **Central Asian newsletter** is embedded in this region-specific strategy.

In the past months, our communication activities in the most active Central Asian State, Kazakhstan, merged Covenant-related topics with politically sensitive initiatives of the President or the Government (e.g. Expo 2017 on the "Future of Energy"). This increased the chances of getting the message through.

Task 1.2 – Networking and events

Another very important pillar of the communication and promotion strategy was the creation of networking opportunities. Personal face-to-face contact was crucial to effectively promote the Covenant of Mayors and to convince authorities of supporting the initiative, of scaling it up and taking further action. Each event was an opportunity to network with potential signatories or supporters, to create a dialogue with stakeholders and to give a face to the Covenant initiative thanks to the presence of CoMO East key experts and assisting staff.

The role of the national-level authorities in the 11 CoMO East countries is decisive even when it comes to working directly with local authorities. In almost all states, the present governing systems allow central authorities to keep full control over the local budget. They were therefore systematically involved in events. **Numerous bilateral meetings** between key experts and the national level have taken place during the contract period to create a better understanding and stronger links between the local and national levels.

→ **Four high-level Covenant of Mayors ceremonies** (2011, 2012, 2013 and 2015) in the European Parliament in Brussels, attracting on average 1,000 participants each, were used as an opportunity for CoMO East city representatives (e.g. Belarussian, Georgian, Ukrainian and Moldovan delegations in 2011 and 18 CoMO East cities in 2013) to speak about the initiative's progress to other committed Mayors from all over the world. Both Dolyna and Tbilisi spoke at the high-level dialogue and ceremony in 2011 and the **Mayor of Lviv** did so in 2013. Making it possible for a speaker from the EaP area or Central Asia to represent the numerous committed Mayors of post-soviet countries was probably the most important contribution of the CoMO East team to the preparation of the annual ceremonies.

→ The **South-East Forum in Istanbul-Kadiköy in 2013**, co-organised with both CES-MED and CIUDAD, was a major regional event attracting 200 local leaders from a vast geographical area covering Eastern Europe, South Caucasus, Central Asia, Maghreb and Mashrek. The event had a particularly **strong media outreach** as journalists were interested to cover such large-size and discussing political hot topics conference. The very close cooperation with the press officers at the EU Delegations of all CoMO-East countries as well as of Turkey was an additional help in maximizing media coverage of the Forum. The disseminated news release as well as the presence of journalists at the event has resulted in around 45 published articles by newspapers, radio and TV stations from six countries.

→ **The "Central Asian Regional Forum" in 2013 in Astana and the Central Asia Forum in Almaty (Kazakhstan) in 2015** brought together the Covenant of Mayors community from the five countries as well as important national and European political decision-makers.

→ **CoMO East hosted 15 regional and national events** (30-80 participants each) to raise awareness and foster the exchange of experiences (especially to create momentum during the first two years).

→ **The CoMO East was present or represented at 50 national or international events** where a member of the consortium either co-organised a side-event or spoke upon invitation.

→ **Additionally, 57 events organised by signatories, coordinators or supporters** (most often at city level) featured a presentation of the Covenant initiative.

→ The CoMO East **collaborated closely with related initiatives such as INOGATE, the four CoM Grant projects or CES-MED**. Especially jointly organised events helped create synergies, combine similar publics and have an even stronger message for energy efficient policies.

→ The Covenant was highly visible during the European Sustainable Energy Weeks in Ukraine as the CoMO East was supporting the EU Delegation.

At any major event, the CoMO East team has sent out a press release and has contacted media institutions in order to inform journalists. Furthermore, all stakeholders including media representatives were informed about the event via the website's agenda, accessible from the homepage. For a stronger impact, the office systematically involved the press departments of the EU delegations.

However, media attention has been sporadic with peak periods mostly focused on high level events. 2014 was probably the year with the highest media exposure of the Covenant of Mayors East. Communication, especially media activity, has been particularly high that year in Ukraine due to the political events. The Ukraine-Russia crisis has brought additional relevance to the Covenant of Mayors as one key instrument to produce relief, both on the short and the long-term. CoMO East was particularly proud of the presence of Georgian Prime Minister at the UN summit in New York in September 2014 where he mentioned the Covenant (video highlight such as the speech of Georgian Minister during UN Summit in 2013, etc.).

Task 1.3 & 1.4 – Website and social networks

The Covenant of Mayors East website is part of the global web presence of the Covenant of Mayors initiative:

----> **Public Website: www.soglasheniemerov.eu**
----> **Blog: www.soglasheniemerov.eu/news_ru.html**
----> **Extranet: www.soglasheniemerov.eu/sign-in_ru.html**
----> **Mailing List: http://lists.eumayors.eu/sympa/lists**
----> **Facebook: www.facebook.com/CovenantOfMayorsEast?fref=ts**

The CoMO East public website is part of the overall Covenant of Mayors website translated into 37 languages: 24 official languages in the European Union managed by the Covenant of Mayors Office in Brussels, 12 languages managed by the Covenant of Mayors Office East and 1 additional language managed by the CES-MED consortium.

This CoMO East website, whose content is originally based on the original English version, was adapted for Russian as well as for the 11 national languages of Eastern Europe, South Caucasus and Central Asia by the following items:

- adaptation of the Covenant terminology and glossary according to the JRC Guidelines for EaP and CA countries,
- translation of the contents of the created section «Practical and Training materials» (www.soglasheniemerov.eu/Prakticheskie-i-treningovye,1851.html),
- updated contact information about the regional Covenant of Mayors East Offices,
- facts, figures and links according to the latest information and relevant for the area (e.g. funding instruments).

As it was suggested in its communication strategy, the SUDeP Support Team (together with the CoMO East project) proposed ideas not only for incorporating information and services related to the SUDeP programme but also for using online communication to promote the Covenant of Mayors in the EaP region.

A dedicated page in Russian and English was implemented towards the end of the contract period on all languages versions:

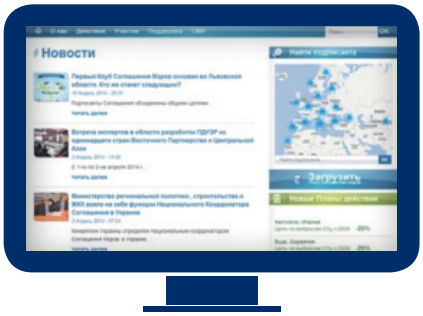
http://www.soglasheniemerov.eu/Demonstracionnye-proekty.html

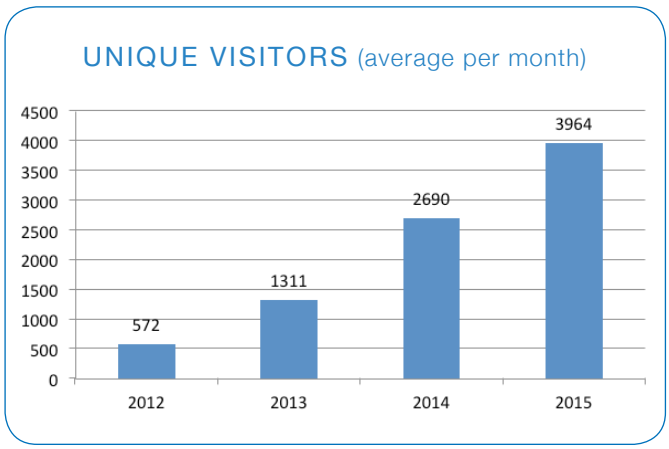
The 12 languages available on the public website are the following:

→ **Russian (RU)** – www.soglasheniemerov.eu
→ **Armenian (HY)** www.qaghaqapeteridashnagir.eu
→ **Azeri (AZ)** - www.merlerinrazilashmasi.eu
→ **Belarusian (BE)** - www.pagadnennemerau.eu
→ **Georgian (KA)** - www.merebisshetankhmeba.eu
→ **Kazakh (KK)** - www.merleruagdalastygy.eu
→ **Kyrghyz (KY)** - www.merlerdinkelishimi.eu
→ **Moldovan (MO)** - www.conventiaprimarilor-moldova.eu
→ **Tajik (TG)** - www.sozishnomaimerkho.eu
→ **TUrkmen (TK)** - www.saherhakimlerininbilelesigi.eu
→ **Ukrainian (UK)** - www.uhodameriv.eu
→ **Uzbek (UZ)** - www.hokimlarkelishuvi.eu

A website with an increasing readership

The upward trend in the number of website visits was continuous since the launch in 2012. The website being promoted and referenced in search engines, the number of users has steadily increased:





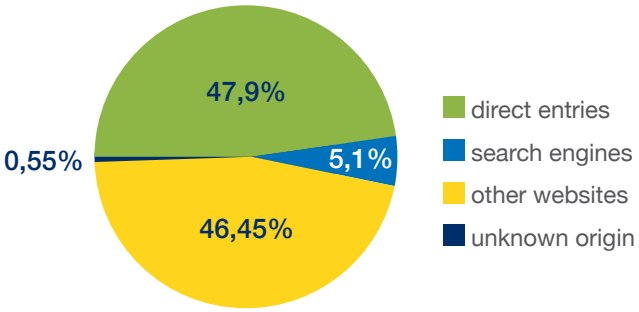
Aggregated statistics since the launch of the website in 2012, total numbers:

Unique visitors	99,447
Number of visits	235,424
Number of pages viewed	1,657,836
Number of hits	4,355,460
Bandwidth	199.62 GB

Source: AWStats on the hosting server FCnet.

***Unique visitors** refer to the number of distinct individuals requesting pages from the website during a given period, regardless of how often they visit. Visits refer to the number of times a site is visited, no matter how many visitors make up those visits.*

Origin of visitors since the launch of the website in 2012

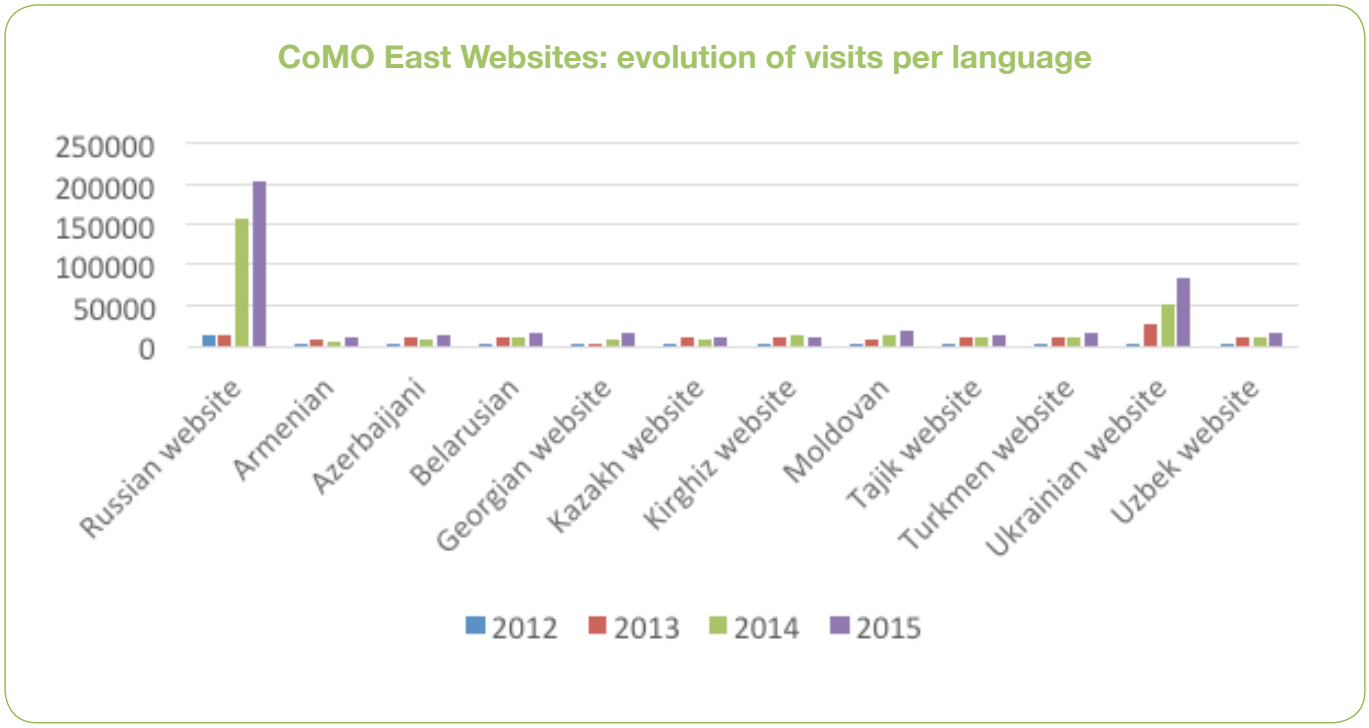


- **47.9%** originate from direct entries such as typing the address directly in a browser, bookmark, link in email, etc.;
- **5.1%** come from search engines, mainly ***google.com***, ***yandex.com*** and ***mail.ru*** the most used in the Russian speaking countries;
- **46.45%** come from links from other websites than search engines mainly ***covenantofmayors.eu***, ***eumayors.eu*** and ***facebook.com***,
- **0.55%** come from an unknown origin.

Source: AWStats on the hosting server FCnet.

Pages viewed on the Covenant of Mayors East public website per language version since the beginning of 2012 (until December 2015)

WEBSITE	2012	2013	2014	2015	TOTAL *(2012 till Dec. 2015)*
Russian website	12,116	13,027	156,283	203,415	**384,841**
Armenian website	360	7,600	4,953	10,267	**23,180**
Azerbaijani website	231	9,003	6,296	11,913	**27,443**
Belarusian website	270	10,729	9,964	14,680	**35,643**
Georgian website	456	782	6,154	14,960	**22,352**
Kazakh website	254	9,576	5,772	10,858	**26,460**
Kirghiz website	171	10,135	11,471	10,012	**31,789**
Moldovan website	252	7,081	12,371	18,023	**37,727**
Tajik website	182	11,007	9,423	11,637	**32,249**
Turkmen website	300	9,019	10,043	16,090	**35,452**
Ukrainian website	1,789	25,449	51,831	84,288	**163,357**
Uzbek website	365	9,377	10,382	15,519	**35,643**



Source: AWStats on the hosting server FCnet

Russian and Ukrainian are the most widely spoken languages among the above: there are 160 million Russian speakers and 30 million Ukrainian speakers in the world. Besides, almost half of the Signatories are Ukrainian cities and towns. These facts can explain the higher number of pages viewed on the Russian and Ukrainian sites of the Covenant of Mayors East public website compared to the remaining 9 languages covered by the CoMO East project.

Year 1: Pages viewed per country in 2012 after website launch

Countries (Top 10) - Full list

Countries		Pages	Hits	Bandwidth
France	fr	17619	57752	1.25 GB
Ukraine	ua	13693	55608	1.19 GB
Russian Federation	ru	1992	12106	231.65 MB
Moldova	md	1808	5153	141.28 MB
Kazakhstan	kz	1589	7017	172.55 MB
Georgia	ge	1445	8443	156.86 MB
Belarus	by	1154	5025	123.72 MB
Germany	de	1117	5904	144.88 MB
United States	us	690	1766	94.00 MB
Belgium	be	521	3082	62.95 MB
Others		4716	22948	505.58 MB

Source: AWStats on the hosting server FCnet

Year 2: Pages viewed per country in 2013

Countries (Top 10) - Full list

Countries		Pages	Hits	Bandwidth
Switzerland	ch	100415	101160	3.75 GB
Ukraine	ua	90535	299686	6.97 GB
Kazakhstan	kz	49679	91789	3.33 GB
China	cn	18291	19005	16.26 GB
United States	us	15903	30552	1.01 GB
Israel	il	14145	15296	3.20 GB
Russian Federation	ru	12317	78150	1.40 GB
France	fr	11408	37567	836.32 MB
Netherlands	nl	9780	11457	495.59 MB
Moldova	md	8431	29519	834.61 MB
Others		46152	189259	4.64 GB

Source: AWStats on the hosting server FCnet

Year 3: Pages viewed per country in 2014

Countries (Top 10) - Full list

Countries		Pages	Hits	Bandwidth
Ukraine	ua	221950	667755	22.66 GB
China	cn	45486	47981	8.69 GB
Russian Federation	ru	37010	113891	6.84 GB
United States	us	35202	55544	3.13 GB
Germany	de	25964	43490	1.47 GB
France	fr	20786	45652	1.68 GB
Kazakhstan	kz	15519	51469	1.92 GB
Armenia	am	15347	52050	1.01 GB
Belarus	by	13020	45420	1.55 GB
Georgia	ge	11128	48410	2.87 GB
Others		99926	306212	13.62 GB

Source: AWStats on the hosting server FCnet

Year 4: Pages viewed per country in 2015

Countries (Top 10) - Full list

Countries		Pages	Hits	Bandwidth
Ukraine	ua	260452	752484	34.66 GB
Germany	de	82135	92956	4.35 GB
Russian Federation	ru	67688	295349	8.58 GB
China	cn	60610	62966	2.55 GB
United States	us	45473	67928	9.06 GB
France	fr	27131	37388	2.18 GB
Poland	pl	16723	25699	1.46 GB
Belarus	by	15175	39412	2.59 GB
Georgia	ge	14271	54458	4.42 GB
Kazakhstan	kz	12935	41420	1.38 GB
Others		90505	319282	16.26 GB

Source: AWStats on the hosting server FCnet

www.soglasheniemerov.eu is a website for which statistics are difficult to interpret. For 2015 for example China and the US respectively rank 4th and 5th amongst the countries visiting the website most (Ukraine on rank 1). This was certainly due to the high number of Chinese and US-American inhabitants as well as robots or spiders located in those countries, who easily distort the figures. The non-Russian sites still receive very small visitor numbers. Russian remains the most widespread and common language of the zone.

Covenant of Mayors East Blog

Since the Covenant of Mayors East blog has been online, the CoMO East has been publishing news 3-4 times per month on www.soglasheniemerov.eu/index_ru.html with articles informing about the available support materials, signatories' initiatives and national related political news from all geographical zones.

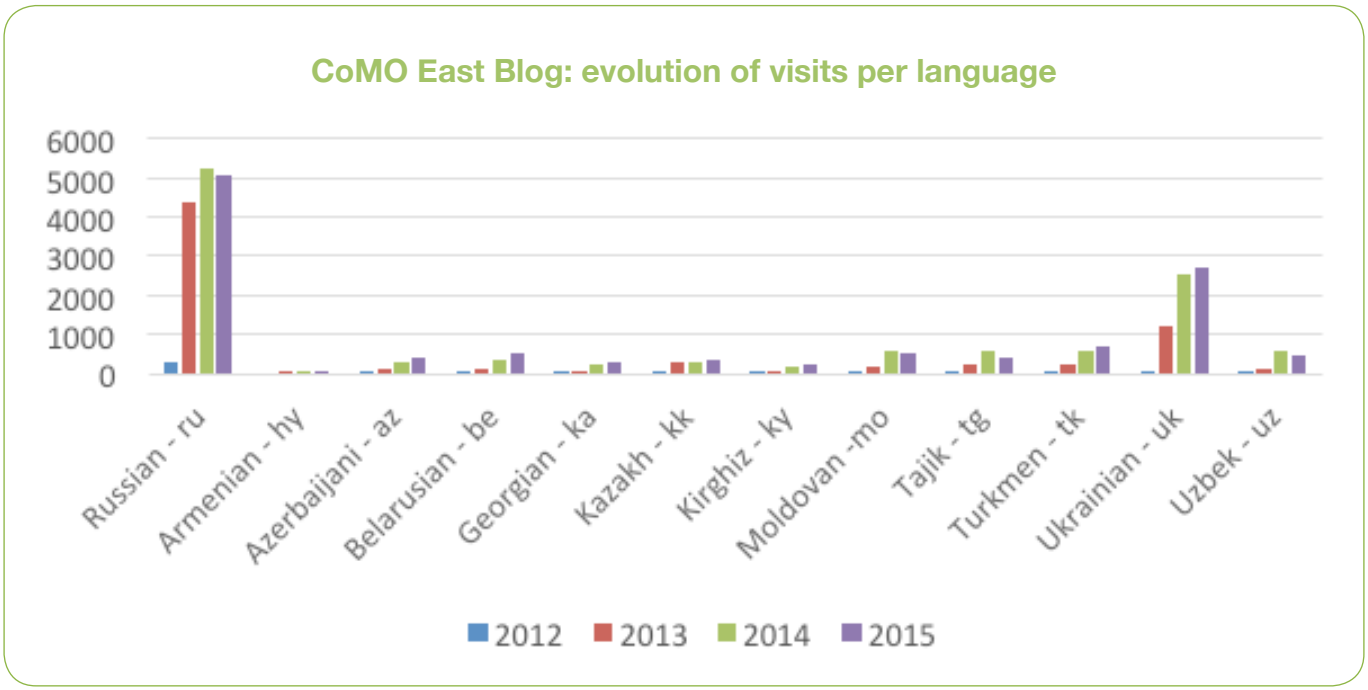
When looking at the geographical focus of the published news since 2012 (see table below), we see the increased weight of Eastern Europe (notably Ukraine) in the editorial offer. Around a third of the news covers all 11 CoMO East countries, while the rest of the articles are providing targeted information from and for each specific area.

We can also notice an increase in the number of views over the past two years. Firstly, the frequency of news publications has increased from 1 article per month to 3-4 articles per month. Secondly, the website has become better known. As the table below indicates, the Russian website accounts for the highest number of views whereas lowest number of views is reported for the Armenian version. This is proportional to the population sizes.

Blog article pages viewed (news opened for reading) per language version of the website (2012-2015)

LANGUAGE VERSIONS OF THE WEBSITE	*Total viewed* in 2012	*Total viewed* in 2013	*Total viewed* in 2014	*Total viewed* in 2015	**TOTAL** *(2012 till Dec. 2015)*
Russian (RU)	297	4,362	5,276	5,061	**14,996**
Armenian (HY)	0	5	6	16	**27**
Azerbaijani (AZ)	10	99	274	425	**808**
Belarusian (BE)	1	115	370	522	**1008**
Georgian (KA)	8	43	252	281	**584**
Kazakh (KK)	6	293	274	364	**937**
Kirghiz (KY)	1	49	146	241	**437**
Moldovan (MO)	5	159	577	515	**1,256**
Tajik (TG)	1	238	550	415	**1,204**
Turkmen (TK)	27	228	601	698	**1,554**
Ukrainian (UK)	81	1,213	2,522	2,68	**6,514**
Uzbek (UZ)	5	127	547	486	**1,165**

Source: AWStats on the hosting server FCnet



Source: AWStats on the hosting server FCnet

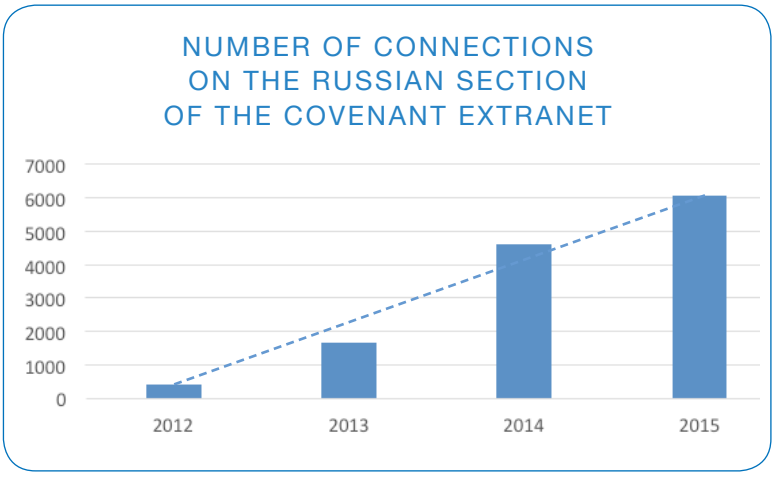
The Covenant of Mayors East Facebook page

The first CoMO East web presence was created through a Facebook page in 2011. It has been updated on a regular basis by a key expert once a week in average. The page is an extension of the Covenant of Mayors East web presence and, in total, gathered 256 likes during the contract period. We had created a profile on the second most important social network in the region: Vkontakte. However, as social media management required Russian language skills, updates were done by key expert Pavlyuk who, for time reasons and a closer accordance with our target audience, focused on Facebook.

