



Austria

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 barriers 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

Currently, a combination of regulatory mechanisms and incentive schemes are used to trigger energy efficiency and renewable energy development in the private sector across Europe. 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, very often minimum legal requirements are not exceeded. The main barriers for the realisation of private sector financed energy efficiency projects relate to the development and implementation of complex energy projects, on the one hand, and to the access for funds for financing innovative sustainable energy projects, on the other.

E-FIX has presented a European Roadmap providing guidance for European and national stakeholders and decision-makers in the sustainable energy and financing sectors until the year 2030.

Special focus is necessary on energy efficiency measures within different sectors, including the building, production and transport sectors – and especially the setting up of regulatory frameworks for innovative financing instruments across the EU and the Eastern Partnership states to fully utilize the potential of blended financing mechanisms.

These barriers for introduction of innovative financing models for sustainable energy projects were identified in the initial E-FIX gap analysis and the purpose of this Action plan is to provide realistic actions for removal of these barriers in order to achieve successful roll-out of innovative energy financing models.

In **Austria**, the financing model extensively analysed and piloted as part of the E-FIX project was **crowdfunding/crowdinvesting**. Therefore, the objectives within this Action plan are focused around mainstreaming this mechanism for a broad application within sustainable energy projects (energy efficiency and renewables).

The Objectives of the AT Action Plan have been defined as follows:

- **Objective 1:** Setting up of an Energy Finance Competence Centre in the form of a virtual information hub on the newly established Crowdfunding platform crowd17.at, which will serve as the focal point to enable projects to finance energy efficiency projects in Austria via crowd.
- **Objective 2:** Further development of a white label crowdfunding platform solution, which will allow for the mainstreaming of individual crowdfunding for energy projects and projects that in general promote sustainable technologies and services with the aim to comply with international greenhouse gas emission reduction targets and Sustainable Development Goals. In addition, several platforms with different approaches should follow (to attract a broader audience). These platforms can co-list projects for the main platform.
- **Objective 3:** Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators. Crowdfunding models have been successfully applied in a wide range of community financing projects, however, with a main focus on renewable energy. Nevertheless, there is vast potential in regard to energy efficiency improvements focused on buildings, public lighting, water supply and wastewater treatment plants, mobility and other applications where projects can be co-financed from the crowd, although the complexity of EE projects has shown that the demand for financing lies in the combination of different (traditional and innovative) financing mechanisms and not on a single approach.



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3. ACTIVITIES FOR ACTION PLAN IMPLEMENTATION

The tasks and activities presented below summarise the conclusions of a discussion process led in the framework of the E-FIX project among relevant stakeholders in Austria representing the fields of project development, energy and financing specialists, public authorities and agencies.

Objective 1: Setting up of an Energy Finance Competence Centre in the form of a virtual information hub linked to the newly established Crowdfunding platform crowd17.at.

Task 1.1 – Establish contact point for energy and finance professionals, practitioners and project developers on innovative energy financing

- Activity 1.1.1 – Setup of a virtual information platform for innovative energy financing and crowdfunding
 - One of the main barriers identified in the course of the E-FIX project was the lack of information and experience with establishing alternative financing modes apart from public funding and classic bank loans. The EFCC shall raise awareness among potential investors – citizens and corporations, as crowdfunding for energy efficiency activities is still a novelty in Austria. Digital (social) media channels of all members of the implementation group will be used to promote crowdfunding as modern, liberalized, and democratic mechanism for financing of community and corporate sustainable energy projects.
 - Lobbying and information for general acceptance – As crowdfunding is still new for energy efficiency projects, it is very important to get a broad acceptance for this new model of financing.
 - The role of Energy Finance Competence Centre is to become the main contact point for practitioners, energy project developers and potential investors searching for appropriate energy financing mechanisms beyond the project duration. In that regard, technical assistance on how to structure and finance projects with different crowdfunding models will be provided on a constant basis to all interested parties. The work of the EFCC will be incorporated as a contact point within ConPlusUltra and supported by other market players, such as the crowdfunding platform operator CONDA, or the Vienna University of Economics (WU Wien).
- Activity 1.1.2 – Establish the functionality via the newly created Platform crowd17.at by providing an information database of relevant learning materials, tools and criteria lists specifying the requirements and advantages of crowdfunding instrument.

Task 1.2 – Providing technical assistance to project developers through EFCC

- Activity 1.2.1 – Information events and workshops for project developers
 - Regular information events (webinars, network meetings) and workshops will be organized for targeted organizations (public authorities, SMEs and start-ups, NGOs). Training materials and developed tools from the E-FIX project will be hosted on the platform and be made available for training and capacity building purposes. Project developers will have the opportunity to learn about the whole step-by-step process in project financing, financial mechanisms and moreover, on Crowdfunding/Crowdfunding. Dedicated focus will be on how to develop successful campaigns, legal aspects, marketing and promotional activities as well as implementation of the CF/CI project. Workshops may be performed in cooperation with other crowdfunding platforms and external experts.
- Activity 1.2.2 – Enhance further bilateral consultations
 - Additional advisory activities for potential project developers will be made available through bilateral consultations. These can range from providing information to deep assessments of projects and their bankability/suitability for certain crowdfunding models. The EFCC will host a



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network of experts from ConPlusUltra, CONDA, WU Vienna and other external player from the project development and financing fields, which will help the EFCC to act as a one-stop-shop for crowdfunding projects and will help potential project owners to receive a full-scale crowdfunding project development service.

