



Poland

**Action Plan for Sustainable
Roll-out of Financing
Mechanisms**

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1. ABOUT E-FIX PROJECT

The private sector is expected to play an important role for reducing energy demand and reaching of energy targets. About 40 % of the final energy consumption of the EU-28 can be accounted to industry and services (public sector included). In the EU a combination of regulatory mechanisms and incentive schemes are used to trigger energy efficiency and renewable energy development in the private sector. Still, progress is slow and although energy efficiency and renewable energy projects offer a range of financial and non-financial advantages both for public and private actors, little is done to exceed minimum legal requirements. Main barriers for the realisation of private energy efficiency projects can be divided in barriers with regard to the development and implementation of energy projects, on the one hand, and barriers to access funds for financing innovative sustainable energy projects, on the other.

In the target countries of the E-FIX project there is considerable idle potential for energy efficiency and renewable energy products and services. However, both, potential energy project developers and financiers, to a large extent face barrier regarding the accurate assessment of energy project feasibility and achieving investment security.

The underlying approach considered by this project is that an innovative Energy Financing miX (E-FIX) is needed in order to access new sources of finance and facilitate an increased implementation of sustainable energy projects. The E-FIX project will trigger private investments using a mix of innovative financing mechanisms, to be specific: credit lines for energy performance contracting, crowdfunding models and leasing models for energy efficiency and renewable energy projects.

The overall objective of the E-FIX project is to prepare the European market – with a focus on countries of various EU enlargement rounds, as well as markets of countries, which have recently reached EU association status – for the intensified usage of these innovative financing mechanisms in the energy sector in order to facilitate the increase of investments in energy projects and services. The E-FIX project will thus initiate a comprehensive roll-out of energy financing mechanisms in the 6 partner countries (PL, CZ, AT, HR, AM and GE). The 3-dimensional roll-out will cover capacity building, strategy development and piloting of model solutions.

The E-FIX project will result in increased investments in sustainable energy projects in the partner countries as well as lay the groundwork for better-informed and equipped stakeholders. The trainings of these stakeholders will provide them with the capacity to act as E-FIX Ambassadors, multipliers to promote and implement the E-FIX approach. On a larger scale, the E-FIX approach will be disseminated EU-wide, activating dormant private finance thereby contributing to the general growth of the EU markets of energy technology and services as one step into the direction of a low carbon economy.



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2. OBJECTIVE

2.1. Objective scope and target values

Finance supports the economy by providing funding for economic activities and ultimately jobs and growth. Investment decisions are typically based on several factors, but those related to environmental and social considerations are often not sufficiently taken into account, since such risks are likely to materialise over a longer time horizon. It is important to recognise that taking longer-term sustainability interests into account makes economic sense and does not necessarily lead to lower returns for investors.

'Sustainable finance' generally refers to the process of taking due account of environmental and social considerations in investment decision-making, leading to increased investments in longer-term and sustainable activities. This Action Plan on setting up Energy Finance Competence Centre (EFCC) in the Mazovia Region, dealing with innovative finance, is part of broader efforts to connect finance with the specific needs of the regional economy for the benefit of the environment and our society. Specifically, this Action Plan aims to:

1. establish a contact point (EFCC) for practitioners, project developers, financing providers, and possible beneficiaries;
2. reorient capital flows towards sustainable investments and trigger innovative financing schemes in energy sector.

Objective 1

The overall objective of the Energy Finance Competence Centre (EFCC) is to develop a knowledge centre at Mazovia Energy Cluster (operated by Mazovia Energy Agency, MAE) in the field of energy efficiency. Its purpose is to increase investments of regional/national companies through the transfer of knowledge and new forms of collaboration in the field of energy efficiency and renewable energy. To achieve this the following activities will be undertaken: i) develop EFCC and increase external collaboration both nationally and internationally, to learn lessons, identify synergies and areas for cooperation; ii) knowledge dissemination (particularly to regional/ national SMEs) through seminars, workshops and business meetings with the purpose to increase innovation and new product development; iii) increase the number of companies involved in national/ regional research collaboration through targeted efforts, such as outreach activities of SMEs and joint visits to companies and research groups in the EU.