The Covenant of Mayors East Extranet

The Covenant of Mayors East Extranet is a tool for all stakeholders of the Covenant of Mayors initiative. As their fellow colleagues in the EU, signatories of the Covenant of Mayors East region can register to the initiative and then report their Sustainable Energy Action Plan. They can also ensure the follow-up of their actions by reporting their progress all along the initiative period of time.

The use of this tool has been steadily increased over the last years, from 400 connections in 2012 to more than 5,000 ones in 2015. The tool is available for Covenant Signatories, Coordinators and Supporters in English and Russian.



Source: AWStats on the hosting server FCnet

Covenant of Mayors East Mailing Lists Service

The Covenant of Mayors East Office created seven mailing lists that were used to send targeted information to specific stakeholders. One internal discussion list was used to facilitate exchanges between all partners involved in the project (CoMO experts and backstopping staff as well as CoM Grant project coordinators). The following lists fostered targeted communication:

Signatories for CoMO East geographical area
Created under CoMO East on 04/07/2014. 342 subscribers.
como-east-signatories@lists.eumayors.eu

Signatories in Armenia, Azerbaijan and Georgia
Created under CoMO East on 25/03/2014. 43 subscribers.
signatories-caucasus@lists.eumayors.eu

Signatories in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan
Created under CoMO East on 25/03/2014. 16 subscribers.
signatories-central-asia@lists.eumayors.eu

Signatories in Belarus, Moldova and Ukraine
Created under CoMO East on 25/03/2014. 251 subscribers.
signatories-eastern-europe@lists.eumayors.eu

Coordinators for CoMO East geographical area
Created under CoMO East on 04/07/2014. 28 subscribers.
como-east-coordinators@lists.eumayors.eu

Supporters for CoMO East geographical area
Created under CoMO East on 04/07/2014. 16 subscribers.
como-east-supporters@lists.eumayors.eu

Discussion list for the Covenant of Mayors East Office collaborators
Created under CoMO East on 10/10/2012. 28 subscribers.
synergies-east@lists.eumayors.eu

BEST PRACTICE

Covenant on stage at the UN via the Georgian Prime Minister

The climate conference process leading to a post-Kyoto agreement in Paris 2015 has been an excellent opportunity to bring the Covenant of Mayors at the highest international stage. Speaking at the UN 2014 Climate Summit on September 23rd in New York, Georgian Prime Minister Irakli Garibashvili stressed the crucial part played by cities in tackling climate change.

"The role of cities is also very important in Georgia. Supported by the central government, eight cities in Georgia which represent more than half of the population have joined the Covenant of Mayors EU programme» said the Prime Minister.

Commenting on their commitment to reduce emissions by 20% by 2020, he added that *"through activities developing renewable energy resources, energy efficiency and promoting local climate action, Georgia will strive to become a climate-neutral country by 2050"*.

25 September 2014: Georgia promotes the Covenant of Mayors at the UN Summit in New York

▶ **www.soglasheniemerov.eu/news_ru.html?id_news=109**

3.2 CAPACITY-BUILDING AND TRAININGS (WP2)

For local authorities, signing up to the Covenant of Mayors supposes a number of different steps to accomplish:

- setting the appropriate administrative structure in support of its implementation,
- gaining stakeholders support,
- drawing up the baseline/monitoring emissions inventory,
- developing and implementing a Sustainable Energy Action Plan (SEAP), including financing and developing the related projects.

This entails first and foremost the need to build capacities (both – on local (first of all) and national), and in particular institutional capacity.

What we intended & achieved in WP2:

11 **Country Profiles** developed & updated

19 tailored **Training programs** with training materials developed & distributed

38 training events with ca. **1200** participants attending

4 STUDY VISITS CONDUCTED

71 **SEAPs** developed & submitted during the Project

23 CoM Signatories from **5** countries selected for implementation of 19 Demonstration Projects within EU-funded SUDeP Programme

Task 2.1 – Capacity Building Framework and Opportunities

During the inception period it was decided to develop the template of Country Profile and further to fill it with the relevant country data for each of the 11 states that participated in this programme. As a result, all 11 Country Profiles were developed by WP2 team with the help of the Key Experts during the inception period with an update in the end of 2013.

In the later phase of the project this subtask was transformed into developing 2 sets of minimal criteria to 2 different types of CoM Signatories – those that are developing SEAP and the ones that already submitted their plans and are going to implement them with involvement of investments and other financial sources. Both sets were developed and disseminated together with the relevant 2 sets of standard questionnaires. Furthermore, the roadmap of setting Energy Management system in CoM Signatories was developed basing on ISO 50001 international standards and a list of free tools for monitoring was set.

Task 2.2 – Capacity Building Opportunities: Capacity on National/Territorial Level

During the first two years of the project the work within this subtask was focused on establishing good relations with the governmental institutions (ministries, agencies, regional administrations) that could become potential CoM Supporters (CNCs, CTCs), signing Memorandums of Understanding (MoU) with them and selecting National Experts – persons employed in these institutions that could be trained for providing further help to the CoM Signatories on the national level, serving as national CoM capacity and helpdesk for the issues connected with Covenant. It was decided that 2 National Experts (NEs) from each country should be selected and trained for the mentioned functions. After the development of relevant selection criteria 17 out of 22 planned experts were selected and a special training concept and agenda was developed for them before being conducted on 10-11 April 2013 in Kyiv.

However, due to the frequent changes of staff in the state institutions the project faced lack of sustainability in the issue of the trained persons as the majority of them were made to leave their positions. The concept was therefore transformed in order to focus more on potential CNCs/CTCs. DG ENER started to sign agreements with these institutions instead of MoUs and their representatives were trained together with CoM Signatories during national and/or regional trainings.

Task 2.3 – National Trainings

During the implementation of this task it was decided to follow a 4-step approach in the overall training programme:

1. Initial training (with explaining general tasks of a Covenant Signatory to meet the CoM commitments).

2. Technical training (with in-depth explanations for the step-by-step implementation of an energy management system, collecting data for BEI and developing the SEAP).

3. Financial training (for the CoM Signatories that already submitted their SEAPs and need to find the appropriate financial sources for implementation of its steps).

4. Monitoring and reporting training (for the CoM Signatories that exceeded the 2-year period since SEAP approval and have to prepare the reports to the Commission about their implementation).

Due to the extended period of preparation of the Monitoring and Reporting Guide by JRC and lack of time remained for project implementation the last type of training was not implemented and should be transferred to the next CoMO East project call (if possible).

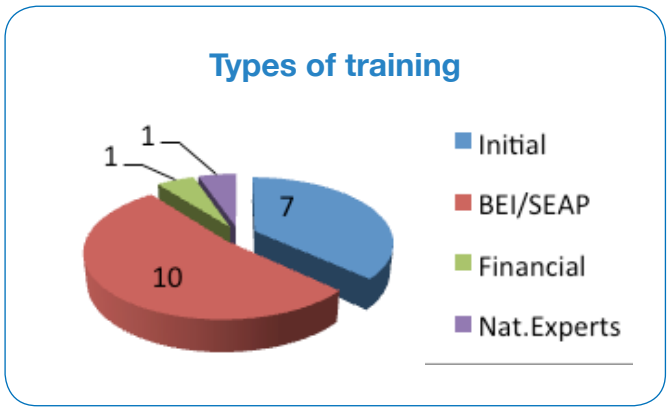
Covenant of Mayors trainings

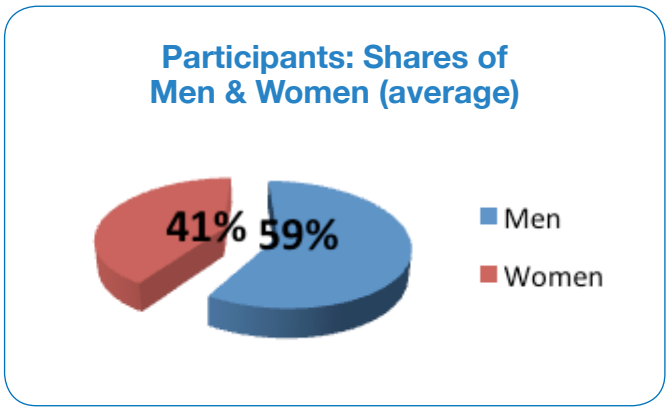
Within the mentioned defined steps 19 trainings were conducted in the different countries and regions covered by the project, as it is shown in the table below:

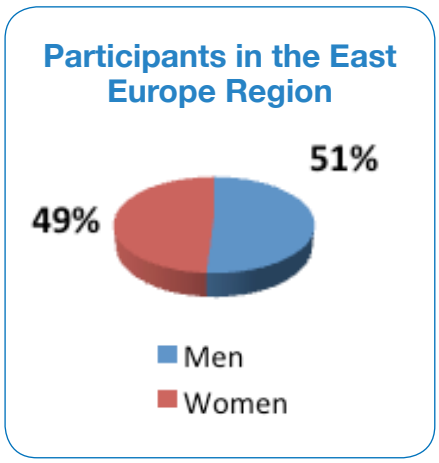
N°	Training Event	Date	Place	Participants
1	Combined Training of Potential National Experts, Municipal Decision Makers, Energy Managers and COM-Grant Experts from Ukraine, Belarus and Moldova	18-19 October 2012	Lviv, Ukraine	91
2	Combined Training of Potential National Experts, Municipal Decision Makers, Energy Managers and CoM Grant Experts from Armenia, Azerbaijan and Georgia on Adoption of Energy Management System and Development of CoM Steps	25-26 October 2012	Tbilisi, Georgia	29
3	Training for Ukrainian CoM Signatories on BEI-SEAP Development	20-21 December 2012	Lviv, Ukraine	18
4	Training for Ukrainian CoM Signatories on BEI-SEAP Development	30-31 January 2013	Lviv, Ukraine	20
5	Training for Ukrainian CoM Signatories on BEI-SEAP Development	20-21 February 2013	Chisinau, Moldova	24
6	Training for CoM Signatories from Armenia, Azerbaijan, Georgia and Kyrgyzstan on BEI-SEAP Development	05-06 March 2013	Tbilisi, Georgia	28
7	Training for National Experts/ existing and potential CTC and CNC representatives	10-11 April 2013	Kyiv, Ukraine	17
8	Training for Ukrainian and Belorussian CoM Signatories on BEI-SEAP Development	21-23 January 2014	Kyiv, Ukraine	49
9	Initial training for CoM Signatories, CNC, CTC and CS representatives from Central Asia Region	19-20 February 2014	Almaty, Kazakhstan	43
10	First training on financing of SEAP implementation for the CoM Signatories that submitted SEAPs	04-05 March 2014	Lviv, Ukraine	21
11	Training for Ukrainian CoM Signatories on BEI-SEAP Development	19-20 March 2014	Lviv, Ukraine	40
12	Initial training for new Moldovan CoM Signatories on CoM issues	09-10 April 2014	Chisinau, Moldova	25
13	Training for new Moldovan CoM Signatories on BEI-SEAP Development	15-16 May 2014	Chisinau, Moldova	29
14	Initial joint training for new Armenian, Belorussian, Georgian and Ukrainian Signatories on CoM issues	24 June 2014	Lviv, Ukraine	60
15	Training for new Armenian and Georgian CoM Signatories on BEI-SEAP Development	03-04 September 2014	Yerevan, Armenia	33
16	Training for CoM Signatories from Central Asia Region on BEI-SEAP Development	08-09 October 2014	Almaty, Kazakhstan	29
17	Initial training for Ukrainian new CoM Signatories and candidates	28-29 January 2015	Lviv, Ukraine	24
18	Training on BEI-SEAP Development for Ukrainian CoM Signatories	04-05 February 2015	Lviv, Ukraine	36
19	Initial training for new CoM signatories from Ukraine	16 June 2015	Vinnytsya, Ukraine	23
	IN TOTAL: 19 tailored training events		**639**	**633**

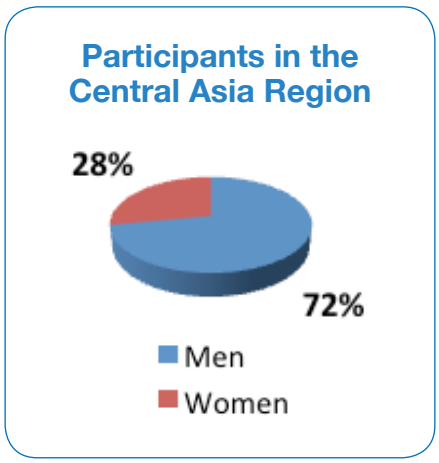
By the types of training events they should be divided into the following categories: Initial trainings for new CoM Signatories, Trainings for developing BEI and SEAP, Financial training and training for National Experts.

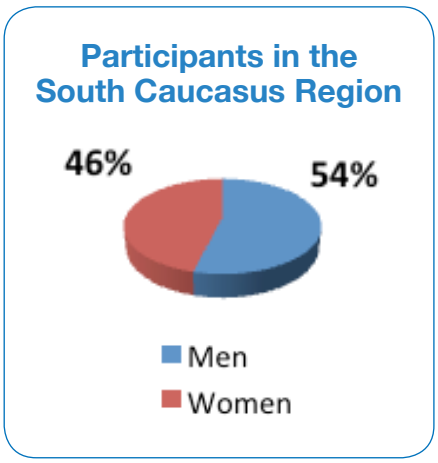
The shares by training type as well as the average share by gender (377 men and 262 women) and region are shown in the figures below:





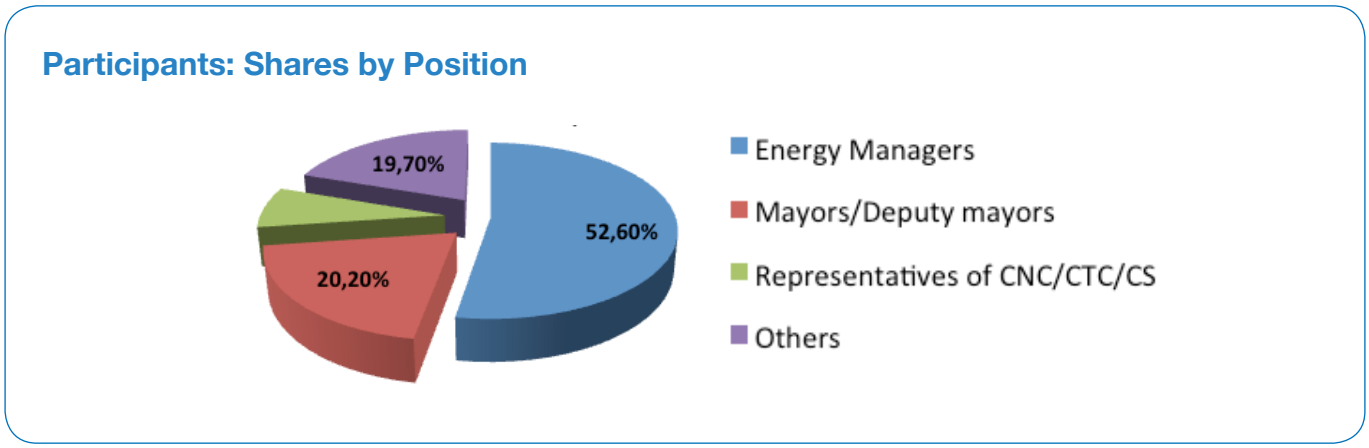






According to the representation of various positions and institutions the participants formed the following proportions:

- Energy Managers (or relevant positions) – 336
- Mayors, Deputy Mayors (or relevant positions) – 129
- Representatives of CNCs, CTCs, CS – 48
- Other (financial specialists, invited local experts, etc.) – 126



In accordance with the Subtask 2.3.3., all participants had an opportunity to get on-line follow-up consultations with the experts who were involved in the trainings. All experts were available in the defined hours via Skype or telephone for further consultancy. WP2 team regularly received calls and e-mails from the participants of the trainings.

Ukrainian regional trainings

Besides that, due to the tariff policy changes, high (yet close to real) prices for energy and therefore rapidly growing interest in energy efficiency and energy saving steps that could reduce the bills,**19 Regional training seminars were organised in Ukraine** by WP2 team together with the Team Leader and CoM East office. The idea of these trainings was to inform more in-depth the overall opportunities that are opening for CoM Signatories in the situation of extremely painful shortage of energy supply in Ukraine and long-lasting warfare. In the table below it is shown when and where these seminars were conducted as well as the number of participants who attended them in each region.

Date	Region	City	Number of participants
21.10.2014	Volyn	Lutsk	17
18.11.2014	Ternopil	Ternopil	55
19.11.2014	Khmelnytskyi	Khmelnytskyi	24
20.11.2014	Ivano-Frankivsk	Ivano-Frankivsk	22
11.12.2014	Kharkiv	Kharkiv	32
12.12.2014	Sumy	Sumy	18
16.12.2014	Zhytomyr	Zhytomyr	21
20.01.2015	Mykolayiv	Mykolayiv	22
21.01.2015	Kherson	Kherson	27
28.01.2015	Vinnytsia	Vinnytsia	38
29.01.2015	Chervivtsi	Chervivtsi	22
24.02.2015	Rivne	Rivne	32
05.03.2015	Zakarpattya	Uzhorod	19
11.03.2015	Chernihiv	Chernihiv	44
12.03.2015	Cherkasy	Cherkasy	35
26.03.2015	Odessa	Odessa	25
27.03.2015	Poltava	Poltava	26
15.04.2015	Donetsk	Kramatorsk	39
24.04.2015	Kyiv	Kyiv	42
	TOTAL	**19 regions**	**560**

Central Asia face-to-face trainings

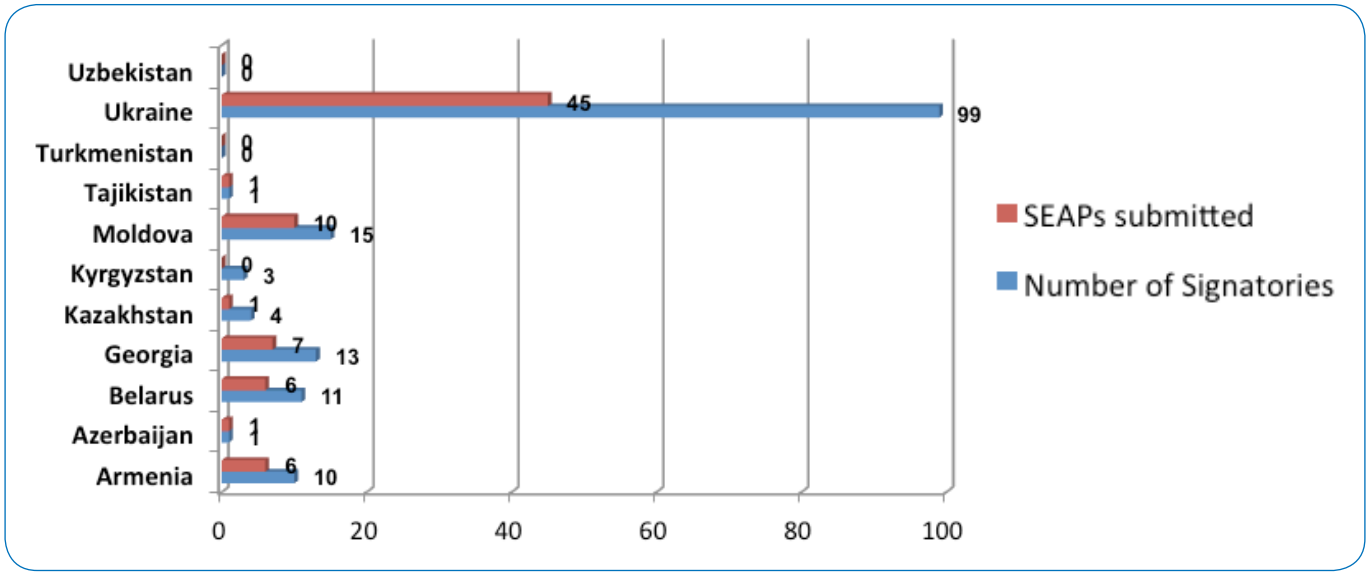
In the Central Asia region very positive outcomes were achieved during the tailored face-to-face trainings for signatories conducted by Prof. Dr. A. Sharifov (more information about this kind of capacity building work is in Task 2.4 - Study Visits chapter of this report).

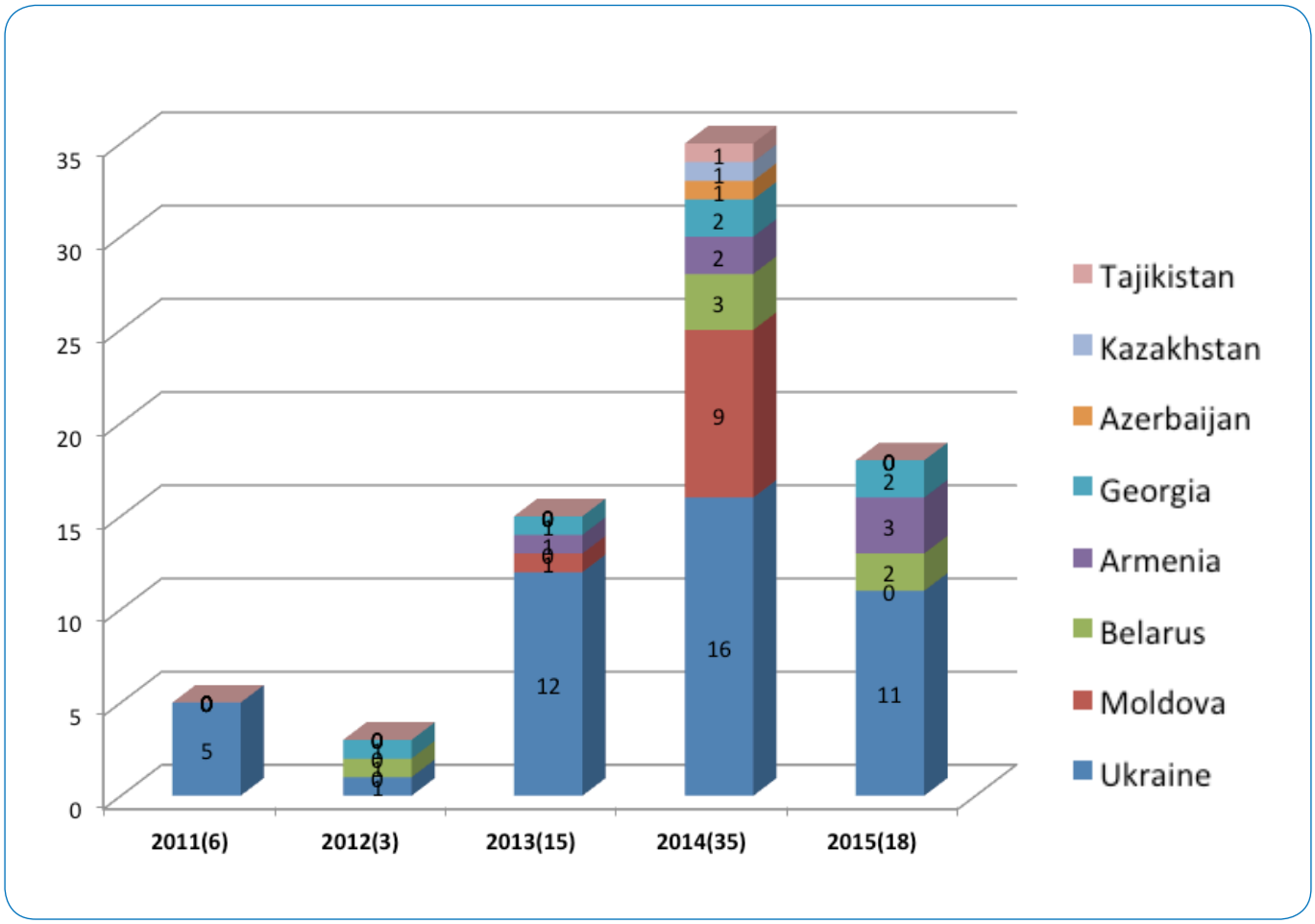
Guidelines on energy management system

The roadmap guidelines on energy management system adoption that was developed for further usage during the technical trainings within WP2 planned activities was tested during the training events in Almaty and Lviv. It is important to stress that the document has proved its relevance to the real conditions in Ukrainian cities and is absolutely well applicable within the process of energy management system adoption.