Objective 2: Further development of a white label crowdfunding platform solution, which will allow for the mainstreaming of individual crowdfunding for energy and other sustainable development projects.

Task 2.1: Operationalize and promote the new crowdfunding platform crowd17.at in Austria and beyond.

To establish the Platform for the presentation and campaigning of crowdfunded/crowdfinanced pilot projects under E-FIX, the project partner CONDA launched a “white label” platform crowd17.at with the purpose to finance sustainable energy projects within E-FIX and beyond. The initial platform design was established in early 2020, but due to COVID-19 impacts on the market, the formal launch did not take place until May 2021.

The decision to launch an individual platform was driven by the customer response received throughout the setup of the pilot financing campaigns and stakeholder consultations, as well as the fact that these potential customers were ready to display their finance request on the platform, which helps to develop a sustainable crowd interested in supporting energy projects while focussing the sales on the new focus towards energy efficiency projects (and not purely on renewable energy developments).

Activities already concluded for the launch of the platform:

- Technical Setup of crowdfunding & -investing platform
 - Check and establishment of legal requirements in Austria
 - Development of branding and go-to-market strategy
 - European trademark secured and domain registered
 - Pre-launch of the platform done – URL: <https://crowd17.at>
 - Based on the outcome and the economic impact of the COVID-19 pandemic, resulting currently in a low demand in Austria for crowdfunding for energy efficiency projects (only), the scope of the platform was set broader: “for energy efficiency and renewable energy projects”
- Activity 2.1.1: Organise ongoing and future activities for the platform setup
 - Official launch of the platform in May 2021, with the co-placement of initial energy projects promoted under CONDA platform to and the initial listing of 3-4 projects developed under the E-FIX pilot financing campaigns:
 - Crowdfunding (donation based) for a non-profit organization, using the funds for façade greening
 - Loan based crowdfunding for a public-private partnership energy project in an Austrian municipality
 - Equity based (name shares) for a renewable energy provider
 - Together with the platform launch in May 2021, several communication initiatives such as press releases, interviews, social media marketing and newsletters are planned, and pilot projects considered and further assessed in framework of the pilot financing campaigns of E-FIX are being approached for consideration and promotion on the platform in the near future
 - Besides that, CONDA is approaching its existing investors base (35.000+) to scale the reach of crowd17



- Apart from creating the platform website itself, necessary technical requirements have been defined and are going to be implemented. Website content and corporate design is ongoing and being established.
- Formulate contracts between investors and campaigning companies. Since CONDA has developed a very specific, startup-orientated oriented business model, standardized contracts had to be checked for the pilot projects. These contracts give legal security and certainty to investors and are one of the crucial components of the platform.
- Establishing strategic partnerships with payment service providers to enable the technical process of investing. There has already been a cooperation established with a payment provider, for the actual setup CONDA's data privacy regulations need to be updated concerning the payment process.
- Adjust technology to ensure working back-office processes. CONDA development team established a new set of user roles to guarantee a fully working managed service of the platform while operating. All investments are processed by the backoffice team of CONDA to reduce financial risks of running a platform without active projects.
- Define Terms of Services and privacy policy based on the CONDA-standard
- Define mail templates for the registration as well as the investment process
- Stress existing risk disclosures and implement them within the platform system
- Legal clarification and business decision to run the platform on the operational risk of CONDA

Task 2.2 – Scouting of suitable start-ups/SMEs with innovative energy solutions

The initial task refers to the promotion of startups/SMEs that innovate the energy market with new products and services. The EFCC is expected to provide technical assistance to startups/SMEs in development of innovative energy solutions. The following actions refer to *Pioneers*, a sister company of CONDA specialized on Innovation and Startup Scouting. The scouting approach is focused on sourcing quality companies and entrepreneurs that align exactly to the project needs.

Piobay, a software and deal flow management solution used by CONDA, enables to engage top fitting applicants in innovation projects. In the last 2 years, more than 17.000+ unique startups have participated in 130+ startup projects managed by Piobay system.

Pioneers have significant experience in scouting top-fitting companies across the CEE region. Through organized startup live events, Pioneers have provided on the ground support to early stage firms since 2010. CONDA has gathered experience in the past in running Pioneers programmes in Serbia, Albania and Kosovo with partners such as the Chamber of Commerce and Industry of Serbia, City of Novi Sad, Innovation Centre Kosovo and USAID.

- Activity 2.2.1: Partner Selection

In order to raise awareness for the ambitious requirements of “frugal innovation,” diverse innovation partners will be included in the process. Therefore, we will reach out to interested and active actors in the topic of frugal innovation and also involve new actors who have not yet engaged with the topic. This will be achieved by contacting a diverse crowd of academics, private companies, NGOs and international organizations.

Due to previous project engagement in the CEE region, we have built up capacity and contacts and have first hand contact to partners from the innovation ecosystem in this region.

For the partner selection, a split of 50:50 between SEE and Austrian partners is expected.

The process of partner selection is as follows:

- Active outreach to existing network
- Online platform with registration/application tool
- Application with a project proposal



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- Network approach to extend contacts
 - Partnership with local actors
 - Involvement of WKO
 - Qualitative evaluation of suitability of applications
 - Confirmation of partners
 - Confirmation for engagement in the program
- Activity 2.2.2: Focus Topic Selection

The selection of the focus topic areas (definition of suitable start-ups) of the deep dives will be outlined in a kick-off event by applying diverse ideation and design thinking methodologies following the double diamond principle. As a result, the pre-defined topic areas will be clustered and concrete use cases will be defined in a moderated workshop session.