The establishment of Energy Finance Competence Centre is feasible in the Mazovia Region, the one with the biggest market potential and energy projects' opportunities. Due to its economic and political status (with the capital City of Warsaw) the region plays a trend-setter role in the country. Consequently, a competence centre dedicated to energy financing here gives the highest possibility of replication of best practices on other Polish regions.

Objective 2

Transforming Poland's economy into a greener, more resilient and circular system will not just reduce our environmental footprint on the planet and address existing inequalities. It will also boost competitiveness by improving the efficiency of production processes and reducing the costs of accessing and managing resources.

Investments into environmental objectives require a long-term orientation. However, current market practices often focus on producing high returns over a short timeframe. Therefore, a central focus of the action is to promote innovative financing models in financial and economic decision-making, so that investors can take better informed



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and more responsible investment decisions. In the long term, the project is expected to contribute to the creation of an open innovation arena for energy efficient community development leading to more jobs and businesses in the region, which will facilitate the transition to a low-carbon economy.

3. ACTIVITIES FOR ACTION PLAN IMPLEMENTATION

Objective 1: Establishment in Mazovia Region a contact point for practitioners, project developers, financing providers, and possible beneficiaries

An energy efficient society is recognised as one of the prioritised knowledge areas by the Development Strategy of Mazovia Region till 2030. The new knowledge might be provided through research, innovation and improved cooperation between companies and organisations on different levels, national as well as international. It will contribute to an improved climate for innovation within the region, new products and services, new companies and new jobs.

In a market characterised by multiple financial sources and different technologies available, a “one-stop-shop” concept is able to meet key needs for a large number of energy and investment companies. By professionalising and optimising energy investments across the region, customers achieve safe, efficient and uniform energy financing processes. In companies that have branches in several different countries or even different regions within the same country, the needs will naturally differ from place to place, and the EFCC can contribute with unique solutions when it comes to individual strategies and contracts in the particular region (here Mazovia).

A tailored solution in one region can also be combined with standard solutions in another region, making “one-stop-shop” a flexible product that can be adapted to the customer and not the other way around. Based on the information gathered in E-FIX project, legal analysis held by Mazovia Energy Agency (2019), there is an optimal organisational model to be applied for an energy competence centre in Poland - an institution that is either under the direct authority of Mazovia Energy Cluster or has been integrated into Mazovia Energy Agency. In practice most competence centres will be mixing different approaches together, but the Action Plan will focus on the first model only, elaborating on actions and tasks to be implemented.

The two main AP objectives are divided into 10 actions, each of which is divided into specific tasks. All those are detailed beneath, starting from the technical/ organizational part of EFCC establishment:

Action 1: Define innovation in energy financing

T1.1. A clear definition of innovation energy financing is the basis for the work of the competence centre. Without this definition one will not be able to access target audience or define key performance indicators (KPI).

T1.2. Based on the above definition it's needed to spell out what a competence centre is in the Mazovia Region case and how to replicate its results in the market.

The definition of the regional context will depend on the political and administrative situation in the region as well as the intended scope of envisaged actions. If innovation energy financing is a tool also towards the modernisation of the public sector, an agile institution and stakeholders to support this transition will be crucial.



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Action 2: Define the mission statement

T2.1. Define the key goals based on political aims or policies and other socio-economic triggers. You should be able to answer the following question: Why are you doing this? The answer should go beyond 'because there is a budget' and 'because I have been told to'. Take time in answering the question as it will provide the basis for many other decisions you will be making.

T2.2. Think of all the added values it can offer to the market and development policies in the region.

Many energy actors seek basic information and advice since their competences are limited to a restricted market domain. Consequently, EFCC might start its activities with a simple set of actions and tools available to clients, such as capacity building (financing instruments, market knowledge, legal knowledge, energy knowledge); helpdesk, permanent contact point; support for the pre-investment phase (needs assessment, market analysis, market sounding, market engagement); networking (via events or even online tools); showcase good practice examples.