Furthermore, taking into account that a big number of CoM Signatories in CoMO East area were already implementing their SEAPs for two or more years, a quite urgent issue appeared regarding availability of Russian version of JRC Reporting Guidelines on SEAP and Monitoring. The mentioned Guide was therefore translated, proofread, laid out and uploaded to the website for downloading in pdf format: www.soglasheniemerov.eu/IMG/pdf/book-2.pdf.

As a result of capacity building work performed within WP2 tasks the number of SEAPs submitted by CoM Signatories in the time frame of the project increased **from 6 in 2011 to a total of 77 in 2015**. The dynamics of this process could be well seen on the graphs below:





Task 2.4 – Capacity-Building Framework and Opportunities

Three study visits were preliminary planned for the complete period of the project duration – yet using the some external opportunities CoMO East team conducted four events of this type.

Växjö (SE) – April 2013

The first study visit was planned and conducted in the "Green City of Europe" – Växjö on 24-26 April 2013. According to the selection criteria only advanced CoM-signatories (those that had submitted SEAPs, got approvals and started their implementation) from CoMO East area were invited for this study visit.

Taking into account the fact that Växjö belongs to the recognized leaders in application of a great spectrum of energy efficiency steps and renewable energy sources it was suggested to be one of the best ever chosen places for the study visit of advanced CoM signatories from CoMO East area.

Moreover, the same site visit was previously planned within the MODEL-CIUDAD project (www.energymodel.eu) that followed similar objectives concerning energy efficiency, renewables and climate protection. Synergy between these two projects appeared even more obvious due to the fact that 4 out of 10 MODEL participating cities (Lviv, Lutsk, Kamyanets-Podilsky and Tbilisi) had submitted SEAPs and the study visits of their representatives were foreseen already in MODEL budget.

Therefore the study visit within CoMO East activities related to 7 out of 11 CoM signatories that submitted their SEAPs (Voznesensk, Pervomajsk, Dolyna, Slavuta, Kryvyy Rih, Polotsk and Rustavi).

The first day was completely focused on visiting municipal facilities where innovative measures on enhancing energy efficiency were introduced. The participants visited waste water treating facilities that combines the waste water cleaning with the production of biogas for municipal needs.

The following visit was to recreation and training zone around the city lake and the participants received complete information about climate protection programme of the city through bicycle infrastructure with automatized rent-a-bike system and hybrid electric-mechanical bicycles, unique training hall with "zero-energy" parameters, passive houses on the bank and central heating system on alternative renewable fuels, etc.

The second and third day of the visit were focused on participation in different sessions of the conference where the best practices from various European municipalities were presented. Very active exchange of information and experience took place during all the events and in informal meetings.

Brussels (BE) – June 2013

The second Study Visit was designed for the English-speaking energy managers from the most advanced CoM Signatories to participate in a specialized technical event of the EU SEW in Brussels (24-27 June 2013).

The EUSEW agenda foresaw a number of high-level events (incl. EC High-Level Policy Conference) that dealt with the last achievements in energy efficiency and renewables, financial and organisational matters (overall ca.40 events).

It was a great opportunity for practitioners from CoMO East SIGNs/CNCs/CTCs/CSs to increase knowledge on the mentioned subjects, share experience and make contacts with the colleagues from fellow CoM signatories of EU countries who could provide an opportunity for further cooperation and possible energy twinning.

Furthermore, the exhibitions and the site visits planned within EUSEW agenda also planned to visit the functioning objects in Brussels Capital where the EE-steps were implemented and/or renewable source equipment installed. Besides that, as an inspiring component it was suggested to have an opportunity for the participants of the Study Visit to take part in the annual Covenant ceremony.

After the selection criteria were applied and the conditions announced (travel costs are covered by CoMO East, the rest costs are to be covered by the municipality) three candidates were selected: energy managers of Lutsk in Ukraine (Mr Oleksandr Dey), Rustavi in Georgia (Mr Zurab Tabaghua) and Ternopil in Ukraine (Mr Vladyslav Stemkovskyy). A representative of Covenant Supporter from Kazakhstan (Kazakh National Chamber of Housing and utilities) was also invited to participate but due to personal circumstances could not come to the event.

All of the participants were registered for at least two events and/or site visits per each day of EU SEW programme including official CoM signing ceremony attended by J.M. Barroso and A. Schwarzenegger, founder of R20 Foundation. Besides that, as it has been planned after official invitation, NKE A. Kyrchiv and Mr. O. Dey took part in the sitting of Donetsk Regional R20 Branch. Mr. Kyrchiv had a presentation about Covenant and CoMO East project and its implementation in Ukraine.

Kamyanets-Podilsky & Lviv (UA) – July 2013

Almost 1,5 years of implementation of CoMO East project had in particularly clearly shown that the Covenant process in different regions moves with the different speed and therefore needs additional efforts to encourage local authorities for implementing steps within CoM commitments. While in Ukraine several signatories already implemented a lot of EE steps within their SEAPs, in the Central Asia and South Caucasus regions this process experienced an insufficient pace.

It was therefore decided to organise a study visit for the mayors and energy managers of CoM Signatories from these regions as well as CNC, CTC and CS representatives to the most advanced Ukrainian municipalities.

The study visit was planned to be in synergy with the final event of the MODEL-CIUDAD project (17-19 July 2013 in Kamyanets-Podilsky & Lviv) and therefore the participants got an opportunity to take part in common final conference in Lviv. It should be additionally stressed that the main goals of the final MODEL-CIUDAD conference met the informational requests of those set for the study visit.

Finally, mayor, deputy mayors, energy managers and representatives of National Coordinators and Covenant Supporters from 8 countries (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan) got a chance to get acquainted with the best practices of the Covenant of Mayors implementation in Vinnytsia, Kamyanets-Podilsky and Lviv. The Study Visit for the 16 representatives from above mentioned countries took place in mentioned three Ukrainian cities on 15-19 July 2013.

During the first day the participants had an intensive discussion in the conference hall of the Vinnytsia city council and later they were offered to visit objects where a range of measures within city's SEAP were implemented: school no. 18, bicycle paths in the district "Vyshenka", communal enterprise "Vinnytsiamiskteploenergo", tram and trolleybus depot.

On 17 July, the programme of the Study Visit in Kamyanets-Podilsky was combined with the MODEL-CIUDAD one. After the welcome speech of the city mayor M. Simashkevych, speeches of deputy mayor S. Babiy, managers of the project from EU CIUDAD programme Jan Waanders as well as director of communal enterprise "Teplovodenergy" V. Gordiychyk, all participants visited the educational complex no. 16 where thermo-modernization works were done with the support of the MODEL-CIUDAD project. City mayor's counselor Yuriy Lyagutko demonstrated to everybody the current state and plan of modernization.

Next day an intense programme of the study visit continued in Lviv as the second part of the MODEL-CIUDAD event that gathered project partners from Moldova, Georgia, Armenia and Ukraine. The participants visited objects where energy efficiency measures were implemented and also took advantage to visit a modern stadium "Lviv Arena" constructed for Euro 2012 Football Championship and where lighting equipment based on photovoltaic sources is installed. They finally saw the new energy efficient tram car designed and built in Lviv.

During the afternoon summary session in the CoM East office the participants had a possibility to get deeply into energy management systems of Lutsk, Lviv and Kamyanets-Podilsky and to discuss on relevant issues and further steps on possibilities of applying of Ukrainian experience in their countries. Besides that, wide information about CoM progress in Dolyna and the planned steps towards SEAP implementation was presented in the input of energy manager and deputy mayor V. Smoliy.

Brussels (BE) – April 2014

The last Study Visit was planned in Riga and was focused on district heating. Therefore only representatives from those CoM signatory cities that included this district heating in their SEAPs were eligible to take part.

Unfortunately, due to the Russian aggression in Ukraine and unstable situation in the region, Riga Government had cancelled the event a couple of weeks before the date and it had to be shifted to Brussels and partly linked to CoM West events and Energy Cities' conference.

As a result, this Study visit was conducted on April 24-26, 2014 and started with a seminar on district heating issues jointly organised with the CoM main secretariat. Among other well-known Western cities, the experience of Lviv City was also presented by head of the economic department Ms. Iryna Kulynych. After the seminar the participants were invited to visit some in situ objects in Brussels where EE-steps were successfully implemented in the field of district heating.

«Signatory-to-Signatory» exchange programme

The short-term **«Signatory-to-Signatory» exchange programme** was launched in the Central Asian Region (Subtask 2.4.2.) in order to support Covenant signatory cities through visits in the format of face-to-face consultations conducted by Prof. Dr. Abdumumin Sharifov who, under the DACO CoM Grant project, helped the Kirgiz City of Somonion achieve and submit its SEAP.

During these visits Prof. Sharifov met with the heads of city mayor offices (akimats), specialists supervising energy supply, consumption and efficiency issues as well as other specialists from other municipal departments.

Three series of face-to-face visits were organised:

4 Kazakh cities in the summer 2014: Aksu, Petropavlovsk, Satpayev, Taraz.	**3 new Kazakh signatories in February 2015:** Karaganda, Temirtau, Zhezkazgan	**3 Kirgiz cities in April 2015:** Bishkek, Osh, Talas

Task 2.5 – Covenant Networking and Twinning

Permanent work on establishing SIGN to SIGN or Club to Club «Covenant twinnings» on issues such as setting up local energy management system for municipal buildings, SEAP development and implementation, etc. as well as on encouraging and facilitating the establishment of national/territorial Covenant Clubs with the support of CNCs/CTCs (Subtasks 2.5.1. and 2.5.2.) was initiated by WP2 team.

As the work has a long-term character the results should be expected and evaluated in perspective.

At least six meetings of Lviv Regional Covenant Club took place with the participation of NKEs Andriy Kyrchiv and Maryana Prystupa from the side of CS and CoMO East team. Overall, within the 2.5 subtask, WP2 team has signed 6 Memoranda of Understanding and Cooperation with CoM Supporting Structures in Moldova, Georgia, Armenia and Kazakhstan (CoMO East countries) and 4 MoUs with other international partners from EU countries with the aim to enforce the CoM supporting network for possibilities of "energy twinning", more effective experience exchange, etc.

BEST PRACTICE

ZHOVKA is a medium-sized town in the Lviv Region (Ukraine) with a population of ca. 12,000 inhabitants which used the full range of topportunities provided by the COMO East project.

After having been made aware of the Covenant of Mayors initiative and its advantages and necessary commitments **the City of Zhovka**:

- Joined Covenant of Mayors in December 2012.
- Took part in 3 trainings and 2 study visits organised by the COMO East project.
- Took advantage of the COMO East helpdesk to develop its SEAP and submitted it in February 2014.
- Since then implemented several projects supported by EU, SIDA, IWO and some other IFIs or donor institutions in energy efficiency improvement and awareness raising for the citizens: thermo-modernization of buildings, modernization of district heating, LED lighting in the residential and public buildings, street lighting in the residential area, etc.
- In 2014 the city was selected as a unique city where 2 SUDEP projects out of 19 would be implemented ("Implementation of the first phase of the action of modernization of the municipal boiling plant and the area heated with it" led by Zhovkva city council and "Municipal Partnerships for Energy Efficiency in Sambir and Zhovkva" led by Eastern Europe Fund). The total budget of both exceeds 1,735,000 €.

3.3 HELPDESK AND SUPPORT TO THE IMPLEMENTATION (WP3)

What we intended within WP3:

Establish a Helpdesk Platform that would serve on a daily basis for SIGN/CTC/CNC/CS and thus support the CoM implementation on the local, regional and national levels.

What we achieved:

2 ad hoc instruments for BEI development (Reference Data Tool and Data Collection Template) were prepared to facilitate SEAP development process

2 specific manuals and guidelines for CTC/CNC and CS were prepared

A Practitioners Group, consisting of local experts from CoMO East region was set up to study the methodological guidelines developed by JRC for European municipalities and to provide their inputs and comments for adaptation to the realities of the region

14 FAQ sections (75 questions) were translated into Russian for easier understanding of CoM information by the different stakeholders

A Central Administrative & Technical Helpdesk that provided daily support to CoM SIGNs, CNCs, CTCs, CSs and other stakeholders was established

Support in the **development of over 80 BEIs and SEAPs** as well as of 4 **monitoring reports**

CoM supporting technical materials (over 10 guidelines, manuals, brochures) were developed and translated at least into Russian

Task 3.3.1 – General Help Desk

Training for CoM East staff by CoMO/JRC on the adapted methodology

The General Helpdesk training has been organised on June 1-2, 2012 in Lviv with CoMO Brussels staff explaining to the CoMO East staff the whole helpdesk working process including administrative procedures, CoM methodology, responsibilities of Helpdesk coordinator and key experts, difference between administrative and technical helpdesks. So, on June 1 such training was held involving the understanding of the Helpdesk activities and functions and on June 2 technical study visit was organised in order to see the real SEAP implementation process and its financing on the example of city of Lviv (Ukraine). The main aim was to get practical lessons in Helpdesk support: approaches to measures implementation in the sectors of transport, municipal and residential buildings.

On April 3, 2014 an internal workshop was organised in the new office the CoM of Mayors in Tbilisi. Goals of this workshop were to inform and explain to the new key experts and the other members of the CoM East Team the consolidated methodology of the CoM East, the new SEAP and Monitoring Template developed by the CoM office in Brussels and the functionality of the new "Reference Data Tool".as after explanations and discussions it was decided to integrate the "Reference Data Tool" in the future workshops organise in the WP2.

Main takeaways:

- Database to be disseminated among Key Experts for future regular filling out in order to analyse the needs of Signatories.
- CNC/CTC and CS guidelines were planned to be translated into Russian. Afterwards the questionnaires are to be disseminated among 7 existing CNCs and 6 CS' gathering their vision (plans) and expectations in order to provide adaptation of guidelines.
- Internal workshop on extranet (Google docs / calendar) application was needed for Key Experts. Website – high interest and request to have English version of CoM-East website as well.
- Monitoring template (MT) should be included into WP2 trainings' programme.
- PP presentation on MT was sent to Key Experts.
- Consider the possibility to develop a standard data collection form (and a brief guideline) to support municipalities with insufficient capacities with baseline data collection process.

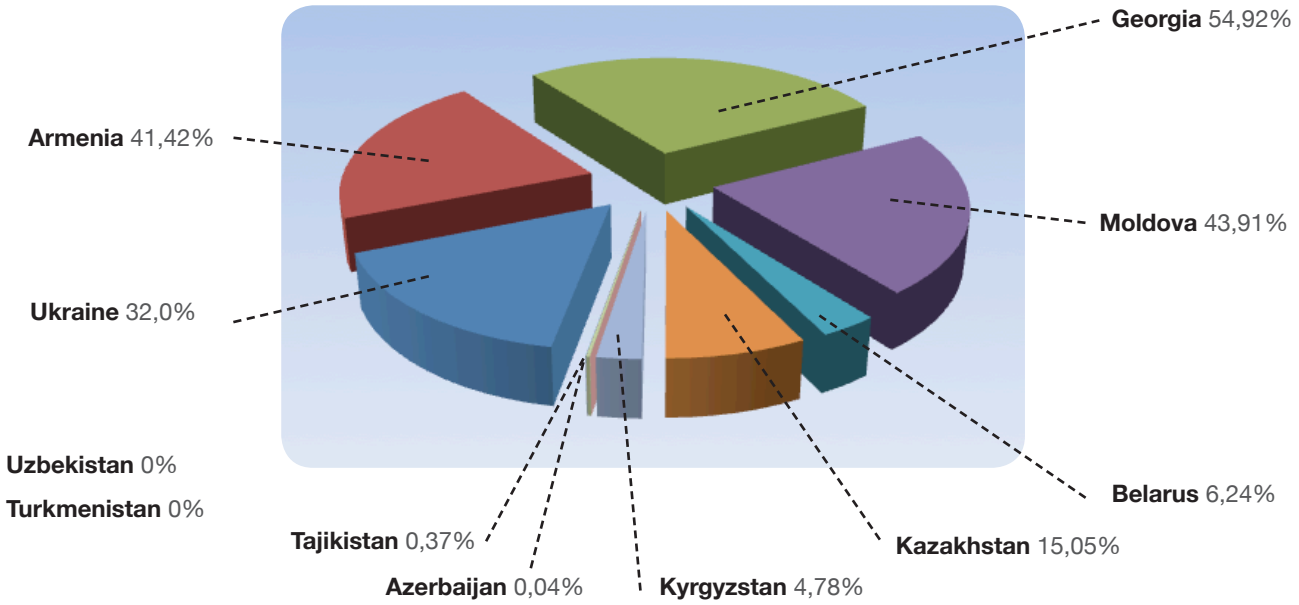
Assistance to all potential Signatories, CNCs, CTCs and CSs on general issues

The administrative Helpdesk acted as the contact point for all current and potential signatories and main support was provided in:

- Daily assistance and management of the signatories.
- Responding to all information requests from interested cities, regions or other stakeholders.
- Provision of technical materials: brief methodological overview, guidelines, best practices, SEAP templates.
- Facilitation of signatory-to-signatory communications.
- Consultations in adhesion procedure / signing of CNC, CTC and CS agreements.
- Development of CTC plan of activities.
- Support in events organised by CNC/CTC/CS.

Taking into consideration the general population of each country and the signatory cities within the country – the Covenant coverage is visualised in the diagram below:

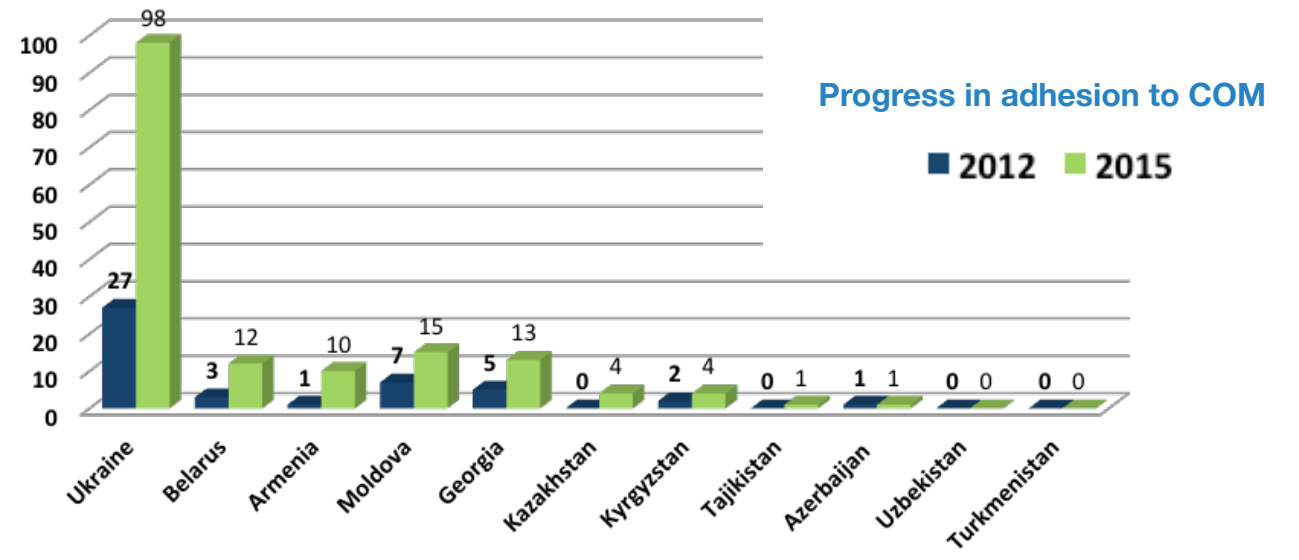
COVENANT COVERAGE (via population of the country and signatories)



The Covenant of Mayors East Office provided a comprehensive methodological framework for developing the SEAP. As the Helpdesk was in close contact with all signatories, it was also responsible for certain communication tasks like updating the website, adjusting FAQs, informing and providing all necessary information to Territorial Coordinators/Covenant Supporters/ Covenant National Coordinators.

During the project implementation the level of cities' requests to the Helpdesk reached its peak in terms of frequency due to the raising of number of signatories in the region and progress in implementation of Covenant commitments.

The general progress of the initiative per country for the years of 2012 - middle of 2015 is well visualised in the diagram below (excl. suspended cities):



The most frequent requests/questions from signatories and stakeholders were about:

Requests received by HD staff	Frequency
CoM adhesion procedure	Very Frequent
BEI Development and Data Collection	Very Frequent
SEAP development	Very Frequent
Development of monitoring report	Very Frequent
SEAP evaluation process	Frequent
SEAP delays / Extension requests	Frequent
Extension of deadline for submission of monitoring report	Frequent
Financing advice	Frequent

BEI Development and Data Collection as well as SEAP development had a prominent focus in Ukraine due to the number of signatories. The tight dialogue was created among Helpdesk coordinator, signatories that developed and submitted SEAP and signatories that started their work on SEAP development. **Such trilateral cooperation and networking** simplified and improved the network among signatories and brought real results.

The average number of telephone calls received in Lviv, Tbilisi/Yerevan, Almaty offices from signatories and potential signatories at the end of the project was about **65 per week**. Since the beginning of the project situation hasn't changed enormously and the telephone calls were more common in the region than the average number of e-mails received each week **(20)**.

The actual and important subtask was the **establishment of Covenant Coordinators** in the region in order to facilitate the process of Covenant promotion and support.

Two types of Covenant Coordinators are recognised in the framework of the Covenant of Mayors:

- **National coordinators:** national public bodies such as Energy Agencies and Ministries.
- **Territorial coordinators:** decentralised authorities, such as regions, provinces or grouping of local authorities.

National and Territorial Coordinators are considered by the European Commission as key allies of the Covenant of Mayors Office as they can play a decisive role in reaching out the local authorities in their territory and providing signatories with the technical, financial, administrative and political support necessary to fulfil their commitments. As the result they do the follow-up work on monitoring the deadlines of the signatories to submit their SEAP. In cooperation with CoMO East Office they supported cities in the implementation of their CoM commitments.

The role of the Territorial coordinators is even more crucial in Ukraine (out of 25 Regions – 7 are Territorial Coordinators). In the map below shows the **CTC coverage** in Ukraine.

Main CTCs' activities:

- Information work, establishment of energy management systems and support to their municipalities in SEAP development.
- Attracting investments and programmes of international technical assistance for the implementation of energy saving projects in the cities of the region.

Indeed, Covenant Territorial Coordinators that are represented by Regional State Administrations (RSA) or Regional Councils (RC) are usually the only or at least the main entry point for investors and donor organisations. For example, the GIZ "Energy Efficiency in Communities" project requested CTCs (Poltava RSA, Dnipropetrovsk RC, etc.) to select and propose signatory cities with measures that could receive a financing. As a consequence of this cooperation 9 cities received loans from NEFCO in amount of 32 mln USD which generated annual savings of about 4.5 mln UAH (165.000 USD) while 4 other cities benefitted from GIZ grants to implement energy efficient rehabilitation projects in public buildings.

- Organisation of raising awareness seminars for mayors in the region, explaining the Covenant advantages, and demonstrating experience of the most progressive cities in implementing energy efficient and energy saving projects.
- Active support and stimulation to/of the activity of the Club of Mayors in the region (case of Lviv Regional State Administration): regular meetings of the Club, in which mayors informally share practical experience in implementing steps on energy efficiency, are another form of activity that attracts the attention of other regions and finding support.