This approach can include the following methodologies:

 - Ideation and Problem Definition Workshop
 - Applied Design Thinking Methodology
 - Focus Area identification by crowd evaluation methodology

The outcome of the design thinking process will include three overall focus topics whereby multiple use cases per focus topic are possible. This gives each stakeholder the opportunity to bring in problem statements and ideas individually.

In a next step, considering availability of co-funding means or sponsoring, CONDA and its parent unit Startup300 AG will plan to use their extensive innovation and start-up network to find relevant innovation partners and start-ups which have developed solutions for the given problem statements.

Process:

 - Collection of predefined use cases/business models of partners
 - Cluster problems to define focus areas
 - Design Thinking workshops help to define concrete problem definitions
 - Multiple use cases per focus area will be envisaged.
 - Activity 2.2.3: Start-up Selection

The startups could be scouted in a two-phase tech-focused approach according to the defined focus areas and use cases. Therefore, Pioneers would use its extensive innovation network and its internal as well as the international partner network to identify technological innovation fits to the defined use cases. Again this activity is depending on additional funding sources. The selected startups would be then invited to the topic focused Deep Dive to present their solutions and pitch their problem solution approach to relevant stakeholders for potential collaborations.

Step 1: An individual list of scouting criteria per use case and focus area to be created to ensure the needs and expectations of the partner are met.

Step 2: Pioneers to then start the quantitative scouting process by contacting startups using Piobay, a deal flow management system with 17.000 global primary data sets of startups. This would be complemented through activating partner networks as well as through communication across internal and external channels. Scouting at this stage is focused on the targeted technological approach.

Step 3: Upon receiving applications via Piobay, a gap analysis is to be undertaken to outline technologies or scouting fields that are underrepresented. These then become the focus fields for a targeted scouting campaign, ensuring top fit startups in the corresponding use case.



Task 2.3 – Startup Challenge “energy X innovation”

“energy X innovation” is the challenge for start-ups and scale-ups from Central and Eastern Europe whose innovative solutions in the field of energy are solving problems of the market.

- Activity 2.3.1: Idea & Process

Start-ups and scale-ups get the chance to sign-up for the challenge on a dedicated landing page. Beside of general information about the idea, status of the product/service and the team, all participants need to upload a short pitch video, not longer than 30 seconds.

The application process will close after 60 days and participants will be informed about the further steps. The challenge committee will screen all applications and provide the jury with a shortlist of 10-15 start-ups/scale-ups. The jury then, will choose the best 10 teams, who get the chance to pitch in front of a jury of investors, corporates and key players from the industry.

To use the challenge for further communication and best practice, we are going to make a video out of the pitches, also showcasing the innovations plus the industry.

- Activity 2.3.2: Prizes

The top 10 start-ups/scale-ups from the application process get the chance to pitch their innovation to the jury of reputable key players, investors and C-level corporates from the energy sector. If they can convince during the pitch, they get the chance for an investment, corporate collaboration, business angel etc.

Furthermore all applicants will receive prizes, provided by the organizers, participating corporations etc and get published online (challenge landing page, social media etc.)

- Activity 2.3.3: Communication

To promote the challenge and get as many applications as possible, we are using different channels:

- Start-up/scale-up scouting

Pioneers is a leading company when it comes to startup scouting with a data base of about 6.000 startups in Europe.

- Social Media Promotion

To promote the challenge, we are going to set up a Facebook-Event for the challenge and promote it with a paid campaign in our target markets. Videos of different jury members with call-to-actions will additionally generate awareness.

- Network

To reach as many multipliers as possible, we are going to activate our network of universities, co-working spaces, accelerators etc.

- Press Release

- Timeline

- November 2021: set-up and preparation of challenge, approval
- December 2021: launch of challenge, open call for application, start scouting and promotion
- January-February 2022: deadline for applications, shortlist provided and handover to jury
- March 2023: top 10 start-ups informed and published
- March/April, 2022: Pitch Event (online or offline or combination of both)
- March/April, 2022: Press Release with challenge winners, release of challenge video

- Activity 2.3.4: Development of further ideas:



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- Final pitches could be held during “Pioneers Day” on the 4GAMECHANGER Festival in Vienna April 2022 (<https://4gamechangers.io/>)
- Final pitches could be part of program of Vienna UP (<https://www.viennaup.com>)
- Extend Crowdfunding Product with voucher option: in order to increase chances for the conclusion of a crowdfunding pilot project within our E--FIX project, the subordinated loan agreement for investors will be extended with a voucher component.
This model was developed by CONDA as part of the CONDA campaign for companies in need due to the COVID19 crisis in April 2020 and is already placed successfully on the market. The model is such that the main part of the interest is offered in vouchers by the crowdfunding project. This model allows the issuer of the crowdfunding project to offer higher interest without increasing the financing costs.

Objective 3: Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators.

Municipalities’ actions for the energy transition are essential to achieve the Paris Agreement’s objectives by 2050. Responsible for 80% of energy use and CO₂ emissions¹, local authorities understand that they need to invest for a sustainable future on a liveable and healthy planet.

While the issue of achieving the Paris-proof energy transition is global, the answer needs to be first and foremost local. Local governments have a key role to initiate and lead the energy transition. Moreover, urbanised areas account for more than 70% of global greenhouse gas emissions, and over 30% of these come from the building sector². These figures make it obvious that boosting investments in municipalities require a focus on sustainable building renovations (public buildings as well residential housing), as well as public infrastructure considered vital for achieving a clean energy transition in Europe.