Action 3: Set achievable goals for the first phase

T3.1. Start small and be realistic. Set achievable goals for the first phase. Consider supporting lighthouse projects at first (eg. those already in the E-FIX portfolio) using soft influences, not strict obligations. Also, harmonising activities at all costs may be counterproductive.

T3.2. Give stakeholders time to develop trust, even though this might not bring immediate results at first, it will support the sustainability of your actions.

T3.3. Also, make it fun, this way stakeholders and Ambassadors will be more motivated and have more ownership of the activities in your competence centre.

Existing competence centres are defined by a number of core common characteristics. These should be met to some extent to make sure the competence centre is an institution that can provide sustainable support in the long run. Having these characteristics not only helps competence centres to operate efficiently but also gives them credibility. This credibility will help attract investors and allow them to trust the advice given by the competence centre.

Action 4: Establish credibility (key components of the competence centre)

T4.1. The following core characteristics should be met/considered:

- personnel resources are allocated (on average between 4 and 6 full time equivalent);
- define the roles needed in your competence centre, such as procurement expert, communication expert, legal expert, project management support, stakeholder engagement officer, energy expert;
- budget is allocated (existing competence centres have a median annual budget of 200,000€);
- official mandate from the (regional/ national) government;
- regional character of the competence centre, i.e. the institution needs to be perceived as the one key actor in the field of innovative energy financing.
- cooperation agreements with key government actors and involving them as Ambassadors;
- networking relationships with energy actors and involving them as Ambassadors.



Project scope is the common understanding among stakeholders about what goes into a project and what factors define its success. The project's scope is made up of the functionalities or specifications outlined in the requirements. Scope defines the boundaries of the project, and if it is not actively defined and managed, the project will undoubtedly go behind schedule or over budget.

Action 5: State your ambition and scope

T5.1. With the basics covered you should now identify the “why” of the competence centre. The following questions can be used for guidance: Why are you setting up a competence centre for innovative energy financing? What political goals are associated with the centre? What societal goals are associated with the competence centre? Which policies can support and “trigger” your success with the competence centre?

T5.2. Beyond those questions of institutional identity, it can be useful to state the scope of influence you are expecting for the competence centre. RES and EE is a vast sector and it can be counter-productive and disappointing if you aim to change all of it. Instead start with a clearly defined section, governance level or product group which can serve as a lighthouse. Once you have achieved those goals you can broaden the scope of the competence centre.

Defining your target market is one of the most important tasks. It's the foundation of all elements of your marketing strategy, from how you develop and name your products or services, right through to the marketing channels you use to promote them. The better you understand your target market, the better you'll be able to target them (with relevant content, messaging, etc.).

Action 6: Define target group and set up database

T6.1. To develop the optimum set of supporting services for energy sector, you need to know who you are speaking to. Knowing your target group intimately will enable you to develop optimal services to support their needs.

T6.2. Based on the knowledge of your target group and which services should be provided, you need to set out to identify the right people to contact. Often you will start from scratch with basically no existing contacts. And even if you are able to access a national database with energy/finance personnel to help you get started, this does not necessarily mean that those contacts are ready and open to hear your message. Consolidating a reliable fund of contacts in your country will be a core task in the first year.

T6.3. Initially it will be important to contact multipliers (E-FIX ambassadors). These actors are at the centre of a larger network and will be able to disseminate the information about the competence centre quickly. Multipliers can be institutions and stakeholders, but the most efficient stakeholders are well-connected and respected energy officials. Identifying those and establishing a good relationship is the key.

T6.4. Beyond dissemination through multipliers, a wide-spread dissemination through various communication channels will reach a larger set of energy actors. Good opportunities for outreach are personal connections made at a kick-off event or a regional networking workshop organised by the competence centre.