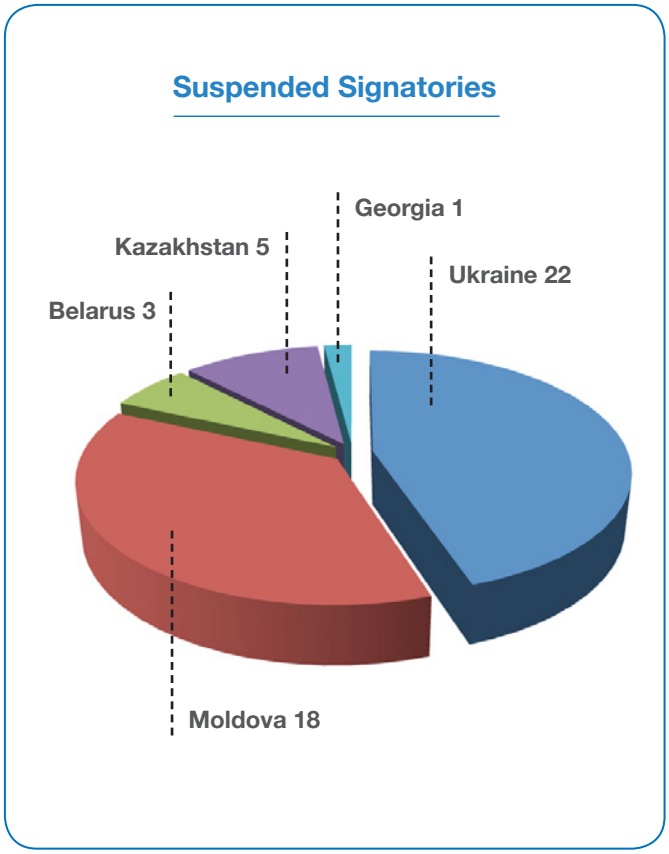
'Covenant Supporters' are national and regional networks and associations of local and regional authorities which leverage their lobbying, communication and networking activities to promote the Covenant of Mayors initiative and support the commitments of their signatories. Covenant Supporters, with expert knowledge of the regulatory, legislative and financial framework under which they operate – be it at the local, regional, national or European level – are ideally placed to provide tailored advice to signatories and identify synergies with existing initiatives (see list p.8).

Monitoring Signatories' data, incl. delays in SEAP submission

All signatories were contacted regularly by the Helpdesk Coordinator. Letters to request extensions for SEAP development have also been dealt with by the Helpdesk.
Since early 2013 the delay requests and suspensions were automatically carried out via the Extranet. In the phase when going from the manual system to an automatic one, the Helpdesk Coordinator carried out an evaluation of the status of SEAP development phase by the Covenant signatories in the Covenant East area. This means that the Covenant East signatories which haven't delivered their SEAP within the timeframe of 18 months were suspended. At the same time all necessary automatic notifications as well as information letters were translated into Russian as well as adjusted fitting to the Covenant East circumstances. Since one year the "case-to-case" approach was launched and CoM-East became more flexible to the signatories in regard of the reasons for further extension of SEAP submission deadline

The main reasons of signatories' suspension were:

- Lack of political will and support from mayor's side
- Lack of motivation and/or knowledge among the civil servants within the municipality
- Lack of financial capacities in the municipalities
- Time-consuming capacity building of cities' employees
- Data collection and measures' development
- Deployment of military affairs (case of Eastern Ukrainian signatories).



Nevertheless, the Helpdesk has maintained active communication and work with suspended municipalities in order to keep them on board, improve their knowledge on Covenant and start SEAP development process.

Monitoring data for potential and actual CNCs, CTCs, CSs and other stakeholders

Data on potential Covenant National and Territorial Coordinators, Covenant Supporters are included into the internal database of signatories/CTC/CNC/CS:

https://docs.google.com/spreadsheets/d/1CJ3ydG8bTDDCSnea3L3HcNDfZcZtOGqRIF1AM8gfnSE/edit#gid=0

Providing information to CoMO East Chief Editor to update the information on the web portal

The Helpdesk assisted WP1 by providing news from the signatories as well as from the Covenant National/Territorial Coordinators and Supporters whenever possible.

The content of the website was constantly updated and improved and new information materials were developed and uploaded. To facilitate this process KEs were granted with access to the site administration page in order to enable them to perform upgrade activities independently and more efficiently.

Adaptation and translation of communication flows with signatories and potential signatories

A number of Ukrainian signatories were contacted regarding JRC comments and recommendations for improvement of submitted SEAPs that were indicated in feedback reports.

Registration and communication with registered contacts for events

After each of the events registration lists of participants were collected by the Helpdesk in order to permanently update the existing general CoM East contact database of stakeholders.

This database is also available for the whole CoM East team as the google-document:

https://docs.google.com/a/eumayors.eu/spreadsheet/ccc?key=0AvekeXffOD0XdF9nejlYLWZCY1RFYTFaZWE2ZVo3WXc#gid=0

Another database of Covenant East target groups (signatories/ Supporters/ Coordinators) for internal use of Covenant East team is duly and regularly updated and is available as Google-document as well:

https://docs.google.com/a/eumayors.eu/spreadsheets/d/1CJ3ydG8bTDDCSnea3L3HcNDfZcZtOGqRIF1AM8gfnSE/edit#gid=0

	Country	City	Organization	Population	Area (sq km)	Adhesion date	Deadline for SEAP submission	Gender	Mayor (or equivalent) Name	Mayor (or equivalent) Surname
1	Armenia	Aparan	City Council	6500	3.5	9/2/2013	9/2/2014	Mr	Gor	Abraamyan
2	Armenia	Hrazdan	City Council	42000	22	5/21/2013	5/21/2014	Mr	Aram	Danielyan
3	Armenia	Spitak	City Council	18237	5.6	5/13/2014	5/13/2015	Mr	Gagik	Sahakyan
4	Armenia	Tsakhkadzor	City Council	1300	4	6/9/2009	6/9/2010	Mr	Artur	Harutyunyan
5	Armenia	Vayk	City Council	5900	3	5/22/2014	5/22/2015	Mr	Sargsyan	Harutyun
6	Armenia	Gyumri	City Council	146000	54	6/12/2014	6/12/2015	Mr	Samvel	Balasanyan
7	Armenia	Artik	City Council	19500	9	6/20/2014	6/20/2015	Mr	Arsen	Abraamyan
8	Armenia	Dilijan	City Council	17700	13	6/27/2014	6/27/2015	Mr	Armen	Santrosyan
9	Armenia	Yerevan	City Council	1077400	223	9/9/2014	9/9/2015	Mr	Taron	Margaryan
10	Armenia	Ashtarak	City Council	21600	7.5	12/4/2014	12/4/2015	Mr	Armen	Antonyan

Signatories_Armenia | Signatories_Azerbaijan | Signatories_Belarus | Signatories_Georgia | Signatories_Kazakhstan | Signatories_

Given that during the year of 2015 nineteen regional workshops were organised and held in Ukraine one more **database** was created and includes contact data of **Regional State Administrations**, Rayon Councils and mayors of cities-participants:

https://docs.google.com/a/eumayors.eu/spreadsheets/d/1Dl3liCghBWINJqhBXL5ECjLUMQq-sE9YSvOA-RtNRvc/edit#gid=41374679

Task 3.3.2 – Technical Help Desk

Coordination and organisation of the Practitioners Group meeting

The follow-up practitioners' group meeting was organised and conducted in Tbilisi, Georgia, on April 1-2, 2014, by the WP3 team under task 3.2.1. The event was aimed to bring together respective technical experts (practitioners) and representatives of Covenant National Coordinators from the Eastern Partnership and Central Asia countries with the objectives to:

- Present the key aspects of the recently adopted JRC methodological guidance that was adjusted for the application in the CoM-East region countries and guidelines for the SEAP development and implementation in the CoM- East countries.
- Conduct a practical session on the new methodological developments in the CoM-East project i.e. Reference Data Tool and its applicability in the SEAP preparation process in the cities.
- Introduce the new financial and funding opportunities for the signatories in the region.
- Discuss the involvement of Covenant National Coordinators to the CoM process in the countries.
- Provide a platform for all participants to exchange opinions about the progress of the CoM in the countries with a special focus on problems and barriers associated with the development and implementation of SEAPs.

The session introducing the main methodological adjustments was made by JRC in order to ensure applicability of the methodological guidance for the CoM-East region.

The **Practitioners Group**, consisting of local experts from the CoM-East region was established to study the methodological guidance prepared by the JRC for the European municipalities in 2010 and to provide comments on applicability, feasibility and practicality of the proposed methodological approaches for the CoM-East region. The **first meeting of the Practitioners Group** was held in in Tbilisi and was devoted to the discussion of practical region-specific recommendations on adaptation of the guidance. Comments received from the Group were forwarded to the JRC to provide the base for adjustment of the guidance

with consideration of practical experiences in the region aimed to make it applicable and relevant to the CoM-East realities. The developed guidelines became available in August 2013, while its Russian translation was completed and uploaded on the CoM website with the reporting period.

The session on adopted methodological guidance was followed by a session on new funding mechanisms for the Covenant of Mayors East that consist of the presentation on Sustainable Urban Demonstration Projects (SUDeP) delivered by Mr. Rob De Lobel and the presentation on Financing Schemes and Opportunities made by Mr. George Abulashvili, CoMO Key Expert. The session was aimed at introduction of overall objective and key component of SUDeP program as well as the main goals and activities of the project WP4 were introduced.

Moreover, the objectives and practical application of the Reference Data Tool were introduced, a model developed by the CoM East Office to provide local authorities in the CoM East region with reference data on final energy consumption and CO_2 emissions when preparing their Baseline Emission Inventory (BEI) and Monitoring Emission Inventories (MEIs). Hence, a number of practical examples of tool application were demonstrated to the participants. Practitioners were informed about the availability of the Tool and User Guide on the project website and were proposed to address their questions on the Tool to the Helpdesk and WP3 team.

During the last session of the first day of the workshop the representatives of the Covenant National Coordinators in Armenia, Georgia, Belarus, Moldova, Ukraine and Kazakhstan delivered presentations on their activities to support Signatories in their countries. The session served as a platform for exchange of opinions on commitments and obligations of the Coordinators and provided valuable information for the countries where no Coordinators had been designate yet. At the same time, presentations and discussions revealed potential for more effective and targeted administrative and technical support that might be provided by Coordinators (in association with Supporters) to facilitate activities of Signatories. Hence, it was proposed that a separate event be organised within the scope of the project to bring together the Covenant Coordinators and Supporters (both acting and potential) from participant countries to discuss opportunities for more active involvement of national stakeholders to the CoM process in the countries.

The second day of the workshop was dedicated to the discussion of political, administrative, financial and technical barriers for the development and implementation of SEAPs identified in 9 countries of the region (Ukraine, Moldova, Belarus, Armenia, Georgia, Azerbaijan, Tajikistan, Kyrgyzstan and Kazakhstan). Presentations delivered by the practitioners demonstrated that the majority of the identified barriers (e.g. lack of technical and financial capacities of municipalities, priority of social issues, insufficient state support, lack or uncertainty of local baseline data, etc.) are common for the Eastern Partnership and Central Asia countries. It was stressed that particular problems cannot be addressed objectively on the municipal level; hence more active involvement of the governments and state institutions is needed.

Key conclusions and recommendations:

1. Ensure better dissemination of information on the newly adjusted JRC methodological guidance among the current and potential Signatories, develop more understandable and user friendly documents for the CoM East signatories.

2. Consider the possibility to organise a joint seminar for the Covenant Coordinators and Supporters to identify opportunities for their active involvement to the CoM process in the countries.

3. Activate work with the governmental structures (also via Coordinators) to ensure state support to the local authorities committed themselves to reduce emission of CO_2.

4. Identify options for the provision of practical technical assistance to the Signatories that are experiencing difficulties with the development of SEAP because of lack of local capacities (e.g. via involvement of experts/practitioners from more advanced municipalities).

5. Organise an activity concerning the data availability for the BEI development in the different CoM East countries.

The event was attended by **28 representatives** of the Practitioners Group, Covenant Coordinators and CoMO East Team.

Regular adjustment of technical FAQs

All technical FAQs have been translated into Russian and posted on the appropriate section of the website. The work on adaptation of the remaining sets of frequently asked questions and on development of new subsections (if needed) was done every 3 months.

16 subsections of FAQs have been updated and modified to bring the posted information into compliance with the Covenant and JRC requirements. The listed sections were duly updated with the new questions developed within Covenant Brussels Office and translation into Russian was initiated.

The above mentioned sections are available here:
www.soglasheniemerov.eu/CHastye-voprosy.html

Соглашение Мэров
- Что такое Соглашение Мэров?
- Какие обязательства должны выполнять Подписанты Соглашения?
- Почему присоединение к Соглашению мэров не предусматривает финансовых обязательств?
- Что Подписанты Соглашения получат взамен?

Процедура присоединения к Соглашению
- Кто может присоединиться?
- Как присоединиться?
- Как присоединиться группе муниципалитетов к Соглашению?
- Когда присоединиться?
- Кто должен подписывать Формуляр Присоединения?
- Как представлять Формуляр Присоединения?
- Как проверить статус подписанта?

Офис Соглашения Мэров
- Что такое Офис Соглашения Мэров (oCoM)?
- Что вы можете ожидать от oCoM?
- Что такое Офис Соглашения Мэров Восток (oCoM-Восток)?
- Что Вы можете ожидать от oCoM - Восток?

Создания соответствующих административных структур
- Почему необходимо создавать административные структуры?

Базовый кадастр выбросов (БКВ)
- Что такое Базовый кадастр выбросов (БКВ)?
- Возможно ли использовать уже существующие инструменты для расчета выбросов CO2?
- Как определить базовый год расчета выбросов CO2?
- Что входит в сферу Базового кадастра выбросов?
- Какой подход может быть выбран при подготовке Базового кадастра выбросов?

Technical assistance to all Signatories in the SEAP development and submission

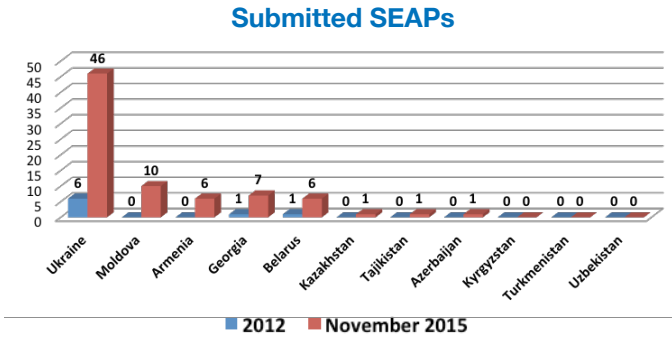
The Technical Helpdesk provided regular assistance and support in BEI and SEAP development. It was one of the key services to assist signatories in delivering their commitments. The main aim was to accompany the signatories individually on a day-to-day basis with direct recommendations according to the different levels of the technical staff's knowledge, their technical capacity and progress in the whole process of SEAP development, the related Baseline Emission Inventories.

Data collection often represented a considerable challenge when preparing the Baseline Emission Inventory. In order to elaborate its BEI, the cities were launching the collaboration with the local energy supplier and other stakeholders via sending the official letters-requests to provide necessary data for BEI calculation. Such templates of letters-requests to the energy suppliers were regularly developed and provided to the cities by the Helpdesk.

The CoMO East Helpdesk has been providing technical assistance to all signatories for the development of their SEAP as well as for the implementation and dissemination of projects funded under the CoM Grant Component.

In November 2015 the number of submitted SEAPs was 77 meaning that 38% of the signatories in the region have developed their energy policy.

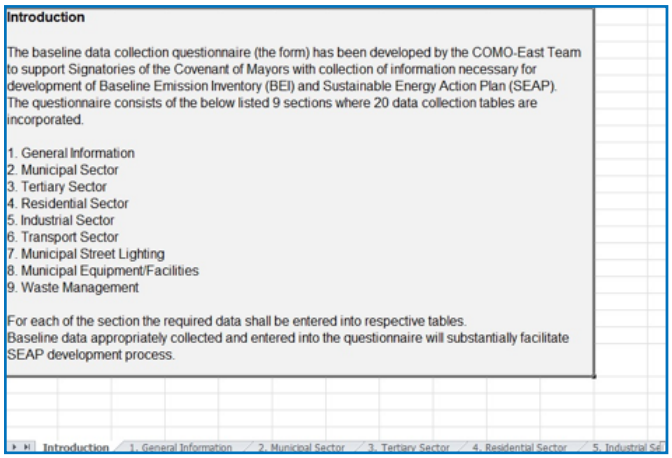
General comparative characteristics of submitted SEAPs (as for 2012 and November 2015) in the region are visualized in the following diagram:



CoMO East has been providing technical and administrative assistance to all signatories of the region to carry out their commitments. Facilitating SEAP development process for them and including those obligations which are suitable with local needs and financial capacities was provided. Cities with submitted SEAPs are very motivated to get engaged in the Initiative, although their budget is limited, that is why CoMO East helped the municipality in fund-raising activities in order to attract some international funding for the envisaged projects.

CoMO East office was also assisting most signatories to start developing their SEAP and was in touch with municipalities to help with data-collection and share the best practices in this regard.

In order to assist new Signatories with the collection of the baseline data necessary for the development of BEI and SEAP, WP3 Team has developed a **baseline data collection questionnaire (form)** that is aimed at heling the cities with the collection of information on historical background, geographical and climatic data, number of population, description of the municipal structures and the residential sector, energy consumption for key sectors and other required data. It was translated into English, discussed with the project team and JRC validated its application in all Covenant East countries as the recommended data collection tool.



The **signatory-to-signatory ad-hoc online technical assistance and practical experience exchange platform** between advanced signatories and signatories with limited local capacities was proposed by the WP3 Team in order to assist the latter group of municipalities with the development of their BEI and SEAP as well as to facilitate the development of their local capacities. This was successfully "tested" during the development of SEAP for the Municipality of Tsaghkadzor. Thanks to the support received from the Helpdesk and advisory consultations provided through the signatory-to-signatory assistance the municipality finalized the SEAP.

The e-learning tool developed by CoM-Brussels team was translated into Russian and placed on the extranet as the available tool for the signatories. Furthermore, modules such as "Funding instruments" and "CO_2 emissions inventory- Key Concepts" were updated regarding to the methodological approaches and funding instruments of the realities of the CoM-East region. Afterwards due to the efforts of the Helpdesk the information about availability of such useful instrument in the extranet was widely disseminated among signatories.

For technical assistance and support, the following **technical methodological documents** were adapted to the Covenant East realities, translated into Russian and uploaded in the "Library" section at www.soglasheniemerov.eu:

1. Reporting Guidelines on SEAP and Monitoring

Guidelines to support signatories throughout the Covenant reporting process available here: http://www.soglasheniemerov.eu/IMG/pdf/book-2.pdf

2. What has changed in the SEAP template? Quick guide to the migration phase

Short guide designed for signatories that submitted their SEAP before May 2014. It outlines the main template changes that have been made in comparison to the previous version and is available here:

http://www.soglasheniemerov.eu/IMG/pdf/SEAP_migration_quick_guide_RUS_.pdf

3. Quick Reference Guide – Joint Sustainable Energy Action Plan

The Guide describes how to implement joint SEAP, describes the possibility of adopting an individual or general obligations are examples of various cities, to prepare a joint SEAP.

Short guide on the joint SEAP approach for local authorities interested in preparing a SEAP collectively available here:

http://www.soglasheniemerov.eu/IMG/pdf/Grouped_SEAP_Analysis_Guide_RUS_-2.pdf

4. Quick Reference Guide – Grouped SEAP analysis

In the process of analyzing a large number of SEAPs, the JRC has come to the conclusion that many active Territorial Coordinators took responsibility for the preparation of action plans for local authorities, using a common methodology and data sources. As a result, there was a need for a new approach to assess the group SEAPs within the same province or region.

Group analysis involves a careful analysis of the methodology and several «model» SEAPs evaluated by the JRC.

Short guide on the grouped SEAP analysis approach for Covenant Territorial Coordinators is available here:

http://www.soglasheniemerov.eu/IMG/pdf/Grouped_SEAP_Analysis_Guide_RUS_.pdf

5. Manual for Signatories

This manual gives preliminary information on commitments and responsibilities undertaken by Signatories.

http://www.soglasheniemerov.eu/IMG/pdf/Manual_RU_10-02_FIN.pdf

6. SEAP Submission & Verification Processes

Document describing the SEAP Submission & Assessment Processes performed by the Joint Research Centre available in Russian here:

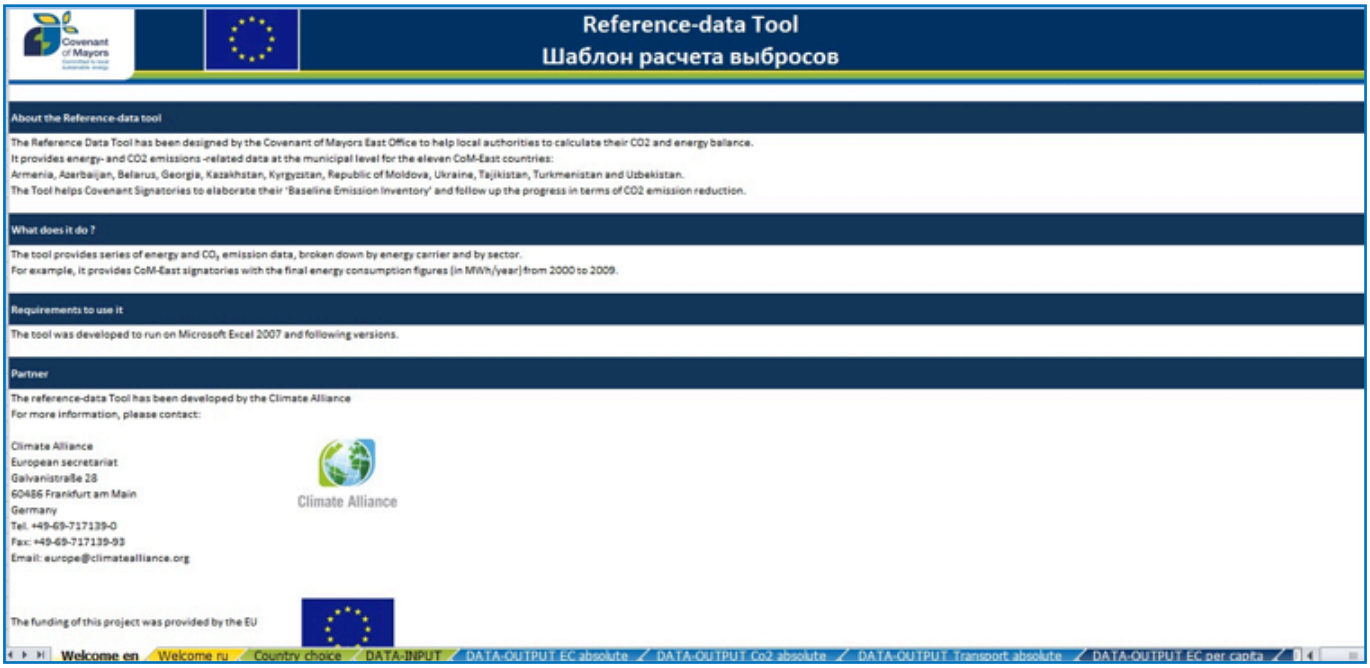
http://www.soglasheniemerov.eu/IMG/pdf/SEAPsubmission_and_verification_FIN.pdf

Development of reference data tools for the development of the BEI and SEAP template

Many local authorities from the 11 CoM-East countries were experiencing certain difficulties with the preparation of their Baseline Emission Inventory (BEI) and Monitoring Emission Inventories (MEI) because of the lack of local data on final energy consumption and associated emissions of carbon dioxide. In order to support such municipalities, the Covenant of Mayors East Office has developed the **Reference Data Tool**, a MO Excel based model that contains reference database on final energy consumption and CO^2 emissions for various sectors (residential buildings, services, industry, agriculture and transport) and energy carriers (electricity, heat/cold, natural gas, liquid gas, heating oil, diesel, gasoline, etc.).