Yet, putting the local energy transition into real is still challenging in many ways, since especially small and medium-sized local authorities very often (i) are unaware of the additional benefits of energy efficiency (EE) and renewable energy (REN) projects, (ii) do not possess the necessary staff-base and capacities to develop and implement projects, and (iii) lack the access to funding and financing sources. In short, they lack a single-point of contact to have all their sustainable energy and climate-related activities and investments managed on a communal level.

Task 3.1: Establish one-stop shop with regional utilities and agencies (onward support through PDA³ envisaged)

- Activity 3.1.1: Utilities and other regional players (e.g. energy agencies, energy project developers, consultants) need to be identified with the focus on provision of integrated energy services, i.e. supporting their clients in realization of energy efficiency and renewable energy investments. The assumption is that innovation has to take place at the level of technical assistance solutions offered to municipalities along the project cycle to ensure that municipalities and communities will be incentivised and motivated to implement their projects
- Activity 3.1.2: Selection of regional partners (utilities, agencies) for the setup of an innovative energy service scheme for municipalities
- Activity 3.1.3: Establish a one-stop shop with a contact point for practitioners, project developers, financing providers, and possible beneficiaries in the region

¹ EnergyCities (2019): Investment needs for the local energy transition

² H2020 Project CITYNVEST Publication: Setting Up Innovative Financing Schemes for Energy Efficiency Renovations: A Guidance for Local Authorities

³ Project Development Assistance



Task 3.2: Design innovative energy service products for communities

- Activity 3.2.1: Assess demand for technical assistance within municipalities for support to increase the volume of sustainable energy investments
- Activity 3.2.2: Provide set of tools for municipalities to identify potential projects through a quick scan
- Activity 3.2.3: Organise TA for preliminary and detailed design, toolkit for integrated energy solutions in buildings/infrastructures.

Task 3.3: Design innovative financing mechanisms to support the implementation of integrated energy projects

- Activity 3.3.1: Establishment of a list of existing financing models for EE and REN projects, suitable for municipalities in order to create a solid base for implementation
- Activity 3.3.2: Planning and preparation of municipal financing campaigns using the E-FIX assessment and implementation approach
- Activity 3.3.3: Use the E-FIX financing toolbox and implementation campaigns to adapt to the needs and financial capacity of the municipalities. Possible recommendations for adaptations of the standardization criteria, evaluation methods and/or availability of financing/funding instruments due to the experiences in the pilot investments will be integrated into the toolset, in order for knowledge management to be ensured and replication in other municipalities secured.

Objective 4: Greening Schools and support environmental & energy projects with crowdfunding initiatives

The concept of green schools is receiving growing public attention in regard not only to the improvement of the overall building structure, but also in regard to creating awareness among students, teachers and parents, since schools are considered to have a great potential in mitigating the climate change.

Within E-FIX pilot financing campaigns, the concept of a green school was one of the role examples discussed to integrate energy efficiency, renewable energy and other optimization aspects of the building infrastructure (e.g. green roof) together with awareness projects at the school, which require an integrated approach from a technical, financial, and operational perspective. It is expected that through crowdfunding/crowdfinancing activities schools will become drivers on mitigating climate change.

The conclusion of the E-FIX pilot campaign is that support is needed in the range of setting up campaigns, communicating the integrated benefits from an energetic and environmental point of view and considering innovative financing instruments to source funding for school projects in the short and long term.

Task 4.1: Identify and address schools with their “greening” projects

- Activity 4.1.1: Initiate a call for expression of interest for schools that are planning to initiate an integrated energy (EE/REN) or environment project with demand for TA support (technical, financial, environmental, marketing)
- Activity 4.1.2: Select pilot schools that will be supported in the project development, especially in technical assessment of their energy/environment projects, demand for innovative financing instruments, and setup of marketing/PR campaigns focused on integration of students/teachers.

Task 4.2: Launch pilot marketing/financing campaigns focused on the use of innovative financing instruments

- Activity 4.2.1: Initial assessment / feasibility study conducted
- Activity 4.2.2: technical/financial due diligence of suitable projects
- Activity 4.2.3: Setup financing campaigns together with marketing and PR campaign managers
- Activity 4.2.4: Launch and implement campaigns under an agreed support framework



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Task 4.3: Review and monitor progress of implementation

- Activity 4.3.1: Organise further awareness and dissemination activities
- Activity 4.3.2: Develop success indicators for monitoring progress of implementation (no. of engaged stakeholders/users, level of investment, level of environmental/energy benefits)
- Activity 4.3.3 Implement regular monitoring activities with focus on impacts achieved



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Table 1: ACTION PLAN – INNOVATIVE ENERGY FINANCING MECHANISM DEVELOPMENT IN AUSTRIA