A wide reach ensures that you are supporting as many members as possible. A large impact, on the other hand, means that the support you have offered to a public authority makes a meaningful, long-term difference to their day-to-day work. Services with a wide reach are often online and digital services, that are available on demand. Services with high impact are normally in-person and more individualised. Ideally, you want all services and support you offer to have the best possible combination of impact and reach.

Action 7: Define minimum set of services

T7.1. Throughout E-FIX discussions and workshops on the regional level a core and advanced services the competence centre should offer need to be defined.



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T7.2. With all offered services the main issues is to strike a balance between achieving a wide and/or deep reach, meaningful changes. This is represented by the struggle between resource intensive face-to-face activities and digital services.

Key Performance Indicators define factors (indicators) the institution needs to benchmark and monitor. Assessment techniques provide the mechanism for measuring and evaluating the defined factors to evaluate progress or impact. KPIs specify what is measured and assessment techniques detail how and when it will be measured. KPI is a measure used to define and evaluate how successful an organization is. Typically is expressed in terms of making progress towards its long-term organizational goals. KPI incorporates information on the sources, calculations and definitions for each measure and sets out the timetable for submission of data.

KPIs assist an organisation to define and measure progress toward organisational goals and objectives. Once an organisation has analysed its mission and defined its goals, it needs to measure progress towards those goals. KPIs provide a measurement tool.

Action 8: Set KPI's and evaluation standards

T8.1. To measure your progress and impact, a minimum set of key performance indicators (KPI) should be put into place. To review the KPI's regularly a corresponding evaluation system should be used.

T8.2. To ensure that your new competence centre runs for a long period of time, make sure that you have a continuous feedback loop set up with the institution responsible for the funding of the competence centre. And even if there is standardised feedback system, still give regular informal updates to the government so that officials feel ownership for the centre.

Objective 2: Reorientation of capital flows towards sustainable investments and trigger innovative financing schemes in energy sector

Mobilising private capital for sustainable projects, especially for energy infrastructure, is a prerequisite for the transition to a more sustainable economic model. The capacity to develop and implement projects, however, varies widely across the Polish regions and between sectors. Greater advisory and technical assistance would contribute to a larger pipeline of energy-oriented projects. Beyond large-scale infrastructure projects, the clean energy transition also requires adequate finance available for smaller-scale, distributed projects.

Building on the successful roll-out of financing mechanisms, a financial + energy advisory institution could provide financial support and related technical assistance to crowd private and public investments, including for sustainable infrastructure.

Action 9: Fostering investment in sustainable projects

T9.1. Building on the ongoing efforts to reinforce advisory capacity, including for developing sustainable infrastructure projects, further measures that will improve the energy efficiency.

T9.2. As a first step, a technical expert group on sustainable finance will be responsible, on the basis of the results of a public consultation, for assisting RES and EE projects in E-FIX portfolio.

T9.3. The expert group will explore the use of the Polish EE standards for certain financial products, to be applied on further projects to be collected and consulted within EFCC.

T9.4. Model of EPC contract to be developed to lead investors in innovative financing concepts.



The large public interest in RES and EE financing in Poland requires more innovative and vast promotion of alternative financing methods, combined with the information on key environmental, social and governance aspects and how risks stemming from them are managed. The importance of expert promotion and information standards is widely recognized in triggering long-term investments in energy sector. In this regard, consideration is needed about whether there could be more flexibility in energy consultancy and what specific adjustments would be more conducive to long-term investment.

Action 10: Strengthening sustainability, promotion and information

T10.1. EFCC will promote innovation and the development of best practices in innovating financing of RES and EE projects in the Mazovia Region.

T10.2. EFCC will set standards for energy financial instruments in the region and will help to explore energy projects' potential in the market.

T10.3. New standards for energy consultancy will be set.