The Tool allows estimating the final energy consumption via scaling data from the national level to the municipal level by using a scaling variable, i.e. an indicator that is both available at national and municipal level. This approach simplifies the process of application of the tool, making it more user-friendly for the municipal energy managers. To make it even easier to use, a User Guide was developed by CoM-East Office team. The Guide introduces basic information on the Tool and specifies the main input data that shall be provided by a user and respective output data to be generated by the Tool.

The Tool was introduced for municipalities during the different trainings and events in order they can cross check the collected local data for BEI development.



Technical Assistance to Territorial Coordinators and Supporters

Within the scope of informational assistance to the Covenant supporting structures in Eastern Partnership and Central Asia countries the WP3 Team organised the translation and adaptation of the **Manual for Supporters** originally developed by the Covenant of Mayors Office. It provides detailed information on responsibilities and functions of the Covenant Supporters in Europe.

Given that Covenant Coordinators needed a similar assistance, the WP3 Team has also translated and initiated the adaptation of the **Manual for Coordinators**. Hence, it was adopted and supplemented with new information on Coordinators from Eastern Partnership and Central Asian countries. The document consists of four main sections with guidance and actual examples from different countries on how to provide visibility of the Coordinators commitments, promote the Covenant, support the municipalities in the implementation of the Covenant and provide information on financial opportunities.

The idea of an adaptation of the Manuals for the Eastern Signatories has been brought up because of the increase of the number of Supporters and Coordinators in the Eastern Partnership and Central Asian region. It was obvious that they needed well-designed guidance on their commitments and best practice samples to get better understanding on what shall be done to fulfil them under the Covenant and ensure most effective cooperation with the Signatories and other stakeholders. However, the documents had to be tailored in a way to consider the specificity of the target countries and to incorporate success stories on local Coordinators and Supporters.

After finalisation, the documents were posted on the project website in the “Library” section along with articles informing the readers on the documents. In addition, the Helpdesk had widely disseminated the manuals among all Coordinators and Supporters.

Given that the status of Territorial Coordinators had been obtained by only 8 organisations in the whole Covenant East region – Ukraine was unique in this case and demanded specific activities.

Therefore, the idea of developing **Action Plans** (for the year of 2015) **for Territorial Coordinators** has been brought up by the Helpdesk and was supported by two Territorial Coordinators in Ukraine. It was evident that such plan of activities would structure and support their work and implementation of commitments. Fulfilment of the Territorial Coordinator's responsibilities indicated in the Partnership Agreement among the Poltava Regional Administration and Kharkiv Regional Council and the Directorate General for Energy of the European Commission (DG ENER) at the highest regional level, providing support to cities - the Covenant of Mayors signatories in the region was the main reason of Plans' development. These action plans were signed by Head of Kharkiv Regional Council and Poltava Regional State Administration from one side and Team Leader of Covenant East project – Svyatoslav Pavlyuk, from another side. From this perspective, Action Plans were included into general strategy of organisations' development and enforced role of these organisations as Territorial Coordinators. Moreover, such a step-by-step approach should help the Coordinators to report to the European Commission on a regular basis.

Since 2011 the number of **Covenant Supporters (CS)** in the EP&CA region was growing as a good sign of progress. On the other hand, the scope of their real activities as structures that committed to support the Signatories in the region was getting into attention of the Helpdesk.

Chapter II of the Partnership Agreement states that Supporter's commitment is to: "Report to the Covenant of Mayors Office on the actions undertaken by CS in the framework of the Covenant of Mayors".

It was therefore decided to check the availability of such reports at the Covenant Brussels Office. As the result it was clarified that to monitor the progress and to ensure the credibility of the initiative, Brussels Office started a monitoring system in 2012 in the form of an annual survey sent to all the CS and CTCs that have been member for 1 year or more.

The survey was sent in autumn each year in English. Unfortunately, CoMO East CTC and CS were not included in the survey. With this regard and in consistency with decision during a Steering Committee it was decided to communicate with the Supporters and get an update on the actual activities they perform within the scope of the Partnership Agreement signed with DG ENER.

Task 3.3.3 – Support in SEAP development, evaluation and monitoring

Explanation of the evaluation process

The PowerPoint presentation on the SEAP submission and evaluation process was adapted and duly translated into Russian. The pdf-document is available in the "Library" section on the website – www.soglasheniemerov.eu.

Support to JRC in adaptation and translation of monitoring guidelines in Russian/ Ukrainian/ Georgian + other languages upon request

The monitoring guidelines were translated into Russian, placed at the website in the "Library" section (http://www.soglasheniemerov.eu/IMG/pdf/book-2.pdf) and widely disseminate among signatories.

Task 3.3.4 – Support to CoM Grant Projects

Support the process of CoM Grant projects implementation

The Helpdesk provided assistance to the 4 projects funded under the CoM Grant Component. CoM East key experts supported the CoM Grant meetings and trainings of EECU, UNEP and Bologna University.

In the framework of CoM Grant implementation further communication on the support given to the pilot cities, collection of case studies was provided and promoted on the website in the blog of success stories.

Communication and dissemination activities to promote the CoM Grant projects

The information on the opened activities and seminars that were organised by the CoM-Grants were published on the project website. The Covenant East office disseminated useful materials and news to the CoM Grant projects in particular via a specially-created e-mail list: synergies-east@lists.eumayors.eu.

Events to provide exchange opportunities with CoM Grant projects activities

The Helpdesk provided assistance to the 4 projects funded under the CoM Grant Component. CoM East key experts supported the CoM Grant meetings and trainings of EECU, UNEP and Bologna University.

The regional forum jointly organised by EECU CoM Grant and CoMO East in Kyiv **on October 04-05, 2012** was a great opportunity for CoM-Grant projects as they could meet with CoMO East experts and beneficiaries as well as meet practitioners form ENPI countries that successfully develop SEAPs and to discuss possibilities for better coordination / integration of plans, resources and efforts.

In order to further strengthen the cooperation with the Covenant of Mayors East CoM Grant Contractors were invited to a **coordination meeting in Kyiv (Ukraine) on February 7-8, 2013**.

The main objective was to identify synergies and improve collaboration between CoM Grant projects and CoM-East Office.

The following issues were discussed and agreed on:

- Sharing of work plans and reports
- Regularly discuss trainings, meetings, events, publications in order to avoid duplications
- Agreement on the division of labour: who is targeting which cities in which country and with which activity
- Sharing of developed tools and expertise; collection of data for BEI and SEAP (both local data and national data)
- Exchange of (good) practices – problems/ challenges
- Sharing of contacts (at the level of cities, regional/ national authorities, IFIs, etc.)
- Sharing of administrative information (e.g. on the recognition of projects in the partner countries, relations to EU Delegations, reporting, etc.)
- Linking-up with the sharing of communication tools developed by CoMO East (discussion list, blog, agenda, calendar, etc.).

In order to prepare the meeting properly and to find the stay of play of each CoM Grant project's implementation the Helpdesk team developed a questionnaire for CoM Grant contractors. As the result the questionnaires were the main background information for the preparation of possible synergies with CoM-East project. Each CoM-East work package leader prepared an analysis and offered collaboration with CoM Grant projects.

19 persons from CoM East and CoM Grant projects participated in the meeting.

The main outcomes of the coordination meeting concern:

- Information and communication flows (email and discussion list, exchange of skype accounts for better communication, integration of CoM Grant websites into CoM-East website, mapping events, etc.).
- Common capacity building events (trainings planned with the involvement of CoM Grant pilot cities, study visits).
- Methodological developments and adaptations (availability of reference data tool for CoM Grant pilot cities; dissemination of methodological guidelines; exchange with BEI developed templates within DACO project with others).
- Collaboration with JRC (possible cooperation by the technical meetings/workshops).
- Financial support (close liaison between pilot or demonstration projects planned in CoM Grant projects and CoMO East work with IFIs and donors; availability of brochure of pre-feasibility check during next months).

A CoM Grant discussion list was created and under the address synergies-east@lists.eumayors.eu. CoM Grant representatives exchanged actively ideas with CoM East team and between CoM Grant contractors. This group of discussion engaged the involved parties in a two-way communication around common documents, events, city experiences, etc.

In the framework of CoM Grant implementation further communication on the support given to the pilot cities, collection of case studies was provided and promoted on the website.

A Steering Committee meeting, **on May 31, 2013** was also a good opportunity to share the state of play and implementation of the projects. During the meeting the current situations of the 4 COM Grant projects were presented by their coordinators.

Task 3.3.5 – Financing advice

Financing advice to advanced Signatories and Coordinators on development of investment projects for SEAP implementation

Besides funding opportunities that were summarized in 11 national donor fiches which were translated into the 11 national languages and placed on the website: (http://www.soglasheniemerov.eu/support/funding-instruments_ru.html), the Helpdesk constantly informed the signatories and other stakeholders on financial opportunities or any announced grant programmes.

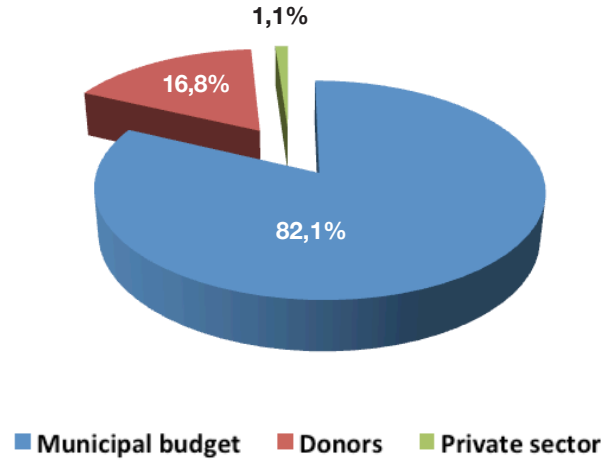
During the summer 2015 a survey was held among the cities that were in the phase of SEAP implementation in order to identify their needs, level of SEAP implementation, funds attracted, etc.

Out of **77 signatories** that have submitted their SEAPs and are in the implementation phase respondents were **41 cities** (28 Ukrainian, 6 Moldovan, 4 Armenian, and 1 Belorussian) i.e. **53%**.

The amount of costs (in euros) allocated to SEAP implementation (for soft and hard measures) from different sources: budget (national, regional, local), private investments, external costs and other sources can be seen in the table below:

Measures (2012-2014	Expenses paid from municipal budget	Expenses paid by donors	Expenses paid by private sector	Total expenses
Soft	6,052,050	253,883	1,500	6,307,433
Hard	309,785,238	64,524,332	4,248,543	371,858,968
Total	315,837,288	64,778,215	4,250,043	384,865,546

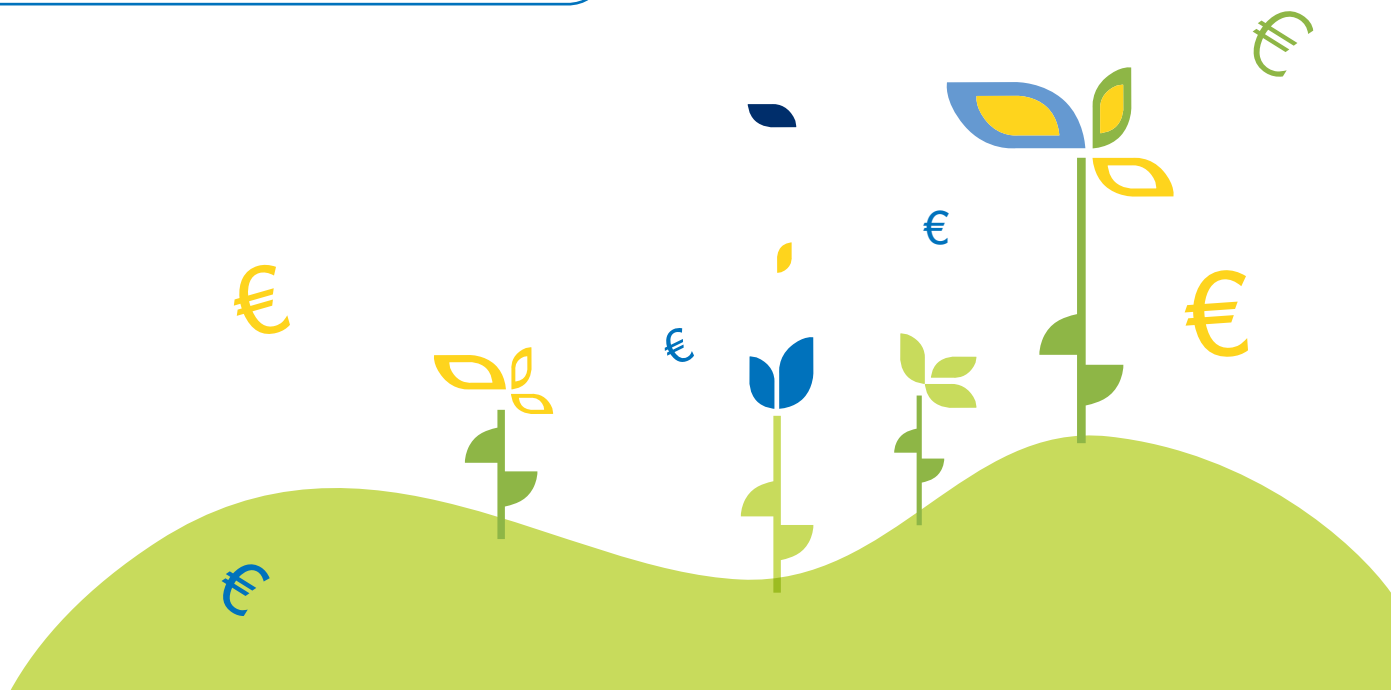
Costs allocated to SEAP implementation till 2015



The share of allocated costs per financing source is visualised in the diagram beside. It can be noticed that much more financing is coming from other sources than only city budget.

As the result, in the period of 2012- 2014, over 380 mln Euro were allocated to Covenant Signatories through various donor organisations that actively contributed and financed SEAP implementation in the region:

- Nordic Environment Finance Corporation (NEFCO)
- European Bank for Reconstruction and Development
- World Bank
- European Investment Bank
- GIZ projects
- US AID projects (i.e. “Municipal Heating Reform in Ukraine)
- UN-GEF projects
- EC programme “SUDEP”
- Delegations to European Union



Task 3.3.6 – Local sustainable energy information clearinghouse

Compilation of good practice SEAP and compilation of common mistakes in SEAPs

The clearinghouse was developed to serve as a focal point in the CoM-East website to highlight the lessons learnt from the Covenant of Mayors East so far.

In cooperation with the JRC it was decided to translate the SEAP of Rustavi (Georgia) and Somoniyon (Tajikistan) into Russian.

As the size of cities vary from 1,500 inhabitants up to 3,000,000 it is **efficient to have at least 3 sample SEAPs available in Russian** i.e. sample for (I) small, (II) middle-sized and (III) large cities. The approach also meets the requirement of geographical coverage.

So, both SEAPs were translated into Russian and placed in the section "Practical and Training materials":

- http://www.soglasheniemerov.eu/IMG/pdf/SEAP_Somoniyon_TJ__RUS_for_site_.pdf
- http://www.soglasheniemerov.eu/IMG/pdf/Rustavi_SEAP_RUS_.pdf
- The third SEAP to be translated would be from Ukraine but it was not yet decided with the JRC what city should be selected as a best practice.

Report on ***"Typical mistakes in SEAPs"*** was adapted to Eastern partnership and Central Asian cities' realities. This document was duly adapted and translated into Russian and placed in the "Library" section:

- http://www.soglasheniemerov.eu/IMG/pdf/Report_on_Typical_Mistakes_RUS_-2.pdf

BEST PRACTICE

THE COVENANT OF MAYORS EAST launches a signatory -to-signatory ad-hoc online technical assistance and practical experience exchange platform

The **signatory-to-signatory ad-hoc online technical assistance and practical experience exchange platform** between advanced signatories and signatories with limited local capacities was proposed by the CoMO East Helpdesk team in order to assist the latter group of municipalities with the development of their BEI and SEAP as well as to facilitate the development of their local capacities.

This was successfully "tested" during the development of SEAP for the Municipality of Tsaghkadzor (Armenia). CoMO East Helpdesk team organised a series of online consultations between the technical staff of the Municipality of Tsaghkadzor (the first Armenian Signatory developing its SEAP) and the energy manager of the Municipality of Ternopil (an Ukrainian municipality that developed and submitted its SEAP in 2013) aimed to discuss technical and methodological issues encountered by Tsaghkadzor municipality during the development of its SEAP and to receive recommendations to address them.

As a result of such successful initiative and cooperation the SEAP was developed, submitted and approved by JRC.

3.4 SUPPORT TO DONORS' COORDINATION (WP4)

What we intended within WP4:

Support the Covenant stakeholders in developing bankable sustainable energy projects and matching their projects with relevant funding opportunities offered by donors and financiers.

What we achieved:

11 **Country donor inventories** developed

22 most active SIGN from Ukraine, Georgia, Moldova and Belarus trained through individual coaching provided by CoMO financial experts

3 SUPPORT TOOLS developed to help the cities: Initial Financial Appraisal template, Cash-flow calculation tool, the Guidelines on how to develop and promote IFA

16 cities developed IFA and cash-flow for their SEAP priority measures and presented their projects to potential donors and financiers at 3 matchmaking meetings organised in Kiev (UA) and Tbilisi (GE).

Task 4.1 – Inventory and liaison with donors

Information on existing funding opportunities for local sustainable energy projects has been gathered and made available on the CoM East website via:

- **11 country donor fiches** which were translated into the 11 national languages (http://www.soglasheniemerov.eu/support/funding-instruments_ru.html) and regularly updated.
- **An inventory** (database) of donors which includes an overview of IFIs, banks, donors, facilities (multi-partner programmes / funds) and a list of existing sustainable energy projects financed by these institutions.
- A specific **Netvibes page** collecting information sources and real time news (RSS feeds) of main donors and financiers: http://www.netvibes.com/eumayors#Eastern_and_Central_Europe_-_financing.

Donor organisations and financiers were contacted to verify and complete the information provided in the donor fiches and inventory. Some of them (EBRD, NEFCO, EIB) shared information about the local and regional projects they have financed which served as useful examples for CoM Signatories and other stakeholders.

Financial NKEs and WP4 KE liaised regularly with IFIs, banks and donors. They also participated and/or gave presentations in the following meetings:

- "South Caucasus Infrastructure & New Energy Investment Summit", 6-7 February 2014, Tbilisi (Georgia);
- "Dialogue and Capacity Building of Local and Regional Authorities in Eurasia in the Fields of Development and Local Governance" 14-15 May 2014, Tbilisi (Georgia);
- "Doubling the Rate of Energy Efficiency Improvement by 2030: Options, Implementation Issues and Way Forward", 16-17 June 2014, Copenhagen (Denmark);
- CoM Grant final event (UNEP), 2 October 2014, Baku (Azerbaijan);
- EU CORLEAP meeting, 29 October 2014, Tbilisi (Georgia);
- VI International investment business forum on energy efficiency and renewable energy, Discussion table "Sustainable energy plans of cities", 4 November 2014, Kiev (Ukraine);
- "Fifth International Forum on Energy for Sustainable Development", UN regional Commissions, 4-7 November 2014, Hammamet (Tunisia);
- "Sustainable Energy for Eastern European Partnership" final conference of the Energy for Eastern Mayors CoM Grant project, 18 December 2014, Minsk (Belarus);
- "Inter-regional Workshop on Energy Efficiency and Renewable Energy Projects and Policies", 8-12 February 2015, Israel;
- "Investment Opportunities for Georgian Municipalities within the framework of E5P", 13 March 2015, Tbilisi (Georgia);
- "Energy for Eastern Mayors" Climate Alliance's annual meeting, 22 April 2015, Dresden (Germany);
- Conferences organised during EU SEW by Georgian Signatories, June 2015, Georgia.

Task 4.2 – Inventory of the most advanced SEAP actions

In March 2014, WP4 team decided to identify CoM Signatories with developed SEAPs who were interested to launch their priority projects in the near future. These cities were offered a personalised support from the financial experts for the preparation of bankable projects and identification of financing opportunities that would enable the SEAP implementation.

Out of 32 CoM SIGN who were invited to submit their priority SEAP measures to WP4 team, 11 municipalities responded favourably to the call and proposed 26 SEAP priority measures.

Finally, **7 Ukrainian cities** – Konotop, Slavutych, Pervomaysk, Myrgorod, Cherkasy, Sambir and Voznesensk – continued cooperation with the CoMO East financial experts and developed an Initial Financial Appraisals (IFA) for their priority projects with expected investments of about **3.8 M EUR**. Investment demand of individual projects varied from **0.4 to 2.8 M EUR**. Most of the investment projects were focused on energy retrofitting of municipal buildings.

City	Project	Investments (EUR)
Konotop (UA)	Energy efficiency of public buildings	330,300
Slavutych (UA)	Reconstruction of the pumping station	39,305
Myrgorod (UA)	Optimization of heating systems in public buildings	107,400
Cherkasy (UA)	Energy refurbishment of municipal buildings	2,813,000
Sambir (UA)	Overhaul of roofing and facade insulation school № 9	230,000
	Boiler reconstruction on the Copernicus, 14 street	146,090
Voznesensk (UA)	Introduction of energy saving technologies in the pre-school number 14 “Dzvinochok”	146,090

All cities took part in the first matchmaking meeting with donors and financing institutions which took place in Kiev on 30-31 October 2014.

After this successful first matchmaking meeting, CoMO East team promoted the results to CoM signatories and decided to invite a **second group of pilot cities** to cooperate on IFAs development.

Four Ukrainian (Kamianka-Buzka, Ukrainka, Velyki Mosty, Hola Prystan), one Belarussian (Novogrudok) and five Georgian cities (Gori, Kutaisi, Telavi, Zugdidi and Batumi) showed interest to prepare IFAs for their priority actions – mainly public lighting projects.

Task 4.3 – Development and testing of support tools related to SEAP financing

Software tools

As part of the IFA preparation, various **financial calculations** have to be made. The easiest way to carry these out is to use **software tools**. A variety of software tools is available on the market. Financial institutions and local authorities already use them to plan their investments.

CoMO East financial experts **developed an easy-to-use Excel sheet** to calculate financial data. They also reviewed the most used software tools for clean energy projects and identified the **RETScreen® International** (www.retscreen.net/) as one of the most potentially interesting tools based on the following criteria: 1-the tool is available in 36 languages including Russian, Georgian and English; 2-the tool includes CO_2 calculations; 3-downloadable for free; 4- relevant for SEAP project types.

Initial Financial Appraisal (IFA) – development and testing

The IFA was developed by the CoMO East experts and their subcontractor (GFA) as well as after the consultation with several IFIs and cities. It is a short document summarising key technical and financial data of the project – for instance Net Present Value, Internal Rate of Return, Simple Pay-back Period, etc. It gives local decision makers and potential financiers a quick overview of the project and shows whether it is viable and profitable or not.

At the Covenant of Mayors high-level forum in Istanbul in November 2013, lack of high quality bankable sustainable energy projects was identified as a key barrier to SEAP implementation by all present International Financing Institutions (IFIs) such as the EIB, EBRD, etc.

In order to tackle this barrier, CoMO East financial experts invited all Covenant signatories with already developed SEAPs to join **intensive personalized trainings** where they learned how to prepare an Initial Financial Appraisal Form (IFA) and calculate cash flow for their priority energy efficiency projects. In 2014-2015, 16 most active pilot Covenant signatories from Ukraine, Georgia and Moldova continued the cooperation with the experts. More than **50 individual on-line consultations** (Skype, phone) were provided by the experts and **3 physical trainings** were organised in Kiev and Tbilisi.