Nr.	Objectives	Tasks & Activities<	Success criteria	Time Frame	Resources
1.	Objective 1: Setting up of an Energy Finance Competence Centre in the form of a virtual information hub linked to the newly established Crowdfunding platform crowd17.at.	Task 1.1 – Establish contact point for energy and finance professionals, practitioners and project developers on innovative energy financing <ul style="list-style-type: none"> Activity 1.1.1 – Setup of a virtual information platform for innovative energy financing and crowdfunding Activity 1.1.2 – Establish the functionality via the newly created Platform crowd17.at by providing an information database of relevant learning materials, tools and criteria lists specifying the requirements and advantages of crowdfunding instrument. 	Defined EFCC in the Austrian context Functional EFCC established on the platform	10/2021	ConPlusUltra together with CONDA
		Task 1.2 – Providing technical assistance to project developers through EFCC <ul style="list-style-type: none"> Activity 1.2.1 – Information events and workshops for project developers Activity 1.2.2 – Enhance further bilateral consultations 	Technical assistance service established and being made available to project developers	10/2021	ConPlusUltra together with CONDA, WU Vienna, and external specialists
2.	Objective 2: Further development of a white label crowdfunding platform solution, which will allow for the	Task 2.1: Operationalize and promote the new crowdfunding platform crowd17.at in Austria and beyond. <ul style="list-style-type: none"> Activity 2.1.1: Organise ongoing and future activities for the platform setup 	Achievable goals for the first phase agreed and a pipeline of the potential projects prepared	12/2021	CONDA together with ConPlusUltra



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Nr.	Objectives	Tasks & Activities<	Success criteria	Time Frame	Resources
	mainstreaming of individual crowdfunding for energy and other sustainable development projects.	Task 2.2 – Scouting of suitable start-ups/SMEs with innovative energy solutions <ul style="list-style-type: none"> Activity 2.2.1: Partner Selection Activity 2.2.2: Focus Topic Selection Activity 2.2.3: Start-up Selection 	10 Startups with a business model with impact on energy savings identified	Q4/2021	Budget for Pioneers Discover, 15.000 EUR including Marketing Budget for scouting process (40% discount) - tbc
		Task 2.3 – Startup Challenge “energy X innovation” <ul style="list-style-type: none"> Activity 2.3.1: Idea & Process Activity 2.3.2: Prizes Activity 2.3.3: Communication Activity 2.3.4: Development of further ideas: 	2 Fundings for Startups are initiated	Q1/2022	Budget for Remarketing the Startup-Challenge 5.000 EUR - tbc
3.	Objective 3: Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators.	Task 3.1: Establish one-stop shop with regional utilities and agencies (onward support through PDA envisaged) <ul style="list-style-type: none"> Activity 3.1.1: Utilities and other regional players to be identified with the focus on provision of integrated energy services Activity 3.1.2: Selection of regional partners (utilities, agencies) for the setup of an innovative energy service scheme for municipalities Activity 3.1.3: Establish a one-stop shop with a contact point for practitioners, project developers, financing providers, and possible beneficiaries in the region 	At least 1 region uses the E-FIX tools for further energy project assessments. Min. 15 million € investment triggered	Q4/21-Q4/25	Personal resources to be provided by regional entities (utilities, regional agencies) while promoting their services and TA for project implementation



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Nr.	Objectives	Tasks & Activities<	Success criteria	Time Frame	Resources
		<p>Task 3.2: Design innovative energy service products for communities</p> <ul style="list-style-type: none"> • Activity 3.2.1: Assess demand for technical assistance within municipalities for support to increase the volume of sustainable energy investments • Activity 3.2.2: Provide set of tools for municipalities to identify potential projects through a quick scan • Activity 3.2.3: Organise TA for preliminary and detailed design, toolkit for integrated energy solutions in buildings/infrastructures <p>Task 3.3: Design innovative financing mechanisms to support the implementation of integrated energy projects</p> <ul style="list-style-type: none"> • Activity 3.3.1: Establishment of a list of existing financing models for EE and REN projects, suitable for municipalities in order to create a solid base for implementation • Activity 3.3.2: Planning and preparation of municipal financing campaigns using the E-FIX assessment and implementation approach • Activity 3.3.3: Use the E-FIX financing toolbox and implementation campaigns to adapt to the needs and financial capacity of the municipalities. 			<p>Financial resources (=investment) will be identified in Task 3.3 and covered by investment budgets of the beneficiary municipalities</p>



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Nr.	Objectives	Tasks & Activities<	Success criteria	Time Frame	Resources
4.	Objective 4: Greening Schools and support environmental & energy projects with crowdfunding initiatives	<p>Task 4.1: Identify and address schools with their “greening” projects</p> <ul style="list-style-type: none"> • Activity 4.1.1: Initiate a call for expression of interest for schools that are planning to initiate an integrated energy (EE/REN) or environment project with demand for TA support • Activity 4.1.2: Select pilot schools that will be supported in the project development, especially in technical assessment of their energy/environment projects, demand for innovative financing instruments, and setup of marketing/PR campaigns focused on integration of students/teachers. <p>Task 4.2: Launch pilot marketing/financing campaigns focused on the use of innovative financing instruments</p> <ul style="list-style-type: none"> • Activity 4.2.1: Initial assessment / feasibility study conducted • Activity 4.2.2: technical/financial due diligence of suitable projects • Activity 4.2.3: Setup financing campaigns together with marketing and PR campaign managers • Activity 4.2.4: Launch and implement campaigns under an agreed support framework 	<ul style="list-style-type: none"> • Indicator 1: at least 20 schools launching “greening campaigns” • Indicator 2: 1,500 students/teachers (or other stakeholders) mobilised • Indicator 3: at least 10 projects implement EE or REN measures • Indicators on potential primary energy savings (MWh) and/or renewable energy generation to be identified during the project assessments 	Q4/21-Q2/24	<p>ConPlusUltra with CONDA to define target groups and define minimum set of services</p> <p>Approach external partners (e.g. “Gruen-Statt-Grau” initiative to greening roofs) and potential implementers (school administration, federal real estate company)</p>