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Table 1: ACTION PLAN – INNOVATIVE ENERGY FINANCING MECHANISM DEVELOPMENT IN THE MAZOVIA REGION, POLAND

Nr.	Objectives	Tasks & Activities	Success criteria	Time Frame	Resources/Responsibilities
1.	Establishment in Mazovia Region a contact point for practitioners, project developers, financing providers, and possible beneficiaries	Action 1: Define innovation in energy financing	Final definition of EFCC in the Mazovia Region context	IV Q 2020	MAE with the support of IPOPEMA will agree on the definition
		Action 2: Define the mission statement	Key goals defined	IV Q 2020	MAE with the support of IPOPEMA will set up the key goals
		Action 3: Set achievable goals for the first phase.	Achievable goals for the first phase agreed and a pipeline of the potential projects prepared	IV Q 2020	MAE with the support of IPOPEMA will set up goals for the first phase and after regional consultations will result in a pipeline of potential projects
		Action 4: Establish credibility	Allocation of the personnel resources and roles Set up budget Estimation of government support.	I Q 2021	MAE will lead the process



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Nr.	Objectives	Tasks & Activities	Success criteria	Time Frame	Resources/Responsibilities
			Development of energy actors' network		
		Action 5: State your ambition and scope	Institutional identity of EFCC Policies for the competence centre prepared and agreed on	I Q 2021	MAE responsible for an analysis on institutional identity of EFCC
		Action 6: Define target group and set up database	Defined target groups Ambassador lists with min. 20 institutions involved	I Q 2021	MAE with the support of IPOPEMA will define target groups and prepare Ambassadors database
		Action 7: Define minimum set of services	Core EFCC services described	I Q 2021	MAE with the support of IPOPEMA will define minimum set of services and decide on the resources
2.	Reorientation of capital flows towards sustainable investments and trigger	Action 8: Set KPI's and evaluation standards	Set of key performance indicators (KPI) prepared Evaluation standards implemented	II Q 2021	MAE and IPOPEMA prepare evaluation methods and KPIs



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Nr.	Objectives	Tasks & Activities	Success criteria	Time Frame	Resources/Responsibilities
	innovative financing schemes in energy sector	Action 9: Fostering investment in sustainable projects	Developed portfolio of the successful projects <ul style="list-style-type: none"> • 1,74 MWh of energy saved • 4,37 MWh renewable energy produced • 11 projects implemented with innovative financing mechanism (EPC) • 1,1 mio EUR investments into EE/RES sector EPC model prepared in accordance with Polish regulations	II Q 2021	MAE will the support of IPOEMA will develop project portfolio IPOPEMA will develop model of EPC contract
		Action 10: Strengthening sustainability, promotion and information	Promotion of EFCC – min. 5 press releases/articles, app. 5 promotional events	II Q 2021	MAE and IPOPEMA will promote EFCC in local media and at local events.



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2. MEASURING SUCCESS OF IMPLEMENTATION

Task	Target indicator	Method of measurement and validation
RES/ EE projects implemented with EFCC assistance (T9.2)	<ul style="list-style-type: none"> • 1,74 MWh of energy saved • 4,37 MWh renewable energy produced • 11 projects implemented with innovative financing mechanism (EPC) • 1,1 mio EUR investments into EE/RES sector 	MAE project register (project portfolio)
E-FIX multipliers' network (T6.3)	<ul style="list-style-type: none"> • 20 institutions involved in multiplication/ dissemination of results 	Number of Ambassadors; number of trainings and seminars held
Strengthening sustainability, promotion and information (T10.1)	<ul style="list-style-type: none"> • 5 press releases and articles • Communication tools implemented 	EFCC website, communication platform with investors/ incl. social media; communication plan approved; number of press appearances
Personnel resources (T4.1, T9.3)	<ul style="list-style-type: none"> • 4-5 persons in EFCC team 	Number of staff; number of external experts
Representation of interest towards policy makers, industry associations and the general public (T6.4, T10.1)	<ul style="list-style-type: none"> • 5 events held 	Number of events (also online); participation lists; networking activities
Associated scientific institution to back-up findings and track progress (T6.3)	<ul style="list-style-type: none"> • 3 institutions involved in promotion of innovative energy financing mechanisms 	Number of cooperation agreements signed
Key performance indicators, evaluation and monitoring tools (T1.1, T8.1)	<ul style="list-style-type: none"> • 5 KPI set 	Monitoring and evaluation plan