Although municipalities will be later obliged to prepare thorough and detailed grant or loan application, IFA is a good start for discussions with potential project financiers. When the project summary is comprehensive and of high quality, financiers are likely to show interest and continue working with the municipality, involving their own experts who can provide further technical assistance.

During the trainings it turned out that especially smaller cities lack capacity to gather financial information related to their sustainable energy projects and were not aware of the existence and the needs of potential donors and financiers. Often, city energy manager had to establish closer cooperation with the city financial department which was not initially involved in the IFA preparation.

Summary of the pilot cities' projects & key indicators based on the IFAs:

City	Project	Investments (EUR)	Expected energy savings (MWh/ year)	Expected CO_2 emissions Reduction (tons/year)	Expected savings (EUR)	SPP (years)	IRR (%)	Co-financing (%)	
Konotop (UA)	**Energy efficiency of public buildings**	330,300	687.7	155.4	25,950	8	14.56	yes	10
Slavutych (UA)	**Reconstruction of the pumping station**	39,305	367.396	169	24,358	1.7	15	yes	4.50
Myrhorod (UA)	**Optimization of heating systems of public buildings**	107,400	335.1	101.9	22,800	4.6	18	yes	max 30
Cherkasy (UA)	**Energy refurbishment of municipal buildings**	2,813,000	6,781	1,248	336,000	9	21	yes	5
Sambir (UA)	**Overhaul of roofing and facade insulation school № 9**	230,000	226	141.4	18,532	12.4	0.06	yes	20
	Boiler reconstruction on the Copernicus, 14 street	146,090	2,124	183.4	38,807	3.8	23.21	yes	20
Voznesensk (UA)	**Introduction of energy saving technologies in the pre-school number 14 «Dzvinochok»**	176,690	687.98	138.5	22,803.60	10	7	yes	0.47
Kamianka-Buzka (UA)	**Energy efficient renovation of street lighting**	105,019	322.6	294.2	13,488	7.8	8.8	yes	20
Ukrainka (UA)	**Energy refurbishment of kindergartens «Horovod» and "Solnyshko"**	332,568	530	194	13,223	25.2	–	yes	15
Velyki Mosty (UA)	**Reconstruction of the boiler house / conversion to bio fuels in the kindergarten**	45,800	274	249.02	45,783	4.4	10.1	yes	20
Hola Prystan (UA)	**Construction of a boiler for solid fuels in pre-school number 2 "Smile"**	113,146	720	145.4	17,620	6.4	12.1	yes	10

Hola Prystan (UA)	**Installation of solar panels to produce electricity for school own needs**	237,300	120	36.5	38,397	6.6	13.7	yes	10
Hola Prystan (UA)	**Reconstruction of external lighting by replacing existing bulbs with LED**	91,650	120	36.5	12,206	7.6	11.7	yes	10
Kutaisi (GE)	**Energy efficient street lighting**	2,876,532	6,646,524	924	1,034,867	2.8	32	yes	Max 25
Zugdidi (GE)	**Energy efficient street lighting project**	1,793,000	1,141,078	159	672,586	4.7	11.4	yes	5
Gori (GE)	**Modernization of street lighting with the Street Lighting Automatic Management System (SLAMS)**	786, 639	1,917,706	267	134,239	4.1	19.28	yes	5
Telavi (GE)	**Garbage removal-city cleaning project**	212, 244	21,600 Litre fuel	52	11,495	18.5	3.5	yes	Max 35
	Energy efficient street lighting	77,109	179,820	25	10,128	6.3	7.43	yes	5%

Guidelines

The objective of this document is to provide all Covenant of Mayors signatories who wish to develop IFA for their projects with a step-by-step guidance illustrated with practical examples of the pilot cities. It was developed by the CoMO East financial experts who supported the pilot cities in their IFA development and matchmaking activities.

The guidelines consist of the following chapters:

Part 1: Local sustainable energy projects: financing needs – this chapter estimates the SEAP financing needs, shows a selection of pilot cities' priority projects as well as financing opportunities.

Part 2: Initial Financial Appraisal – this part leads the cities step by step through the Initial Financial Appraisal and cash-flow forms. Each step is illustrated by a real case – an energy efficient street lighting project promoted by the municipality of Kutaisi in Georgia. Cities can learn how to fill out these forms for their own projects.

Annexes:

- Initial Financial Appraisal (IFA) and Cash-flow Forms templates in Russian and English
- Example of the city of Kutaisi (Georgia): Energy efficient street lighting
- Example of the city of Konotop (Ukraine): Energy refurbishment of public buildings
- Summary of the Covenant pilot cities' projects & key indicators

Other useful guidelines and tools have already been developed by various institutions. CoMO East decided not to replicate already existing information and instead recommend these guides to the municipalities as they are complementary to the practical guidelines developed by CoM East and based on the ground experience of pilot Covenant of Mayors signatory cities.

In particular, very comprehensive guidelines on Financing Municipal Energy Projects were developed by the Energy Sector Management Assistance Programme (ESMAP) run by the World Bank. It provides information on the barriers and challenges to financing, applicability of the financing mechanisms to different energy efficiency options as well as on how to select an appropriate financing mechanism. Another useful tool is a municipality self-assessment that should be carried out before deciding to undertake any energy efficiency project.

Reference to both documents is included in the Guidelines which are published on the Russian website.

On top of foreseen activities, a set of **5 success stories** featuring the 1st group of pilot cities has been prepared:

- Voznesensk – revolving fund,
- Cherkasy – implementation of an EBRD project and local fund,
- Myrgorod – project overview,
- Slavutych – PPP,
- Sambir – preparation of IFA in cooperation with WP4.

Task 4.4 – Matchmaking activities

Three match-making meetings were organised for the pilot cities – two in Kiev (Ukraine) on 30-31 October 2014 and 19 May 2015 and one in Tbilisi (Georgia) on 25 June 2015.

In **UKRAINE**, eleven IFIs, financing institutions / banks and donors joined the meetings:

- World Bank,
- IBRD,
- NEFCO,
- EIB,
- INOGATE,
- DemoUkrainaDH,
- SWISS,
- Ukrgazbank,
- GIZ "Energy efficiency in buildings",
- US Agency for International development (USAID),
- SUDEP.

Three institutional representatives also participated:

- Ministry of Regional Development, Construction and Housing,
- Communal Services of Ukraine,
- Delegation of the EU in Ukraine.

The meetings were very interactive. Cities presented their IFAs to the financial sector and individual face-to-face meetings followed. According to the evaluation survey done at the end of each meeting these were much appreciated by all participating cities.

Most of the municipal staff present at the trainings enjoyed a strong support of the mayor who occasionally participated in the trainings and matchmaking meetings. As a result, pilot cities in Ukraine established relations with donors and financing institutions such as NEFCO whose experts continue providing technical assistance to the cities and are further improving their projects, making them bankable.

In **GEORGIA**, working discussions and individual face to face consultations and matchmaking took place in relation to the preparation and financing of energy efficiency pilot projects proposed by the municipalities. Senior government representatives, IFIs, donors, commercial organisations and banks joined the meeting:

- EBRD,
- IFC,
- KfW,
- ProCredit bank,
- Embassy of the Netherlands,
- Ministry of Finance,
- Municipal Development Fund
- Bank of Georgia.

The main conclusions of the meeting were:

- Under the new law, municipal budgets should increase as well as the part of the municipal budget that can be managed independently by municipalities. Consequently, municipalities will become able to allocate this part of the budget to their priority measures such as energy efficiency projects.
- All municipalities expressed the need for project development assistance (e.g. Municipal Project Support Facility – EIB and or E5P) for project proposal preparation including technical and financial design.
- Ministry of Finance pledged its intention to work closely with municipalities on the financing of their priority projects and cooperate with IFIs on the "framework loans". This intention was supported by the IFIs as well.

City	Identified financing opportunities for pilot cities' projects
Myrgorod	**DemoUkrainaDH** Project: Modernization of the heating system in Aviamistechko district Total investment: 17.8 mln UAH (cca. 890.00 EUR) Result: In February 2015 the city was visited by DemoUkrainaDH experts. In June, it received a confirmation letter (the decision was taken at NEFCO co-founders committee)
Sambir	**DemoUkrainaDH** Project: Modernization of the city district heating system Total investment: 681,458 EUR Result: the city will finance the project via 30% grant and 60% loan from DemoUkrainaDH and 10% city co-financing
	NEFCO Project: Warm House - energy saving measures in Preschool No. 14, Sambir, Lviv Region Total investment: 3,779,055 UAH (153,702 EUR). 10% city co-financing, loan for 5 years at 3% interest rate. Result: In April 2015, city was visited by NEFCO technical experts. In cooperation with NEFCO experts, the city carried out energy audit and drafted a business plan. City council officially approved the investment.

Slavutych	**DemoUkrainaDH** Project: Reconstruction of the central boiler house - installation of the wood chips combustion Total investment: 5,295,000 UAH (cca. 264,750 EUR) Result: Project is under consideration by NEFCO
Voznesensk	**NEFCO** Project: 1. Thermo-modernization in kindergartens №9, 12, school № 6, city house of culture 2. Street lighting (Centralna sqr, Lenina str.) 3. The individual heating units (kindergarten 12, school 6) Result: NEFCO experts are working with the city. Pre-feasibility studies have been carried out on all three projects
Cherkasy	**NEFCO** Project: Thermo-modernization of two schools Total investment: 9,120,000 UAH (371,298 EUR). 30% co-financing from the municipal budget Result: NEFCO approved the project, project to be approved by the city council
	NEFCO / ESP Project: Thermo-modernization of all remaining schools in the city Total investment: cca 8 mln USD Result: City and NEFCO agreed on a technical solution for the project. NEFCO launched a tender for a project expert. In June 2015, it launched a tender for an energy audit company and project technical design
	Ukrgazbank Project: Energy renovation of residential buildings (condominiums) Result: City administration organised a meeting for representatives of condominiums and Ukrgazbank (February 2015). The bank provides loans to housing associations / private residential buildings owners
Ukrainka	**NEFCO** Project: Energy refurbishment of kindergarten “Horovod” and “Solnyshko” Total investment: 332,568 EUR Result: Cooperation with financial institutions and attracting investment is planned for year 2016. A possibility of cooperation with various IFIs and Ukrainian banks was discussed. NEFCO investment funds seem to be the most appropriate
Kamianka-Buzka	**World Bank / NEFCO** Project: Energy efficient modernization of street lighting Total investment: 105,019 Result: A letter of interest and IFA form for project was sent to the World Bank and NEFCO
Velyki Mosty	Project: Reconstruction of the boiler house /conversion to bio fuels in the kindergarten Total investment: 45,800 EUR Result: The city plans to work with NEFCO in 2016

In **GEORGIA**, the pilot cities started cooperation with the Ministry of Finance which itself entered in a negotiation phase with the IFIs (NEFCO, EIB, EBRD, CEB) on country operations terms.

Lessons learnt

CoMO East experts who supported Covenant pilot cities with the development of IFAs and cash-flow forms learned from the experience and draw several recommendations for the Covenant signatories:

1. Skills and capacities of the municipalities need to be reinforced

In particular, smaller municipalities do not have capacities to develop IFAs and run cash-flow calculations for their energy efficiency projects. Often, energy managers do not regularly collaborate with the city economic and/or financial department and they are not aware of the existing financing opportunities. Further personalised technical assistance programmes are necessary to build the skills of the municipal staff that will stay within the municipal administration.

2. Municipalities should prepare IFAs for all their projects

It is extremely important to calculate the main financial indicators (e.g. total investment, energy savings, CO_2 reduction, Simple pay-back period, Net Present Value, etc.) and identify main social, economic and environmental benefits for every SEAP measure.

This helps cities to prioritize their SEAP measures and allocate the budget and external financial resources that are available. The result is the prioritization of measures based on concrete indicators and existing financial opportunities.

Then, the city should decide which financial sources are the most appropriate for their financing. Municipal budget or grants should be used for unprofitable (e.g. social) projects, preparatory studies (energy audits, environmental impact assessment, etc.), hiring of experts which are not attractive for private investors and financing institutions. Profitable projects with quick return on investment can be financed by IFIs or commercial banks. A combination of several funding sources is the most common solution. Ideally, SEAP needs to be transformed into a long-term multi-annual financial plan.

3. Smaller projects should be bundled into bigger investment packages

Bigger investments are more attractive for IFIs and donors. The project consolidation can be coordinated by the regions or national authorities (e.g. Covenant National or Territorial Coordinators) who can provide assistance to municipalities on its territory. This approach also allows for pooling of expertise and efficient use of human and financial resources related to project design and implementation.

4. Municipalities have to be pro-active and promote their IFAs

Municipalities have the possibility to finance their projects through loans or innovative financing schemes in cooperation with private partners. If they wish to benefit from grants, technical assistance, loans or guarantees provided by IFIs and other financing institutions and donors, they have to keep themselves updated about the new opportunities and pro-actively promote their priority projects towards potential financiers. Political support and strong leadership of the city mayor are crucial.

5. Municipalities should cooperate and benefit from existing networking opportunities

CoMO East and national networks provide a unique platform for horizontal cooperation between municipalities, especially those which implement similar projects, and potential financiers. This was the case in Georgia where most of the pilot cities have been implementing street lighting projects. During the trainings, they had the possibility to exchange information on energy efficient technologies, financing, project bundling possibilities and more.

BEST PRACTICE

INDIVIDUAL COACHING

for motivated cities, and face-to-face match making meetings with financiers

During the project implementation it became clear that it is essential to provide intensive **personalised coaching** to the motivated cities to help them prepare an Initial Financial Appraisal Form (IFA) for their sustainable energy projects. In particular smaller municipalities do not have capacities to develop IFAs and run cash-flow calculations. This was the first key success factor of the project.

The second success factor is sharing of knowledge and information with the peers. CoMO East financial experts created a unique platform for horizontal cooperation between the pilot municipalities – **the working meetings**. Pilot cities were eager to learn about the investments developed by their peers and compare them with their own projects. This was especially interesting for those who plan investments in the same sector which was the case in Georgia where most of the pilot cities developed street lighting projects.

The third success factor was the opportunity to present the investment projects to a group of potential donors and financiers via **individual face-to-face meetings**. Instead of organizing 'traditional' conference where the financiers present their standard products, funds or programmes to very diverse audience, CoMO experts organised interactive match-making meetings that resulted in concrete cooperation and funding agreements between the cities and financiers.

Good example illustrating the success of this approach is the **city of Sambir** (35,000 inhabitants) that will finance its district heating modernization project thanks to the support from DemoUkrainaDH facility and a Warm House project (energy saving measures in schools) thanks to the technical assistance and loans from NEFCO.

4. Main results achieved within CoMO East

Summing up four exciting years

4.1 SIGNATORIES

The table below shows a brief summary of each country's situation in terms of signatories, SEAPs and Covenant stakeholders:

Country	Population	Signatories	Suspended	SEAPs submitted	CNC	CTC	CS
Armenia	3,056,382	10	0	6	1	0	2
Azerbaijan	9,780,780	1	0	1	0	0	0
Belarus	9,589,689	12	3	6	0	0	0
Georgia	4,931,226	13	1	7	2	1	2
Kazakhstan	18,157,122	4	5	1	1	0	2
Kirgizstan	5,664,939	4	0	0	1	0	0
Moldova	3,546,847	15	18	10	1	0	2
Tajikistan	8,191,958	1	0	1	0	0	0
Turkmenistan	5,231,422	0	0	0	0	0	1
Ukraine	44,429,471	98	22	46	0	7	1
Uzbekistan	29,199,942	0	0	0	0	0	1

4.2 DELIVERABLES

In order to achieve maximal efficiency in use of sources and results of the activities the above described activities and tasks within all four work packages were planned and conducted by the CoMO East experts (key and non-key) with the organisational and monitoring support of the WP leaders as well as in cooperation and synergy with the other relevant projects and programmes funded by EU and from other sources (MODEL-CIUDAD, CoM Grant projects, SUDeP Programme, etc.).

As always in long-term projects some amendments revealed necessary and not all tasks have been completed exactly as planned in the initial work programme: indeed, while some deliverables were completed with no changes some were postponed or even cancelled and some others were amended or newly created.

The monitoring table below provides an overview of the tasks and corresponding deliverables.

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
WP1	**PROMOTION OF THE COVENANT**				
1.0	**Communication Strategy**				
	Drafting a communication strategy with key messages and appropriate Communication tools for each main target group	* Communication plan	Communication plan - May 2012		
1.1	**Promotional materials**				
1.1.1	**Brochures and leaflets**				
	Adaptation, translation and publication into Russian/ Ukrainian/ Georgian languages of existing Covenant brochure	* Covenant brochure in 3 languages (10 000 copies in RU + 2 000 copies in UA and GE)	Covenant brochure in 3 languages (2000 copies in RU + 1100 copies in UA, 500 in GE)		Covenant brochure in 4 languages (500xBE, 500xMD, 500xAR, 500xAZ)
	Adaptation and translation into Russian + all 11 languages of the relevant CoM documents: adhesion form, core text, etc.	* Electronic files + 200 copies (average according to countries) of each document in each language	Core Text (layouted PDF) available in Russian + all 11 languages - June 2012 Adhesion Form (word formsheet) available in Russian + all 11 languages - September 2012		
	Translation and making of exhibition material (roll-up banners) in Russian (3) / Ukrainian (1) / Georgian (1) languages; other languages upon request	* 5 Covenant roll-up banners: 3 in Russian (1 for each zone), 1 in Ukrainian, 1 in Georgian languages; additional copies upon request	5 Covenant roll-up banners: 3 in Russian (1 for each zone), 1 in Ukrainian, 1 in Georgian - June 2012		
	Preparation of press materials: 1 series of press information sheets + whenever necessary / relevant case studies, briefings for events and press releases (Russian + other languages upon request)	* 1 CoMO-East press folder with information sheets	Press information sheets (http://www.soglasheniemerov.eu/IMG/pdf/COMO-East_press_information_sheet_final_RU_updated.pdf), ready (depending on language version) http://www.soglasheniemerov.eu/media/communication-materials_ru.html - May-Dec 2014		
	Preparation and translation into Russian and each national language of a Covenant of Mayors East presentation sheet for electronic use	* 1 page PDF downloadable from website	Project fact sheet (http://www.soglasheniemerov.eu/IMG/pdf/COMO_East_project_fact_sheet_final_RU_updated.pdf) - Dec 2014		
	Presentation letter to Mayors / elected representatives	* A4 page letter translated into 11 languages (100 copies per country max.)		This task revealed unnecessary. Each key expert prepared this type of letter on his own initiative and with his own, most adapted means.	
	Covenant standard presentations				
	Adaptation to the national context and methodology and translation of existing Covenant presentations available for download on the website in Russian + 11 national languages (Quarterly update and regular dissemination)	* List of participants * 12 PowerPoint presentations	List of participants 12 PowerPoint presentations		
	E-newsletters				
	E-Newsletters: Edition in Russian (Ukrainian, Georgian upon request) of an online publication and e-sending to all Covenant East Signatories of 4 electronic newsletters	* 4 E-Newsletters (1 every 6 months)	4 E-Newsletters in RU: NL1: Sept 2012; NL2: Jan 2013; NL3: April 2014; NL4: with special focus on Central Asia		Central Asia Newsletter: For the stakeholders in Central Asia, an email newsletter with a digest of information relevant for the 5 countries of the zone was prepared and sent out by consortium partner CAREC.
	Translation, layouting and publication of the general COMO East brochure into languages of Central Asia (TK, KZ, UZ, TAJ, KR) - if considered useful by DG DEVCO	* Covenant brochure in 5 languages (number of copies/country to be defined)		No brochure has been prepared in the Central Asian languages.	The focus during the second contract for Central Asia was the face-to-face work as well as the networking event in June 2015.
	Developing,editing, translating, layouting and publishing a COMO East Thematic LEAFLET ON ENERGY MANAGEMENT into 9 languages (RU, BE, MO, UKR, GEO, AR, AZ, 2 Central Asian) - further languages upon request	* Thematic leaflet in 7 languages (number of copies/country to be defined)		This task has been modified in accordance with the available material. After research by the key experts, the consortium realised that not enough outstanding content from Covenant East signatories was available for producing neither a worthwhile leaflet on energy management nor one on best practices that would feature outstanding city actions.	By consequence, we have decided to disseminate COMO-East energy management practices on the blog and to publish the EECU-CoM Grant publication “What a city must do to become a successful participant of the Covenant of Mayors.” In the online library (http://www.soglasheniemerov.eu/Biblioteka.html) these guidelines for local authorities (32 pages), prepared by the Association «Energy Efficient Cities of Ukraine» in 2013, is designed to help local governments committed to the Covenant of Mayors to start to develop their own municipal energy management system. The same guidelines are supplemented by a set of case studies (56 p.), currently including examples from Ukraine and Georgia (Lviv, Kamyanets-Podilsky, Dolyna and Tbilisi). Both publications exist in four languages and are downloadable on http://www.soglasheniemerov.eu/Biblioteka.html: English, Russian, Ukrainian and Georgian.
	Developing, editing, translating, layouting and publication of a COMO East leaflet "Covenant of Mayors' Best Practices" into 9 languages (RU, BE, MO, UKR, GEO, AR, AZ, 2 Central Asian) - further languages upon request (with support from WP3)	* Thematic leaflet in 7 languages (500 copies/country)		The lack of outstanding initiatives as well as the worry for best using the allocated time and money has obliged the WP1 team to publish existing city activities rather online than to prepare a printed support as was foreseen.	The online option as a contemporary form of journalism has the advantage of allowing quick updates (in case further interesting measures are coming up in the Covenant of Mayors East area), requiring less editing and layout (lower costs) and encouraging sharing and dissemination through other digital platforms. Therefore, a series of blogs has been launched in September 2014, replacing and absorbing the initially planned COMO-East leaflet "Covenant of Mayors' Best Practices" (as well as the one on Energy Management). This means, in addition to success stories related to the energy management, we are weekly publishing sector-related experiences aiming at CO2 reductions: buildings, transport, industries, RES (small-scale), land-use planning, public procurement, working with citizens and stakeholders, other (waste or water management). Each article of the series is visually recognisable thanks to the “Covenant in Action” label. A particular attention has been paid to a balanced geographic representation of the Covenant of Mayors East zones.
	Update and translation into English, Russian and 11 languages of the "Covenant of Mayors East presentation sheet" (what is this initiative about, which role for each actor etc.) for electronic use	* 1 PDF per language downloadable from website	All updated - Dec 2014, RU http://www.soglasheniemerov.eu/IMG/pdf/COMO_East_project_fact_sheet_final_RU_updated.pdf All here: http://www.soglasheniemerov.eu/media/communication-materials_ru.html		
1.1.2	**Promotional and motivational tools**				
	Editing, translation, layout of a web banner "We are committed to the Covenant of Mayors" (signatories only) in English and Russian	* 1 jpg/GIF web banner "We are committed to the Covenant of Mayors" in 12 languages	All prepared - Sept 2014 http://www.soglasheniemerov.eu/IMG/jpg/Web_banner_RU.jpg http://www.soglasheniemerov.eu/IMG/jpg/Web_banner_committed_EN.jpg		
	Editing, translation, layout of a web banner "We are supporting the Covenant of Mayors" (Coordinators and Supporters)	* 1 jpg/GIF web banner "We are supporting the Covenant of Mayors" in 12 languages	All prepared - Sept 2014 http://www.soglasheniemerov.eu/IMG/jpg/Web_banner_supporting_RU.jpg http://www.soglasheniemerov.eu/IMG/jpg/Web_banner_supporting_EN.jpg		
	Personalise existing CoM Signatory Certificate	* CoM Certificate for estimated 10-20 new individual signatories	2 certificates were requested: Aksu and Astana - June 2013 PDFs available		