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Nr.	Objectives	Tasks & Activities<	Success criteria	Time Frame	Resources
		<p>Task 4.3: Review and monitor progress of implementation</p> <ul style="list-style-type: none"> • Activity 4.3.1: Organise further awareness and dissemination activities • Activity 4.3.2: Develop success indicators for monitoring progress of implementation (no. of engaged stakeholders/users, level of investment, level of environmental/energy benefits) • Activity 4.3.3 Implement regular monitoring activities with focus on impacts achieved 	Indicator 6: mill. € investment triggered in schools		



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4. MEASURING SUCCESS OF IMPLEMENTATION

Table 2: Action plan – target indicators and measurement of success

Objectives & Tasks & Activities<	Target indicator	Validation method
Objective 1: Setting up of an Energy Finance Competence Centre in the form of a virtual info hub		
Task 1.1 – Establish contact point for energy and finance professionals, practitioners and project developers on innovative energy financing <ul style="list-style-type: none"> Activity 1.1.1 – Setup of a virtual information platform for innovative energy financing and crowdfunding Activity 1.1.2 – Establish the functionality via the newly created Platform crowd17.at 	EFCC is being used by representatives from public and private sectors	Counts of access to platform Consultation service set up and constantly available
Task 1.2 – Providing technical assistance to project developers through EFCC <ul style="list-style-type: none"> Activity 1.2.1 – Information events and workshops for project developers Activity 1.2.2 – Enhance further bilateral consultations 	At least two conducted events/workshops per year with min. 30 attendees At least 5 project developers per year make use of TA services offered	EFCC assessment reports and evidence of participation and of campaigns publicly launched on platforms
Objective 2: Further development of a white label crowdfunding platform solution		
Task 2.1: Operationalize and promote the new crowdfunding platform crowd17.at in Austria and beyond. <ul style="list-style-type: none"> Activity 2.1.1: Organise ongoing and future activities for the platform setup 	Achievable goals for the first phase agreed and a pipeline of the potential projects prepared	CONDA together with ConPlusUltra
Task 2.2 – Scouting of suitable start-ups/SMEs with innovative energy solutions <ul style="list-style-type: none"> Activity 2.2.1: Partner Selection Activity 2.2.2: Focus Topic Selection Activity 2.2.3: Start-up Selection 	10 Startups with a business model with impact on energy savings identified	Budget for Pioneers Discover, 15.000 EUR including Marketing Budget for scouting process (40% discount)
Task 2.3 – Startup Challenge “energy X innovation” <ul style="list-style-type: none"> Activity 2.3.1: Idea & Process Activity 2.3.2: Prizes Activity 2.3.3: Communication Activity 2.3.4: Development of further ideas: 	2 Fundings for Startups are initiated	Budget for Remarketing the Startup-Challenge 5.000 EUR



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Objectives & Tasks & Activities<	Target indicator	Validation method
Objective 3: Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators.		
Task 3.1: Establish one-stop shop with regional utilities and agencies (onward support through PDA envisaged) <ul style="list-style-type: none"> • Activity 3.1.1: Utilities and other regional players to be identified • Activity 3.1.2: Selection of regional partners (• Activity 3.1.3: Establish a one-stop shop 	<ul style="list-style-type: none"> • At least 1 region uses the E-FIX tools for further energy project assessments • Min. 15 million € investment triggered • Indicators on potential primary energy savings (MWh) and/or renewable energy generation to be identified during the project assessments • Other “green” criteria to be established (e.g. in line with EU Taxonomy) 	Project pipeline Project portfolio register established and continuously monitored Monitoring and evaluation plan
Task 3.2: Design innovative energy service products for communities <ul style="list-style-type: none"> • Activity 3.2.1: Assess demand for technical assistance within municipalities • Activity 3.2.2: Provide set of tools for municipalities • Activity 3.2.3: Organise TA for preliminary and detailed design, toolkit for integrated energy solutions in buildings/infrastructures 		
Task 3.3: Design innovative financing mechanisms to support the implementation of integrated energy projects <ul style="list-style-type: none"> • Activity 3.3.1: Establishment of a list of existing financing models for EE and REN projects • Activity 3.3.2: Planning and preparation of municipal financing campaigns • Activity 3.3.3: Use the E-FIX financing toolbox and implementation campaigns 		
Objective 4: Greening Schools and support environmental & energy projects with crowdfunding initiatives		
Task 4.1: Identify and address schools with their “greening” projects <ul style="list-style-type: none"> • Activity 4.1.1: Initiate a call for expression of interest for schools • Activity 4.1.2: Select pilot schools that will be supported in the project development. 	<ul style="list-style-type: none"> • At least 20 schools launching “greening campaigns” • 1,500 students/teachers (or other stakeholders) mobilised 	Project pipeline



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Objectives & Tasks & Activities<	Target indicator	Validation method
<p>Task 4.2: Launch pilot marketing/financing campaigns focused on the use of innovative financing instruments</p> <ul style="list-style-type: none"> • Activity 4.2.1: Initial assessment / feasibility study conducted • Activity 4.2.2: technical/financial due diligence of suitable projects • Activity 4.2.3: Setup financing campaigns • Activity 4.2.4: Launch and implement campaigns 	<ul style="list-style-type: none"> • At least 10 projects implement EE or REN measures • At least 5 mill. € investment triggered in schools 	Project portfolio register established and continuously monitored
<p>Task 4.3: Review and monitor progress of implementation</p> <ul style="list-style-type: none"> • Activity 4.3.1: Organise further awareness and dissemination activities • Activity 4.3.2: Develop success indicators for monitoring progress of implementation • Activity 4.3.3 Implement regular monitoring activities with focus on impacts achieved 	<ul style="list-style-type: none"> • Indicators on potential primary energy savings (MWh) and/or renewable energy generation to be identified during the project assessments • Other “green” criteria to be established (e.g. in line with EU Taxonomy) 	Monitoring and evaluation plan