3. IMPLEMENTATION STRATEGY

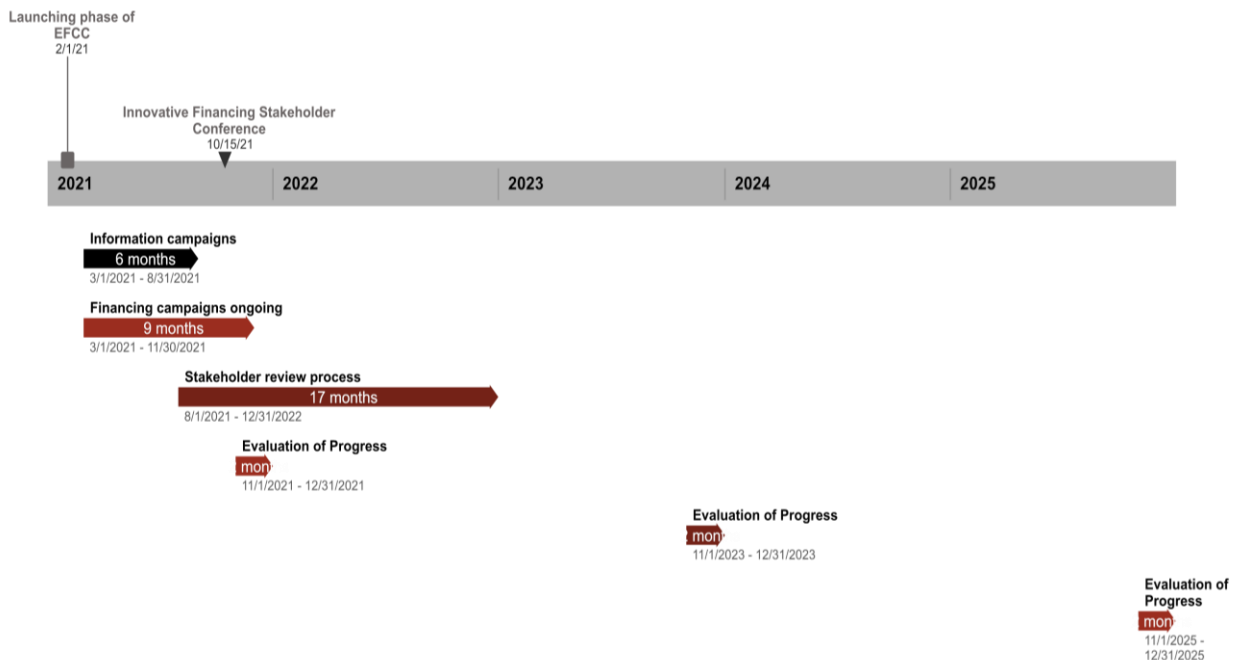
a. Resources needed to implement the Action Plan

The smooth implementation of this Action Plan, as well as monitoring the achievement of its two main objectives, will need appropriate technical support and a solid organizational structure, given the expertise needed around all fields of sustainable development. The financial sector has a key role to play in reaching environmental and social goals, as large amounts of private capital need to be mobilised for such change. This would help Polish businesses to remain competitive in a changing global economy.

Anyway, the AP implementation will involve many resources such as funding, technical assistance, and materials. Estimating the cost of all actions will help the planning team target the most appropriate resources. Sources of the funding may include the general operating budget, staff time and more. The planning team should also consider opportunities for charging the private sector for funding advise and technical consultancy, fees for sponsors on EFCC website and events, income from publication, as well as resources that may be provided by Mazovia Energy Cluster member institutions. The annual budget is estimated 200,000€ to cover the basic operational costs and finance 4-6 members of staff.

b. Time schedule

All the actions envisaged in the Action Plan for Poland (Mazovia Region) are in line with the time frame presented below and will be updated throughout the EFCC implementation.