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
1.2	**Events**				
1.2.1	**Milestone Covenant Events**				
1.2.1.1	**Annual Covenant Ceremony 2013:** Information, logistic support and participation of CoMO-East delegations	* List of COMO East participants * Presentation of 1 CoM East signatory as speaker	List of COMO East participants Presentation of 1 CoM East signatory as speaker: Mayor of Lviv (Ukraine), Mr Andriy Sadovyi,		
1.2.1.2	**High-level Covenant East Forum** (in cooperation with CES-MED and CIUDAD) gathering delegations from the three COMO East regions	* Agenda * List of participants * Event report	Agenda List of participants Event report		
1.2.1.3	**High-level Covenant Forum for Central Asia**	* Agenda * List of participants * Event report	Agenda List of participants Event report		
1.2.1.4	**Annual Covenant Ceremony 2015:** Information, logistic support and participation of CoMO-East delegations	* List of COMO East participants * Presentation of 1 CoM East signatory as speaker		The date of the 2015 Ceremony was too late to enable a participation of a COMO East delegation.	
1.2.2	**Regional and national events**				
1.2.2.1	Presentation of the Covenant in the CIUDAD programme meeting / Kiev (UA): Target of 50 participants; Dates to de defined with CIUDAD support mechanism	* List of participants * Presentation delivered	Standard presentation about Covenant of Mayors East to the CIUDAD support mechanism team		
1.2.2.2	Preparation, organisation and follow up of 11 national awareness raising information days: * Duration: 1 day * Location: Capital cities or according to opportunities * Audience: 20-70 participants according to country size * Dates: TBD	For each of 11 events: * Contact list of persons involved in the organisation of the events * Agenda * Practical information for participants * List of participants * Main presentations	30-31/10/2012 - Balti (MD); 23/11/2012 - Astana (KZ); 29/11/2012 - Yerevan (AM); 20/12/2012 (Bishkek); 23/01/2013 - Baku (AZ); 05/02/2013 - Ganja (AZ); 12/02/2013 - Lankaran (AZ); 28/02/2013 - Dushanbe (TJ); 25-26/06/2013 - Minsk (BY); 12/09/2013 - Tashkent (UZ); 29/01/2014 - Ashgabat (TM); 14/02/2014 - Yerevan (AM)	No national awareness-raising event was organised in Ukraine. As the Covenant is quite known initiative in Ukraine and Georgia, the CoMO-East office did not organise separate promotion events in these countries at national level. CoM presentation in Ukraine was made at several occasions (such as at the Annual EECU conference in Cherkassy in May 2012). CoM office experts are anyway using every opportunity to promote the initiative with all big events in the countries.	
1.2.2.3	Preparation, organisation and follow up of 3 regional seminars to enhance awareness raising and exchange of experiences for Eastern Europe, Southern Caucasus and Central Asia: * Duration: 1-2 days * Location: Kiev, Tbilisi, Almaty or according to opportunities * Audience: 70-80 participants in average * Dates: TBD	For each of 3 events: * Contact list of persons involved in the organisation of the events * Agenda * Practical information for participants * List of participants * Main presentations	Eastern Europe: October 2012, Kiev (UA) South Caucasus: September 2013, Tbilisi (GE) Central Asia: June 2013, Astana (KZ)		Two additional events were organised: - one in Eastern Europe: 16-18/07/2012, Lviv (UA) together with CIUDAD, - one in Central Asia: June 2015, Almaty (KZ).
1.2.3	**CoMO-East involvement in major (national and international) events**				
1.2.3.0	Participation in work of INOGATE projects (e.g. ESIB and SEMISE) with thematic sessions for municipalities Cooperation in organisation (upon request), invitation of cities' representatives from CoMO-East countries	For each of 3 events: * List of participants * Presentations delivered by CoMO East	October 2011 - Chisinau (MD); December 2012 - Bishkek (KG) January 2013 - Astana (KZ) and further more		Already in 2011, 8 participations from COMO East key experts (instead of 3 foreseen in the work plan) have been delivered in events organised by the INOGATE Programme.
1.2.3.1	Presentations of the Covenant at events of major associations, companies, financial institutions, donors, political institutions etc.	For each of at least 1 event in 6 countries: * Agenda * List of participants * CoM speaker presentation			
1.2.3.2	**PERIOD 1:** Participation of CoMO-East delegations and/or presentations in major national and international events such as: * EIB/EBRD/WB annual meetings 2012, 2013 * UNDP/GEF conferences * Consortium partner international conferences * CoMO Grant events (if relevant)	For each of 4 events: * List of participants * Presentation delivered			
	PERIOD 2: Organisation of side-events at major national and international events	Minimum 3 events: * List of participants * Agenda * Presentation delivered	6 side-events have been organised during the contract period. The first 3 events were: May 2012 - Cherkasy (UA) June 2013 - Dolyna (UA) April 2014 - Brussels (BE) All three deliverables provided in the respective PRs.		3 additional events have been organised: -Tbilisi (GE) + Kutaisi (GE) in June 2014 - Dresden (DE) in April 2015.
1.2.4	**Local CoMO-East delegations in events organised with partners / stakeholders**				
	PERIOD 1: Support, participation of CoMO-East delegations and/or presentations in events organised by/with partners / stakeholders at the local and/or national level such as: * EUSEW in beneficiary countries (2012, 2013) * Local Energy Days	For each of 8 events: * List of participants * Programme * Presentation delivered	See next line		
	PERIOD 2: Participation of and/or presentation by a CoMO-East staff member at events organised by signatories, coordinators or supporters: (presentations in cities, Energy Days, CoM-Grant events, etc.)	For each of min. 11 events: * List of participants * Programme * Presentation delivered	In total, COMO East was represented at 56 local events (see annex file WP1_follow up of events_PR8)		45 additional events have been benefiting from a COMO East presence (upon request)

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
1.3	**Website**				
1.3.0	**Creation of a Covenant East website**				
1.3.0.1	Registration of national domain names (eg. www.covenantofmayors-east.eu; www.covenantofmayors-ukraine.eu; etc.)	* 11 domain names registered	11 domain names registered; first time: May 2012 + second time: June 2014		
1.3.0.2	Translation into Russian/ Ukrainian/ Georgian as well as other languages upon request from the Contracting Authority (annual updates)	* Webpages in Russian/ Ukrainian/ Georgian and other languages upon request	Webpages in 11 languages: Russian/ Ukrainian/ Georgian/Azeri/Belorus/ Armenian/Kazakh/Kyrgyz/Moldovan/Tadjik/Turkmen/Uzbek; July 2012		
1.3.0.3	Translation into Russian/ Ukrainian/ Georgian of the English Covenant of Mayors page in Wikipedia	* Screenshots of the wikipedia pages	Wikipedia page of COMO East in 11 languages; September 2012		
1.3.0.4	Development and implementation of a web presence of CoMO-East in the main social media	* Screenshots of the social media web pages related to the Covenant of Mayors East (Facebook, Twitter, Vkontakte, Odnoklassniki)	Facebook profile created in September 2012	Twitter, Vkontakte and Odnoklassniki profiles as the web presence on Facebook was considered to be the most important by key experts. Du to constraints of human resources, priority was given to the major network.	
1.3.0.5	Creation of a Covenant information page on the CoMO-East partners' websites including a link to www.eumayors.eu	* Screenshot of the partner pages	Screenshot of the partner pages (ENC, EECU, CA)		
1.3.1	Public website, update of static website texts in 12 languages (pages, document uploads etc., excl. blog) and continuous web content management: reviewing and updating text, translation, proofreading, putting online	* Webpages (20 doc pages) in 12 languages updated once	Webpages (20 doc pages) in 12 languages updated once in July 2014		
1.3.2	COMO East blog: regular publishing of articles, preparation, edition and publication of short news in Russian > reporting on success stories of all kinds	* Screenshots of the online blog posts (published at least once per week)	2-3 articles per month published on http://www.soglasheniemerov.eu/news_ru.html		
1.3.3	Preparation in English of CoMO-East posts to be included in the Covenant West/Europe blog	* Screenshots of the posts (published at least once per semester)	Blogs posted on September 2011, October 2012, December 2013, March 2014, April 2014, May 2015 Available on http://www.covenantofmayors.eu/news_en.html		
1.3.4	Update of Wikipedia pages (12 languages), once	* Screenshots of the updated wikipedia pages		No update needed as this was a general text explaining the concept (which has not changed since the beginning of the initiative).	
1.3.5	Technical support for clearing house creation on the website	* Clearing house section online		Not done as there was no request from WP3	
1.4	**Covenant online working tools**				
1.4.0	Translation and adapatation of Extranet; collaboration tool for CoMO-East officers and stakeholders	* Extranet pages in Russian	Available for all collaborators as of July 2012 (creation of Dropbox, mailing discussion lists, google doc)		
1.4.1	Update of Russian Extranet (in cooperation with WP3) - if necessary;	* Up-to-date extranet pages in Russian * Statistic of visitors	August 2014	Not done as not considered necessary	
1.4.2	Technical support to CoM e-learning tool adapted to COMO-East countries by WP3 team of experts	* Updated and extended e-learning tool in RU * Statistic of visitors		Not done as not requested	
WP 2	**CAPACITY BUILDING AND TRAINING IN SUPPORT OF THE IMPLEMENTATION OF THE COVENANT OF MAYORS IN THE REGION**				
2.1	**Capacity building framework and opportunities**				
2.1.1	Developing 2 sets of minimal requirements to 2 different levels of city management capacity that will allow them to: 1) develop BEI and SEAP in 12 months, 2) transform all SEAP measures into investment projects	* 3 sets of indicators/criteria for 3 level of municipal capability regarding the CoM: (I) - ready to develop SEAP (II) - ready to transfer SEAP into investment project (III) - ready to get funds, implement SEAP based project and report progress annualy	2 sets of indicators/criteria for 2 levels of municipal capability regarding the CoM were developed prior to developing the training agendas to identify and select COM SIGNs for each of types of the training activities.		
2.1.2	Developing **2** sets of standard questionnaires for cities to evaluate their ability to match certain level of municipal capability regarding the CoM (to be questioned and analyzed by WP3 experts)	* 3 sets of questionnaires to identify level of CoM capability for signatory/potential signatory	2 sets of questionnaires to identify level of CoM capability for signatory/potential signatory were developed, disseminated and afterwards collected for further analysis and basing the agendas of future trainings on the needs and expectations of the Signatories.		
2.1.3	Developing a model road map and demo toolbox on setting up local energy management system for municipal buildings in accordance with ISO 50001 and web-based energy, comfort and weather statistic (database)	* 1 Model Road Map on setting up energy management system for municipal buildings * Selection of free tools or low cost tools (identified by WP3) to illustrate/activate such road map in process of training of potential/actual signatories that are not matching first COM capacity level	the roadmap of setting Energy Management system in COM Signatories was developed basing on ISO 50001 international standard and the list of free tools for monitoring was offered.		List of free tools for Energy Monitoring was offered to the COM SIGNs for their choice on EECU website. Taking into account that a big number of COM SIGNs in COM-East area are already implementing their SEAPs for 2 and more years the quite urgent issue appeared regarding availability of Russian version of JRC Reporting Guidelines on SEAP and Monitoring. The mentioned Guide was translated, proofread, laid out and uploaded to the website for downloading in pdf format: http://www.soglasheniemerov.eu/IMG/pdf/book-2.pdf.
2.2	**Capacity on National/Territorial Level**				
2.2.1	Development qualification requirements for national/territorial COM experts and communicating them to actual or potential CNC and CTC for appointment of most appropriate staff preson to play the role of National/Teritorial Covenant Expert (NCE/TCE)	* List of qualification and skills requested * Distribution list of invitation letters * List of appointed NCE/TCE	During the first two years of the project the work within this subtask was focused on establishing good relations with the governmental institutions (ministries, agencies, regional administrations) that could become potential COM Supporters (CNCs, CTCs), signing Memorandums of Understanding (MoU) with them and selecting National Experts – persons employed in these institutions that could be trained for providing further help to the COM Signatories on the national level, serving as national COM capacity and helpdesk for the issues connected with Covenant. It was decided that from each country 2 National Experts (NEs) should be selected and trained for the mentioned functions. After the development of relevant selection criteria 17 out of 22 planned experts were selected.	Due to the frequent changes of staff in the state institutions the project faced lack of sustainability in the issue of the trained persons as majority of them were made to leave their positions. The concept therefore was transformed into more focus on potential CNCs/CTCs. DG ENER started to sign Agreements with these institutions instead of MoUs and their representatives were trained together with COM Signatories during national and/or regional trainings.	
2.2.2	Involvement of NCEs/TCEs to the process of preparation, organization and conducting the trainings for SIGNs, webinars and study visits	* 13 sets of training materials, 13 training agendas, 13 webinar agendas, 4 study visit programs, 17 event reports	As it has been stated above, firstly the persons supposed to be NCEs/TCEs, later - representatives of CNCs, CTCs and CSs took part in all training events and study visits. Some of them (mostly from Ukraine) were participating as training experts.		the mentioned experts took part in all 38 training events and 4 Study visits (instead of preliminary planned 13 trainings and 4 Study visits)

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
2.3	**Trainings**				
2.3.1	**Programmes and materials**				
2.3.1.1	Development of program and materials for "pre-Covenant training" on adoption of local energy policies and formation of energy management systems (for cities that did not match any CoM capacity level)	* Model of training programme * Training materials	Before each training the concept of the event was developed together with draft agenda and other materials that were sent for approval within IR procedure. Training materials (such as e.g.Guidebook "What the city must do to become the successful participant of Covenant of Mayors" (available in Ukrainian, Russian, Georgian and English), Case Studies of Ukrainian and Georgian successful COM participants (the same languages), Brochure "Covenant of Mayors" (in Russian or national language), Official text of Covenant of Mayors (the same), Guides for BEI and SEAP Development, Methodologies and Tools for BEI and SEAP Development - were disseminated among all participants during the trainings (7 events) and available for download.		Guidebook "What the city must do to become the successful participant of Covenant of Mayors" (available in Ukrainian, Russian, Georgian and English), Case Studies of Ukrainian and Georgian successful COM participants (the same languages) were developed within implememntation of COM-Grant project and offered to COM-east project within the synergy and cooperation between EU-funded projects. Due to the high dynamics of growth of the number of COM SIGNs in Ukraine it was decided to conduct additionally 19 regional initial trainings in 19 Ukrainian regions - so 19 agendas were additionally developed.
2.3.1.2	Updating BEI/SEAP training programmes for signatories that are matching first COM capacity level (based on COM-East, COM-Grant and JRC materials)	* Updated model of training programme * Training materials	All agendas were tailored and updated in regard to the region/country specificy, level of knowledge and experience of the representatives of COM SIGNs (obtained within surveys disseminated in advance). Ttraining materials (set almost the same as listed above) disseminated among all participants during the trainings (10 events) and available for download.		
2.3.1.3	Adapting of training programs and materials developed by WP4 for the SIGNs that are transforming SEAPs to investment projects	* Adopted training programs and materials	The agenda and relevant materials for this kind of training has been especially developed within cooperation of WP2 and WP4 teams with regard to the level ofknowledge and experience of the representatives of COM SIGNs that submitted SEAPs.		
2.3.2	**Organising trainings**				
2.3.2.1	Conducting regional/national trainings for potential/actual Signatories that did not match first level of CoM capability criteria (identified in framework of WP3 in process of questioning/monitoring) and for newly adopted CTCs (representatives)	* 4 training agendas * 4 lists of participants * 4 sets of training materials * 4 sets of evaluation sheets	Before each training the concept of the event was developed together with draft agenda and other materials that were sent for approval within IR procedure. Training materials (such as e.g.Guidebook "What the city must do to become the successful participant of Covenant of Mayors" (available in Ukrainian, Russian, Georgian and English), Case Studies of Ukrainian and Georgian successful COM participants (the same languages), Brochure "Covenant of Mayors" (in Russian or national language), Official text of Covenant of Mayors (the same), Guides for BEI and SEAP Development, Methodologies and Tools for BEI and SEAP Development - were disseminated among all participants during the trainings (7 events) and available for download. List of participants were signed by them each day of the training . In the end of the event each participant had to fill the Evaluation form and submit it to the experts. The agenda, event report, list of participants and aggregated evaluation form of each training were submitted to the Commission as Annexes within each 6-month report.		7 initial trainings (instead of 4 planned) were conducted. Besides that, due to the high dynamics of growth of the number of COM SIGNs in Ukraine it was decided to conduct additionally 19 regional initial trainings in 19 Ukrainian regions.
2.3.2.2	Organization of 5 regional/national trainings on BEI / SEAP development (*for Signatories that passed criteria for the first CoM capacity level)*	* 5 training agendas * 5 lists of participants * 5 sets of training materials * 5 sets of evaluation sheets	Before each training the concept of the event was developed together with draft agenda and other materials that were sent for approval within IR procedure. Training materials (such as e.g.Guidebook "What the city must do to become the successful participant of Covenant of Mayors" (available in Ukrainian, Russian, Georgian and English), Case Studies of Ukrainian and Georgian successful COM participants (the same languages), Brochure "Covenant of Mayors" (in Russian or national language), Official text of Covenant of Mayors (the same), Guides for BEI and SEAP Development, Methodologies and Tools for BEI and SEAP Development - were disseminated among all participants during the trainings (10 events) and available for download. List of participants were signed by them each day of the training . In the end of the event each participant had to fill the Evaluation form and submit it to the experts. The agenda, event report, list of participants and aggregated evaluation form of each training were submitted to the Commission as Annexes within each 6-month report.		10 technical trainings were conduvcted instead of 5 preliminary planned
2.3.2.3	Organization of regional/national trainings for transforming SEAP into catalog of investment projects (*for Signatories that have got to the second CoM capacity level)*	* 4 training agendas, * 4 lists of participants, * 4 sets of training materials, * 4 sets of evaluation sheets	The agenda and relevant materials for this kind of training has been especially developed within cooperation of WP2 and WP4 teams with regard to the level ofknowledge and experience of the representatives of COM SIGNs that submitted SEAPs and the training was conducted by experts involved in both WP2 and WP4. - were disseminated among all participants during the training and available for download. List of participants were signed by them each day of the training . In the end of the event each participant had to fill the Evaluation form and submit it to the experts. The agenda, event report, list of participants and aggregated evaluation form of each training were submitted to the Commission as Annexes within each 6-month report.	Only one training of this kind was conducted within WP2 activities. During the Steering Committee it was decided to shift this subtask to WP4.	
2.3.3	**Establishing on-distance follow up consultancies in form of thematic webinars after trainings**	* 13 webinars agenda and presentations materials * 13 lists of participants	All training events of all types had on-line follow-up consultation options during which participants could obtain additional information, advises and/or consultations.		38 follow-up consultations were provided instead of 13 preliminary planned.
2.3.4	**Dissemination and analysis of questionaries about quality of guidelines developed by JRC and/or COMO-East to to municipal representatives before and after they invited to COMO-East trainings**	* 13 circles of questinarie dissemination (developed by WP3) and analisis befor and after each training.		This subtask as one from the newely proposed remained under initial development and is supposed to be completed in the next project.	

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
2.4	**Study visits and internships**				
2.4.1	Organisation of 4 study visits for Signatories to advanced local authorities (in EU and non-EU countries)	* 4 visit programmes * 4 list of participants * 4 sets of evaluation sheets	In accordance to the plan, 4 Study Visits took place, namely: Växjö on April, 24-26,2013; EU SEW in Brussels on June,24-27, 2013; three Ukrainian cities on July, 15-19, 2013 (in synergy with MODEL-CIUDAD and COM-Grants); Riga,shifted to Brussels on April,24-26,2014. The detailed description of all events is in the Technical report. The agenda, event report, list of participants and aggregated evaluation form of each Study Visit were submitted to the Commission as Annexes within each 6-month report.		
2.4.2	Short-term exchange programmes "Signatory-to-Signatory" (target group: energy managers)	* Concept and agendas of exchange programme (planning for at least 6 months) approved by both parties, * Feedback reports of visitors	This taslk has found the best realization and application in Central Asan Region. For each short-term internship/exchange program the concept, draft agendas and list of potential beneficiaries was developed and sent for approval within separate IR procedure. Three of them took place within the second half of the Project implementation. First three-week visit for this kind of consultations took place in summer, 2014 to Tajikistan signatory of Somonion within synergy between COM-East and DACO COM Grant project that resulted in submitting SEAP. The second round of the Local face-to-face consultations in Kazakhstan was conducted on February 22 - March 3, 2014, and covered three latest signatories of the Karaganda region of the Republic of Kazakhstan (RK): Karaganda, Zhezkazgan, and Temirtau – joined the Covenant of Mayors (CoM).. The next two-week consultation program was developed with updating of the previous one for Kyrgyz COM Signatories Osh, Talas and Bishkek in cooperation of KE Tatiana Shakirova and WP2 team. The program was conducted by Dr. Sharifov on April, 15-25, 2015. The lists of participants, their feedback regarding the events and agendas were included to the reports.		
2.5	**Covenant Networking and Twinning**				
2.5.1	Encouraging and facilitating establishment of national/territorial Covenant Clubs with support of CNCs/CTCs	* List of Club initiators on side of COM Signatories and CNC/CTC side * List of actual/potental COM Club founders * Minutes of foundation meetings of CoM clubs	First COM Club in post-Soviet area appeared in Lviv Region in February,13. All foundation documents (list of founders, minutes of kick-off meetings and list of Board) were submitted to the relevant 6-months report. Since its foundation Club has 6 official meetings.		
2.5.2	Establishing "Covenant twinning-Local" SIGN to SIGN or Club to Club *(around setting up local energy management system for municipal buildings, SEAP development and implementation, etc).*	* Concept note on twinning principles * List of the pairs matched * Twinning plans * List of joint actions implemented	The concept was developed and submitted for approval. First attempt of launching such twinning was made in early 2014 between Kamyanets-Podilskyy (UA) and Besancon (FR).	As one from the newely proposed remained under initial development and is supposed to be completed in the next project.	
2.5.3	Establishing "Covenant twinning - National" for COM supporting institutions	* Concept note on twinning principles * List of the pairs matched * Twinning plans * List of joint actions implemented	The concept was developed and syubmitted for approval. WP2 team has signed 6 Memoranda of Understanding and Cooperation with COM Supporting Structures in Moldova, Georgia, Armenia and Kazakhstan (COM-East countries) and 4 MoUs with other international partners from EU countries with the aim to enforce the COM supporting network for possibilities of “energy twinning”, more effective experience exchange, etc.	As one from the newely proposed remained under initial development and is supposed to be completed in the next project.	
WP 3	**HELPDESK FUNCTION**				
3.1	**General Helpdesk**				
3.1.1	Training for CoM East staff by CoMO/JRC on the adapted methodology	* Agenda of training received on methdology (modified guidelines, reference data tool, feasibility module) * Training materials	1) CoM training on methodology, developments and challenges in the region (COM methodology and applicable developments for the region) organized on 17 July 2012 in Lviv, Ukraine; 2) Technical meeting for the development of capacity building of Helpdesk (adapted methodology, reference data tool) held on 3 April 2014 (Tbilisi, Georgia). Training materials disseminated to the team.		
3.1.2	Assistance to all potential or actual Signatories, CNCs, CTCs and CSs on general issues (how to join, how to report, ets)	* Register of contacts and actions * Set of Adhesion Forms submitted * Set of MOU, CNC/CTC/CS agreements signed up	1) Contacts are registered regularly. 2) Set of 207 adhesion forms submitted. 3) Set of 7 CNC, 9 CTC and 12 CS agreements were duly filled out, signed up and officially registered.		
3.1.3	Monitoring Signatories' and potential Signatories' data	* Complete database of Signatories/Potential Signatories, always up to-date * Display of Signatories' status on website	1) Database of Signatories/CNC/CTC/CS is completed and regularly updated: https://docs.google.com/spreadsheets/d/1CJ3ydG8bTDDCSnea3L3HcNDfZcZtOGqRIF1AM8gfnSE/edit#gid=0; 2) Signatories' status is displayed on website and updated.		
3.1.4	Monitoring data for potential and actual CNCs, CTCs, CSs and other stakeholders	* Complete database of CoM non-municipal participants up-to-date * Display of COM participants' status on website	1) Database of CoM non-municipal participants is updated: https://docs.google.com/spreadsheets/d/1vcyZ7PFmYC-7gd070BiqbElsh931R19MkM6wp86EenA/edit#gid=0; 2) Status of COM participants is displayed on the website and updated periodically.		
3.1.5	Translation support for communication of COMO and the Commission with signatories, potential signatories and other Covenant participants in COMO-East countries	* Register of most relevant translated messages (date, subject, from, to)	* Relevant translated messages from Commission were registered and clarifications were provided.		