5. IMPLEMENTATION STRATEGY

5.1. Resources needed to implement the Action Plan

The implementation of activities which were set out in the action plan will require mainly human and some financial resources. A preliminary estimation is provided as follows:

Objective 1: Setting up of an Energy Finance Competence Centre in the form of a virtual info hub

- Austrian project partners envisage to establish a virtual Energy Financing Competence Centre via the crowd17.at platform. It will be established with staff resources from mainly ConPlusUltra and CONDA, and eventually from other sources provided through CONDA platform partners and service providers. Resources are in the form of technical assistance, project development and financial expertise, as well as capacity-building activities offered in the activities of the EFCC. External experts and specialists may be invited for special events.
- At least one technical expert (from ConPlusUltra, or external) and a economical/financial expert (WU Vienna, or external) and/or marketing specialist for conducting CF campaigns (CONDA) will be required, depending on the TA support required by a specific client. Experts from these organisation will be also called-in to conduct workshops and capacity-building activities within the EFCC (planned 2 regular annual events), depending on additional funds and financing sources to be leveraged.

Objective 2: Further development of a white label crowdfunding platform solution

- EFCC running costs will be temporarily covered by CONDA (crowd17 platform operator) and ConPlusUltra (content provider) with an annual in-kind contribution of approx. 10.000 EUR, and with possibilities sought



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for extra funding/sponsoring. There will be no costs associated for content users and participation in events offered through the EFCC.

- However, in case of project development support required by potential developers, which will require technical/financial due diligences, and assessments, crowdfunding and marketing campaigns to be developed, clients will be charged for the provision of services.
- Budget for Pioneers Discover, 15.000 EUR including Marketing Budget for scouting process (40% discount), to be confirmed
- Budget for Remarketing the Startup-Challenge 5.000 EUR, to be confirmed

Objective 3: Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators

- Reach out to municipalities and communities through training/capacity building and awareness measures. Make use of networks of communities e.g. LEADER or Climate and Energy model regions throughout Austria.
- ELENA or PDA project support is considered for funding additional project development costs, but is dependent on EU funding and new Horizon Europe/LIFE funding programme.

Objective 4: Greening Schools and support environmental & energy projects with crowdfunding initiatives

- Reach out to school operators and facility management units on a regional and local level to identify potential investment opportunities
- Technical assistance in the course of the project development, feasibility, preliminary and final design required, including specific expertise on energy efficiency, renewable energy, greening roofs and of course financing possibilities/structuring.
- Financial sources for TA support in project development, financial appraisal and developing an energy financing mix will be required. Financing competency and use of crowdfunding/crowdinvestmnet campaigns are envisaged.

Objectives & Tasks & Activities<	Target indicator	Validation method
Objective 1: Setting up of an Energy Finance Competence Centre in the form of a virtual info hub		
Task 1.1 – Establish contact point for energy and finance professionals, practitioners and project developers on innovative energy financing <ul style="list-style-type: none"> • Activity 1.1.1 – Setup of a virtual information platform for innovative energy financing and crowdfunding • Activity 1.1.2 – Establish the functionality via the newly created Platform crowd17.at 	EFCC is being used by representatives from public and private sectors	Counts of access to platform Consultation service set up and constantly available
Task 1.2 – Providing technical assistance to project developers through EFCC <ul style="list-style-type: none"> • Activity 1.2.1 – Information events and workshops for project developers • Activity 1.2.2 – Enhance further bilateral consultations 	At least two conducted events/workshops per year with min. 30 attendees At least 5 project developers per year make use of TA services offered	EFCC assessment reports and evidence of participation and of campaigns publicly launched on platforms



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Objectives & Tasks & Activities<	Target indicator	Validation method
Objective 2: Further development of a white label crowdfunding platform solution		
Task 2.1: Operationalize and promote the new crowdfunding platform crowd17.at in Austria and beyond. <ul style="list-style-type: none"> Activity 2.1.1: Organise ongoing and future activities for the platform setup 	Achievable goals for the first phase agreed and a pipeline of the potential projects prepared	CONDA together with ConPlusUltra
Task 2.2 – Scouting of suitable start-ups/SMEs with innovative energy solutions <ul style="list-style-type: none"> Activity 2.2.1: Partner Selection Activity 2.2.2: Focus Topic Selection Activity 2.2.3: Start-up Selection 	10 Startups with a business model with impact on energy savings identified	Budget for Pioneers Discover, 15.000 EUR including Marketing Budget for scouting process (40% discount), tbc
Task 2.3 – Startup Challenge “energy X innovation” <ul style="list-style-type: none"> Activity 2.3.1: Idea & Process Activity 2.3.2: Prizes Activity 2.3.3: Communication Activity 2.3.4: Development of further ideas: 	2 Fundings for Startups are initiated	Budget for Remarketing the Startup-Challenge 5.000 EUR, tbc
Objective 3: Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators.		
Task 3.1: Establish one-stop shop with regional utilities and agencies (onward support through PDA envisaged) <ul style="list-style-type: none"> Activity 3.1.1: Utilities and other regional players to be identified Activity 3.1.2: Selection of regional partners (Activity 3.1.3: Establish a one-stop shop 	<ul style="list-style-type: none"> At least 1 region uses the E-FIX tools for further energy project assessments Min. 15 million € investment triggered Indicators on potential primary energy savings (MWh) and/or renewable energy generation to be identified during the project assessments Other “green” criteria to be established (e.g. in line with EU Taxonomy) 	Project pipeline Project portfolio register established and continuously monitored Monitoring and evaluation plan
Task 3.2: Design innovative energy service products for communities <ul style="list-style-type: none"> Activity 3.2.1: Assess demand for technical assistance within municipalities Activity 3.2.2: Provide set of tools for municipalities Activity 3.2.3: Organise TA for preliminary and detailed design, toolkit for integrated energy solutions in buildings/infrastructures 		