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4. COLLABORATION WITH STAKEHOLDERS

Mazovia Energy Agency was responsible for drafting the Action Plan and collaboration with all adequate stakeholders throughout the process. All the energy actors are crucial for the implementation of this AP and the expert group will be expanded as new competences will be needed.

At the first stage MAE facilitated the cooperation between regional energy agencies and the regional public bodies responsible for EU money implementation - Department of Regional Development and European Funds of Marshall Office and Mazovian Unit of Implementation European Projects. The cooperation among the partners proved already very beneficial and helped to communicate the benefits of energy efficiency and energy monitoring. It was also agreed that IPOPEMA, the second Polish E-FIX partner, will be immediately invited to bring its expertise and best practice in financial sector. Further stakeholders will be engaged afterwards, during AP development stage. Below is presented a summary covering: number of meetings, date, number of persons involved, target groups reached and major results of meetings.

Title of the event	Date	Participants	Target groups reached	Major results of meetings
Stakeholder First Meeting	12/2/2018	9	public officers, policy makers, bank	Initial contact with relevant actors. Project presentation
Clean Air Congress	2/27/2019	350	public officers, local energy project developers, experts, policy makers, businesses, industry, scientific community, media	Project promotion, formation of stakeholder database
Meeting with local entrepreneurs ASSIDUS Energia	2/28/2019	15	businesses	Target group development, establishment of potential future clients of the EFCC, building project pipeline
Mazovian council for innovation meeting	3/27/2019	20	local energy project developers	Target group development, establishment of potential future clients of the EFCC, building project pipeline
Wawer Energy Cluster meeting	3/28/2019	10	local energy project developers, businesses, experts	Target group development, establishment of potential future clients of the EFCC, building project pipeline
Regional Operating Programme working group meeting	4/10/2019	10	public officers, policy makers	Estimation of government support and involvement
Green Week 2019	5/13/2019	100	public officers, local energy project developers, experts, policy makers, businesses, industry, scientific community, media	Project promotion, formation of stakeholder database
Bilateral Master Class on PPP/EPC	7/4/2019	10	experts, policy makers	Capacity building; estimation of government support and involvement



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Title of the event	Date	Participants	Target groups reached	Major results of meetings
Mazovia Development Forum	10/16/2019	100	public officers, local energy project developers, experts, policy makers, businesses, industry, scientific community, media	Project promotion, formation of stakeholder database
Conference "Innovation in the field of energy in the aspect of climate change and improvement of air quality"	12/13/2019	100	public officers, local energy project developers, experts, policy makers, businesses, industry, scientific community, media	Project promotion, formation of stakeholder database
1st Ambassador training	02/05/2020	12	public officers, experts, policy makers, businesses, scientific community	Creation of Polish Ambassador group, Ambassador training.
Clean Air Congress	02/27/2020	200	public officers, local energy project developers, experts, policy makers, businesses, industry, scientific community, media	Project promotion, formation of stakeholder database

a. Stakeholders involved in AP development

During first stakeholder group meetings it was decided that a methodology should be proposed to identify and approach the E-FIX most desired collaborators. The approach, agreed on, to ensure commitment from all relevant stakeholders was to use the "responsibility assignment matrix". It identifies which people in a network or project are Responsible, Accountable and have to be Consulted or Informed (RACI approach). When you are negotiating with these stakeholders to achieve commitment, their RACI status can tell you how many resources you are investing. Commitment from people that are accountable or responsible is obligatory. However, if a stakeholder is only consulted and informed their commitment is not as crucial.

R = Responsible (also recommender)

Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work.

A = Accountable (also approver or final approving authority)

The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.

C = Consulted (sometimes consultant or counsel)

Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.

I = Informed (also informee)

Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.