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
3.2	**Technical Helpdesk**				
3.2.1	Coordination and organisation of the Practitioners Group work and regular feedback to JRC	* Organisation of (at least one) meeting with the practitioners to discuss the guidelines, reference data tool, feasibility module, monitoring framework. * List of practitioners and technical workshops' presentations * E-mail list with practitioners	1) Two meetings with the practitioners organised (01-02/03/2012 and 01/04/2014). Guidelines, reference data tool and monitoring framework were presented and discussed. 2) List of 28 practitioners created. Workshop presentations available at the website in the section "Practical and training materials": http://www.soglasheniemerov.eu/Prakticheskie-i-treningovye,1851.html 3) E-mail list of all practitioners created.		
3.2.2	Regular adjustment of technical FAQs	* FAQ updates reported every 6 months * Updated list of FAQs in Russian / Ukrainian / Georgian… to be translated into other languages upon request	1) FAQ section of the website updated regulary (every 3 months). 2) Russian page of FAQ section upated and brought into complaince with the English page. Reporting on all sections updated developed. Availability of FAQs: http://www.soglasheniemerov.eu/CHastye-voprosy.html		
3.2.3	Technical assistance to all Signatories in the SEAP development and submission (including the assistance for feedback reports)	* Register of the main assistance actions * Set of written recommendations from Helpdesk * List of submitted SEAPs (from the database)	1) Main assistance actions were registered. 2) 76 SEAPs submitted in 8 countries: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Moldova, Tajikistan, Ukraine.		1) 'Baseline data collection template' was developed by WP3 team per request of municipalities. The reason: facilitation of data collection process and BEI calculation for further SEAP development. 2) The following list of technical materials were adapted to Covenant -East region and translated into Russian: 1. Reporting Guidelines on SEAP and Monitoring, 2. What has changed in the SEAP template? Quick guide to the migration phase, 3. Quick Reference Guide – Joint Sustainable Energy Action Plan, 4. Quick Reference Guide – Grouped SEAP analysis, 5. Manual for Signatories, 6. SEAP Submission & Verification Processes ppt. Availability of these documents in Russian make the work of municipalities easier. 3) The signatory-to-signatory ad-hoc online technical assistance and practical experience exchange platform between advanced signatories and signatories with limited local capacities proposed by the WP3 Team in order to assist the latter group of municipalities with development of BEI and SEAP as well as to facilitate development of local capacities was successfully "tested" during development of SEAP for the Municipality of Tsaghkadzor. Thanks to the support received from the Helpdesk and advisory consultations provided through the signatory-to-signatory assistance the municipality finalized the SEAP in late September. 4). Establishment of cooperation platform- The cooperation platform is an e-mail discussion list targeted at signatories of the Covenant of Mayors East region from the former East Bloc and post-soviet countries. These municipalities share a common history and former administrative structure, which influence the operational framework of these local authorities until today. The cooperation platform gives signatories the possibility to exchange with each other on the topics of SEAP elaboration and implementation. It should especially enable beginners to receive advice from frontrunners. The cooperation platform enables to send messages to everybody who has subscribed to the platform. Everybody who has subscribed to the platform can respond.
3.2.4	Technical assistance to Signatories in the monitoring process / developing implementation reports	* Register of assistance actions, * List of implementation reports submitted	1) Assistance provided to the number of cities who started monitoring reports' development: Lviv, Vinnytsia, Lutsk, Dolyna, Myrhorod, etc. 2) Two Ukrainian cities submitted monitoring reports: Pervomajsk and Voznesensk. Reports are available here: (http://www.eumayors.eu/actions/monitoring-action-plans_en.html?city=Search+for+a+Monitoring+Report&country_seap=ua&population=&latest_submission_year=&co2=).		
3.2.5	Reference data tool integrated into trainings	* Manual for the data reference tool * Data reference tool integrated into the WP2 capacity building trainings * Standard presentation	1) Manual for the data reference tool developed, translated into Russian and placed at the website; 2) Data reference tool was integrated into the WP2 capacity building trainings; 3) Standard presentation developed, uploaded on the website and delivered to a number of signatories and practitioners.		
3.2.6	Technical assistance to Territorial Coordinators and Supporters	* Registered assistance actions * Selection of Covenant Action Plans developed with the help of CNCs, CTCs, CSs	1) Assistance actions were registered and were related to the following issues: adhesion to the Covenant as CS, CTC, CNC; support in filling out and submission of Partnership agreements; development of plan of activities as CTC, CS, CNC;		
3.3	**Support in SEAP development, evaluation and monitoring**				
3.3.1	Explanation of the evaluation process	* Powerpoint presentations on SEAP submission and evaluation process	1) Powerpoint presentation on SEAP submission and evaluation process adapted, translated into Russian and placed at the website in the section "Library".		
3.3.2	Support to JRC in adaptation and translation of monitoring guidelines in Russian/ Ukrainian/ Georgian + other languages upon request	* Translated guidelines in Russian/ Ukrainian/ Georgian + other languages if relevant	1) Reporting guidelines for SEAP and Monitoring are translated into Russian and placed at the website in section "Library".		
3.3.3	Translation of JRC feedback reports on SEAPs in original language of signatory	* Translated of requested reports	1) Requested reports were translated.		
3.3.4	Advice on content of feedback reports upon request	* Set of written recommendations from Helpdesk	1) Regular liaison and skype talks were preferred		

CoMO-East Work Programme					
WP	**TASKS**	**DELIVERABLES AS PLANNED**	**DELIVERABLES COMPLETED**	**DELIVERABLES NOT DONE**	**NEW DELIVERABLES DONE IN ADDITION**
3.4	**Support to the projects financed by CoM Grant Component**				
3.4.1	Assisting CoM Grant beneficiary cities funded under the CoM grant component	* Records of consultations (date, project, organisation, person, contact data, topic…)	1) Consultations made via e-mail and per request of the cities.		
3.4.2.	Communicating the achievements of the CoM Grant projects and disseminating their results	* Articles, presentations, etc. * Promotion of the best examples from the CoM Grant projects via the 'Clearing House'	1) Articles on CoM Grants were published at the CoM website; 2) Best example of the COM Grant project was promoted via 'Clearing House'.		
3.4.3	Events to provide exchange opportunities with CoM Grant projects activities	* List of events * List of participants * Presentations	1) Three coordination meetings (January 2012, February 2013, Nov. 2014) were organised and held with CoM Grant projects; 2) List of 8 participants created. 3) Presentations collected and disseminated via e-mail group of CoM Grants' representatives: synergies-east@lists.eumayors.eu		
3.5	**Financing advice**				
3.5.1	Financing advice to advanced Signatories and Coordinators on development of investment projects for SEAP implementation	* List of advise requests * List of the key needs identified by signatories and coordinators	1) List of advice requests was summarised. 2) Key needs were identified by signatories and coordinators in cooperation with WP4 team.		
3.6	**Local sustainable energy information / clearinghouse**				
3.6.1	Identifying and reviewing available tools and internet based services (software fiches) supporting BEI/SEAP development and implementation (including municipal energy management and investment functions) in CoM East countries	* Information package on the available tools and services (printed and on-line)		The task was postponed for the next period.	
3.6.2	Creating "Clearing house" at CoM-East website with: * Best practices in SEAPs development and feasible measures * Analysys of common mistakes in SEAPs * Best practices in developing bankable projects and attracting funds for SEAP implementation * First examples on monitoring and the implementation reports	* Clearing house page on the CoM East website	1) Two sample SEAPs (Rustavi, Somoniyon) were identifed jointly with JRC, translated into Russian and placed on the webiste. 2) Annex to the Guidebook "How to develop SEAP in EaP and CA cities"- "How to avoid typical mistakes?" developed in cooperation with JRC, translated into Russian and placed at the website in the section "Library".		1). Workshop in the framework of Climate Alliance Annual International Conference (April 2015, Dresden) - "Covenant of Mayors: Exchanging good practice on energy efficiency and security in post-soviet and former east bloc countries". Municipalities often have little possibility to share the challenges they face and solutions they have come up with. The workshop “Covenant of Mayors: Exchanging good practice on energy efficiency and security in post-soviet and former east bloc countries” provides this possibility.
WP4	**SUPPORT TO DONORS' COORDINATION FOR SEAP's SECTOR-WIDE APPROACH**				
4.1	**Liaison with donors, the most active signatories and existing initiatives**				
4.1.1	Inventory of stakeholders and their activities	* Quarterly updated inventory of stakeholders for technical assistance and financing support of Signatories	* Regularly updated inventory of donors (Excel table for internal use, info dissemination via events) *11 country fiches - inventory of stakeholders and initiatives (published on the website, dissemination via events) * Information on stakeholders and their activities regularly shared with signatories via e-mails, workshops, meetings, website * Minutes of meetings with stakeholders (several meetings took place, minutes for internal use) * Netvibes webpage of donors in English linked to the CoM East website (published on the website)		
4.1.2	Information of stakeholders about CoMO-East	* Quarterly updated distribution list * Minutes of national donor coordination meetings	* Regularly updated inventory of the most advanced SEAP actions and other implemented sustainable energy projects (inventory developed and updated 3-times > call for pilot cities' priority SEAP actions)		
4.1.3	Establishment of 11 identification fiches	* Fiches available on paper and CoMO website	* Inventory of existing initiatives (included in the Inventory of donors and Country fiches) * Minutes of meetings with representatives of existing initiatives and organisations (several meetings took place, minutes for internal use) * Information on other initiatives' activities, tools and funding provided to CoM signatories via e-mail, workshops, website		
4.2	**Develpoment and testing of support tools related to SEAP financing**				
4.2.1.	Analysing software tools	* Analysis of software tools with a comparative evaluation table	* Analysis of software tools with a comparative evaluation table		
4.2.2.	Testing of IFA application & recommended software tools	* At least 4 trainings for the 4 to17 most advanced demo municipalities with submitted SEAPs * IFA application tested by the 4-17 most advanced demo municipalities (IFA filled out) * Software tools tested by the 4-17 most advanced demo municipalities (fin. calculations completed)	* 3 trainings for the 22 most advanced demo municipalities with submitted SEAPs * IFA application tested by 22 most advanced demo municipalities (IFA filled out) * Software tools tested by 22 most advanced demo municipalities (fin. calculations completed)	1 training for the most advanced demo municipalities was not done because of lack of time, however, more than 60 individual consultations (via phone, e-mail, Skype, personal meetings) were provided to demo-municipalities.	More than 60 individual consultations (via phone, e-mail, Skype, personal meetings) was provided to demo-municipalities. IFA tool was revised and updated by NKE and translated to Russian and Ukrainian languages.
4.2.3.	Guidelines and training programme on development of bankable projects	* Guidelines * Training programme	* Guidelines * Training programme		
4.3	**Matchmaking activities**				
4.3.1	Organisation of working meetings	* 4 Working meetings (physical or web-conferencing) between IFIs and demo municipalities *Participation of demo municipalities/WP4 team in other relevant meetings with IFIs	* 3 Working match-making meetings (physical) between IFIs, donors, national institutions and initiatives, demo municipalities *Participation of WP4 team in other relevant meetings with IFIs		
4.3.2	Participation in other relevant meetings organised by IFIs	* Participation of demo municipalities / WP4 team in other relevant meetings with IFIs	* Participation of WP4 team in other relevant meetings with IFIs		
WP5	**COORDINATION, MANAGEMENT AND REPORTING**				
5.1	Kick-off meeting	* Agenda, Minutes	* Agenda, Minutes (1)		
5.2	Inception Report	* Report	* Report (1)		
5.3	Inception Steering Committee meeting	* Agenda, Minutes	* Agenda, Minutes (1)		
5.4	Progress Reports	* Reports	* Reports (7)		
5.5	Steering Committees	* Agenda, Minutes	* Agenda, Minutes (6)		
5.6	CoM East office coordination and management				

4.3 KEY OBSTACLES

During the implementation of the CoMO East contract we faced some obstacles (■) which we tried to overcome in the best possible way (---> *Solutions*):

WP1

■ For historical/cultural/geo-political reasons Russian as a common language is not well seen by the target group in all countries.

---> Whenever possible most of the information should be provided in national languages.

■ Targeted information needs to be embedded in the local context.

---> Hiring local communication experts with a good knowledge of the national situation might help increase the effectiveness of the communication actions.

■ Access to online information was difficult for national stakeholders: on the same website, general information in the national languages and more dynamic information (blog, agenda etc.) as well as some methodological documents were available in Russian only.

---> Outsourcing specific national information (methodology, funding information, etc.) and embedding them in national websites (e.g. CNC) should make it clearer and provide easier access.

WP2

■ The task of achieving sustainability of Covenant support on national level was not achieved in the full scale due to the lack of political will and/or quick staff turnover.

---> It is actually very important to work as closely as possible with the first persons representing the CNC as their position is usually more sustainable and their orders are obeyed within a management system that is still essentially focused on the power vertical management.

■ Some CoM Signatories were suspended also due to the incomplete understanding of possible CoM advantages and lack of political will on the decision making level that led to inappropriate attitude to the Covenant commitments, wrong planning and conduction of work on SEAPs, irrelevant persons on the key positions within implementation of COM steps etc.

---> More personalized support and advice may lead to better understanding from the mayors or elected representatives. However, ensuring that qualified / trained municipal staff stays on a long-term position will probably be rather difficult.

WP3

■ Poor knowledge and capacities of municipal staff revealed as being one of the major difficulties.

---> In addition to the training workshops that were organised, it could be worth trying to organise regular webinars on different Covenant thematic topics: BEI, SEAP, development of business plans, etc. It could indeed create more frequent short rendezvous thus creating a regular link with the municipal experts. The videos of such webinars could also be made available on the website in the "Videotheque" section thus enabling any city representative to improve their knowledge whenever needed.

■ The role of the CNC and CTC was lower than expected as they did not really bring their commitments to life.

---> More capacity-building work should probably be done to encourage CNCs and CTCs to provide more pro-active and practical support to their municipalities. Making CNC/CTC progressively more aware and skilled should help them take their responsibilities and support their municipalities more effectively i.e. in the way of a real regional or national helpdesk or support centre.

WP4

■ Lack of technical assistance for the preparation of bankable projects and loans for small-scale investments such as those provided by NEFCO (only active in Ukraine at the time of the project).

---> Whenever possible, both the helpdesk and the financial non-key experts provided support in the form of personalised advice, trainings, workshops and match making events. However, it was not always possible to go into the very details of each city's projects.

■ IFIs (e.g. EIB, EBRD) support only large infrastructure projects (min. 5 million EUR).

---> It would be desirable that more specialised funds and programmes supporting small scale projects are being developed in the future either by the donors or at national level (similar to E5P, NEFCO, Demoukraina).

■ Legal barriers for borrowing money (debt limits, limited number of sovereign loans) limited the panel of solutions to grants and budget transfers from national to local authorities unless IFIs and donors would offer to take non-sovereign guaranteed loans.

---> It would therefore help to sensitize and influence ministries / national governments even more so that they mobilise their support for local small-scale investments (via legislative changes, setting up of support schemes, etc.).

■ Lack of human capacities in the municipalities to design and implement the projects, frequent staff turnover, lack of cooperation between different city departments (mainly energy-finance).

---> Personalised intensive trainings, possibilities for peers to exchange experience and share / transfer their knowledge, platform for the cities to meet with key stakeholders (financing institutions, national government, private sector, etc.) could help overcome some of these difficulties.

CONCLUSION

Lessons learnt and how to build on the initial success?

This first service contract enabled both, to raise awareness on the Covenant of Mayors initiative and to support the first signatories fulfilling their commitments in terms of SEAP development and for the few most advanced cities also in terms of financing and implementation.
However, in order to build up on this initial success it is of utmost importance that further support is provided to develop and enrich the Covenant of Mayors initiative.
The following lessons learnt from this first experience along with some recommendations can hopefully contribute to a possible follow up.

As a general objective any future CoMO East project should aim at **reinforcing the national activities and stakeholders** with a view of enhancing future sustainability and autonomy of the process. It is indeed essential that the stakeholders of each country can progressively take over the animation and running of the initiative.

Thanks to its **visibility and communication** actions, the Covenant of Mayors East has become better known in expert circles than it was before and has been mentioned in media throughout the 11 countries. Promotion efforts were continuous and as targeted as possible. Channels were adapted to local needs thanks to the four key experts.
However, WP1 work would have been even more efficient if PR experts based in each country could have supported the promotional work. What makes any communication and promotion efforts most efficient are specific language skills, knowledge of the cultural setting as well as already established contacts with institutions and media in the country.
An overall communication expert with project management experience and coordination skills as well as a long experience in communicating sustainable energy issues in EaP countries could have fostered decentralized communication and promotion activities.

Supported by a pool of country communication experts, s/he could indeed have been the one who can ensure that communication work is coherent across all Covenant of Mayors East countries.
With the exception of major international events, we have realised that the initiative only gets on the media agenda if it is presented under a very local or national perspective. Too general information which is meant to arouse the interest of media representatives in several countries at once is not relevant.
Ideally, it would need:

- editors who can witness about the Covenant on the ground with the knowledge of the insider,
- persons who can establish direct and trustful relations with the national media.

Different activities could be organised such as:

- Organise media trainings with communication country experts and/or PR experts from CNCs/CTCs/CSs to explain the Covenant and its objectives, the main energy and climate topics, basics (if needed) on media relations, social media, media monitoring, etc.
- Work in constant and close relation with the communication departments of the CNCs/CTCs/CSs as they have their own access to press and media in each country.
- Provide them with regular information and/or ready to use communication materials such as press releases, thematic brochures, interviews with CoM decision-makers, short videos, etc.
- Invite them to events organised by CoMO East and monitor their feedback.

In terms of **capacity-building** the following actions worked rather well and should probably be continued:

- initial trainings for candidate and new signatories;
- technical trainings (on BEI and SEAP development);
- study visits;
- face-to-face and follow up consultations;
- regional seminars on CoM issues (for potential signatories and CTCs).

The following findings for further improvement have been identified:

- Different municipalities require different amount of investments of time, efforts and capacity.
- SEAP is not the main motivation tool for the municipality; it has to be incorporated into general municipal planning and energy policy.
- A more active involvement of CNCs/CTCs/CSs in conducting the capacity building activities would help them to appropriate the methodology and hopefully replicate more autonomously.
- Specific support to suspended signatories (upon request).

However, the concept of national experts acting as an advisory group to the overall initiative did not meet our expectations mainly because such experts are difficult to identify in the respective ministries, don't stay very long in their position and dedicate themselves to merely national activities.

The **Helpdesk** was an essential asset as it enabled permanent support to the signatories and Covenant coordinators in terms of general, administrative and technical issues.
Ideally, covering all the necessities from signatories and CNCs, CTCs, CSs could be achieved by reinforcing the Helpdesk:

- A General Helpdesk would give the general information to the signatories about the commitments and different steps, the formal documents, etc.
- A technical Helpdesk would answer more specific questions related to the SEAP development and monitoring.
- A specific Helpdesk for CTNs, CTCs and Cs could support them in their willingness to support the signatories in their territory (national, regional, network).
- A coordination Helpdesk could provide common and coherent information, advice, templates, etc. to all CoMO East experts.

However, the role of the Covenant coordinators and supporters is crucial for the future development of the CoMO East and it is therefore needed to build up their capacities, support them in a regularly increased active role and ensure their autonomy in the future.

Tools such as the Reference Data Tool or the Data Collection Template revealed very useful for some municipalities, helping them in the development of the Baseline Emissions Inventory and should therefore further used and possibly also further developed.
Last but not least, more specific and easy to understand documents concerning the SEAP development and implementation and other different technical tasks could be welcomed.

Although quite successful, the **finance-related** activities (capacity building workshops, helpdesk, match-making meetings, IFA development, relations with banks/financing institutions, etc.) have also started too late to develop full effectiveness and the following ways for improvement have been identified:

- Organise COMO East internal training on financing issues to improve the common understanding of the team of experts in the field of finance-related issues in the target countries and exchange knowledge and experience.
- In each country a part-time financial expert should help signatories with the development of IFAs, provide personalized coaching and organise match-making activities:
  - Personalized coaching for the most active and motivated signatories and/or CTCs through visits to the city teams as the chances are higher to reach the right people in their home environment whereas only 1-2 persons can usually travel when workshops are organised.
  - Capacity building workshops for larger audience / for exchange of experience among pilot cities including the promotion of successful projects of the pilot cities; local authorities could be grouped based on their size or any other relevant criteria in order to bring together cities with similar financial situations.
  - Development and promotion of existing templates / guiding documents for SIGN on how to finance each sector (transport, buildings, RES, etc.) and bundle the projects into larger investment packages, how to do the fund raising (attract investors) for SEAP implementation, how to develop bankable projects, how to structure project financing, etc.
- Lead a national dialogue with all key actors (SIGN, CTC, Ministries, financing institutions) on barriers and drivers for the implementation of sustainable energy projects with a focus on small-scale projects.
- Set up and coordinate National Sustainable Energy Financing Platforms / Finance Working Group (FWG) in all target countries; the main features could be:
  - **Members:** SIGN, CTC, CS, national authorities, financing institutions, private sector and interested associations (e.g. housing associations)
  - **Objective:** analyse barriers and drivers for **small-scale** local sustainable energy investments, develop national roadmaps for removing the barriers and fostering the drivers
  - **Expected results:** new credit lines, national sustainable energy revolving funds for smaller projects, Special Purpose Vehicles (SPV), guarantee funds (e.g. IFIs could set up such funds to back citizens' initiatives – cooperatives, crowdfunding, etc.), legislative changes, new policies, funding programmes, innovative financing, organisational and partnership schemes, etc.

- **Organisation:** FWG could be piloted by the National and Financial Experts in each country; European experts could be invited to the meetings to share good practices (budget to be foreseen).

- Enlarge focus from commercial financing for big projects (IFIs) to grants (donors), non-commercial financing, innovative financing schemes (e.g. revolving funds, coordination of private stakeholders / citizens, cooperatives), PPPs (EPC, leasing), state financing, etc.
- Encourage signatories to submit good practice case studies (Benchmarks of Excellence), monitor their impact and communicate the success stories to national governments, private stakeholders and financing institutions.
  - **Benchmark database:** Identify projects successfully financed in the past – incl. their financial indicators (investment costs, IRR, NPV, simple pay-back period, financial sources used), technology used, energy and financial savings achieved, social / environmental / economic impact. Compile these to an on-line open source Benchmark Database / Catalogue of Business Plans.
  - **Project Pipelines:** Compile all future projects to an on-line open source national Project Pipeline Database. The first projects in the Pipeline could be those of the pilot cities which developed IFAs in COMO East 1.

Last but not least the **project overall management and coordination** could benefit from the following refinements:

- The Team Leader should be able to focus on the team management and project coordination without having to also implement the technical activities in one or more target countries.
- Long term non-key experts rather than key experts could allow more flexibility.
- Thematic WP leaders may be kept as this provides the best possible overview and consistency of the implementation.
- However, country experts should be appointed to be in charge of their country i.e. defining a strategy according to the national situation and needs, implementing it with the support of a pool of short-term non-key experts with various fields of expertise.
- Close cooperation between these country experts and CoM coordinators and/or supporters would help ensuring the future sustainability of the Covenant in each country. A good way to start such cooperation would be if such stakeholder could provide office space for free or limited rent.

The COMO East project is funded by the European Union.

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