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Very often the role that is accountable for an action or task may also be responsible for completing it (indicated on the matrix by the action or task having a role accountable for it, but no role responsible for its completion, i.e. it is implied). Outside of this exception, it is generally recommended that each role in the project or process for each task receive, at most, just one of the participation types. Where more than one participation type is shown, this generally implies that participation has not yet been fully resolved, which can impede the value of this technique in clarifying the participation of each role on each task.

b. Roles and responsibilities of Stakeholders for Action Plan implementation

It is important, as time goes by, to keep investing in the commitment from the relevant stakeholders, especially if they are not involved on a regular basis. Informing and engaging energy actors of all domains is the foundation of the competence centre. Keep on sharing the benefits for the community, economy and political strategy. It keeps you focussed on what really matters: better energy efficiency and better utilization of RES potential in regions and countries.

The table below describes the roles and responsibilities of this Action Plan implementation.

Stakeholder groups	Role and responsibility	Involvement and communication strategy
Implementing parties	<ul style="list-style-type: none"> MAE: responsible for EFCC establishment; progress monitoring etc. IPOPEMA: financial expertise; EPC model preparation 	At first stage MAE responsible for communication and promotion; assisted by IPOPEMA
Political decision-makers	EFCC support during establishment	Assistance in promotion activities; advocating for EFCC
Target groups – energy/ financial actors	Consulted during EFCC establishment	Collaboration during EFCC operation; active role during strategy update
Media	Promotion of innovative energy financing	Press coverage of EFCC events and activities
Ambassadors	Expert advise	Ambassador Platform



5. MONITORING STRATEGY

The process of evaluation and monitoring involves the Action Plan objectives and target indicators; these should be considered even beyond the E-FIX project. The idea is that through the development of the “Energy Financing Competence Centre” there will be a continued institutional support to develop/implement a project pipeline and monitor the results of these projects in terms of energy and carbon savings and financial/economic indicators (of investment, energy cost savings, volumes of specific energy financing instruments developing). The evaluation should compare the progress made to the given target indicators for the timeframe. Based on these results the objectives themselves should be re-evaluated in order to be aligned with possible changes of the implementation environment, e.g. technical progress, institutional and policy changes.

The Action Plan serves as a basis for the implementation of a strategy (in case of E-FIX it’s “Sustainable Roll-out of Financing Mechanisms”), but needs to be further refined. Good management practises include regular monitoring on both a short- and long-term basis. An effective monitoring process provides ongoing, systematic information that strengthens project implementation. The monitoring process provides an opportunity to compare implementation efforts with original goals and targets, determine whether sufficient progress is being made toward achieving expected results and determine whether the time schedule is observed.

Monitoring is not an “event” that occurs at the end of a management cycle, but rather is an ongoing process that helps decision-makers to better understand the effectiveness of the action or system. An effective monitoring and evaluation programme require collecting and analysing important data on a periodic basis throughout the management cycle of a project. This process often involves collecting baseline data on existing conditions, reporting on progress toward environmental/sustainability improvements, making connections between actions and intended outcomes, and making mid-course changes in program design. An effective monitoring and reporting system ideally include the following elements:

- a) clearly articulated targets and a set of indicators to measure performance;
- b) a schedule and set of guidelines for all responsible parties to report to each other;
- c) an opportunity for responsible parties and stakeholders to periodically meet to coordinate actions and review each other’s performance.

This system can be as simple as using standardized reporting forms to facilitate the collection and compilation of data up to an entirely computerized data-sharing system. Nevertheless, what counts is not the level of high-tech computer application that is installed to manage data, but whether the indicators chosen and the items monitored accurately reflect the progress of implementation and allow for an analysis of deviation from targets and goals.

In terms of the set E-FIX Action Plan indicators they will be monitored by the EFCC implementation team at the stage of EFCC set up (all tasks of Action 1) and later on towards sustainability of the actions when the E-FIX project will be finished. The team will be first recruited among Mazovia Energy Cluster members – task experts will be nominated by member institutions – and at a later stage regular personnel will be hired to continue monitoring activities, including project implementation. The latter will be analysed and evaluated by Mazovia Energy Agency experts but after E-FIX completion the progress and the set indicators will be reported by EFCC team.



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It is envisaged that the project implementation will be held quarterly and discussed with cluster management board and regional authorities (possibly in a form of a monitoring committee – TBD at a later stage).



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