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Objectives & Tasks & Activities<	Target indicator	Validation method
<p>Task 3.3: Design innovative financing mechanisms to support the implementation of integrated energy projects</p> <ul style="list-style-type: none"> • Activity 3.3.1: Establishment of a list of existing financing models for EE and REN projects • Activity 3.3.2: Planning and preparation of municipal financing campaigns • Activity 3.3.3: Use the E-FIX financing toolbox and implementation campaigns 		
<p>Objective 4: Greening Schools and support environmental & energy projects with crowdfunding initiatives</p>		
<p>Task 4.1: Identify and address schools with their “greening” projects</p> <ul style="list-style-type: none"> • Activity 4.1.1: Initiate a call for expression of interest for schools • Activity 4.1.2: Select pilot schools that will be supported in the project development. 	<ul style="list-style-type: none"> • At least 20 schools launching “greening campaigns” • 1,500 students/teachers (or other stakeholders) mobilised 	Project pipeline
<p>Task 4.2: Launch pilot marketing/financing campaigns focused on the use of innovative financing instruments</p> <ul style="list-style-type: none"> • Activity 4.2.1: Initial assessment / feasibility study conducted • Activity 4.2.2: technical/financial due diligence of suitable projects • Activity 4.2.3: Setup financing campaigns • Activity 4.2.4: Launch and implement campaigns 	<ul style="list-style-type: none"> • At least 10 projects implement EE or REN measures • At least 5 mill. € investment triggered in schools 	Project portfolio register established and continuously monitored
<p>Task 4.3: Review and monitor progress of implementation</p> <ul style="list-style-type: none"> • Activity 4.3.1: Organise further awareness and dissemination activities • Activity 4.3.2: Develop success indicators for monitoring progress of implementation • Activity 4.3.3 Implement regular monitoring activities with focus on impacts achieved 	<ul style="list-style-type: none"> • Indicators on potential primary energy savings (MWh) and/or renewable energy generation to be identified during the project assessments • Other “green” criteria to be established (e.g. in line with EU Taxonomy) 	Monitoring and evaluation plan

5.2. Time schedule



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Objective / Task.	Tasks & Activities	responsibility	2021	2022	2023	2024	2025
1	Setting-up Energy Financing Competence Centre (EFCC)	CPU					
1.1	Establish contact point for energy and finance professionals on innovative energy financing	CPU					
1.2	Providing technical assistance to project developers through EFCC	CPU					
2	Further development of a white label crowdfunding platform solution	CONDA					
2.1	Operationalize and promote the new crowdfunding platform crowd17.at in Austria	CONDA/CPU					
2.2	Scouting of suitable start-ups/SMEs with innovative energy solutions	CONDA					
2.3	Startup Challenge “energy X innovation”	CONDA					
3	Promote innovative financing schemes for sustainable energy projects among communities, public buildings and infrastructure operators.	CPU					
3.1	Establish one-stop shop with regional utilities and agencies	CPU					
3.2	Design innovative energy service products for communities	CPU					
3.3	Design innovative financing mechanisms to support the implementation of integrated energy projects	CPU					
4	Greening Schools and support environmental & energy projects with crowdfunding initiatives	CPU					
4.1	Identify and address schools with their “greening” projects	CPU					
4.2	Launch pilot marketing/financing campaigns focused on the use of innovative financing instruments	CPU/CONDA					
4.3	Review and monitor progress of implementation	CPU					
5	Evaluation of progress	CPU/CONDA					



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6. COLLABORATION WITH STAKEHOLDERS

6.1. Stakeholders involved in AP development

There is a level of infrastructure with a diversity of crowdfunding platforms already available in Austria, but there are only few (2 in our knowledge) that also consider the financing of sustainable energy projects (Crowd4Climate, Greenrocket). However, the CF/CI mechanism itself is not yet broadly applicable to some sectors, e.g. SME or industries or especially also to energy efficiency measures (apart from renewable energy projects).

But with E-FIX methodology and tools being developed and rolled-out among various stakeholders, another focus will be given to involve energy innovations in the area of public infrastructure, industrial/business processes and building technologies which are close to the investors, and where they can benefit on the financial output.

For the development of the Austrian action plan, a few consultations have been organized with relevant stakeholders from the sectors presented in the table below. A formal meeting to present the AT Action Plan and EFCC structure took place on 22 April 2021 within the 2nd Ambassador training, and several informal meetings with different stakeholders between August 2020 and May 2021 to discuss elements of the Action Plan or specific measures and their possible implementation.

The following consultation meetings were dedicated to discussing the AP/EFCC setup for Austria:

- 14 July and 4 August 2020: Meeting with Mrs Formanek “Gruenstattgrau” (green roof initiative) and representatives of CONDA/ConPlusUltra concerning the setup of an initiative of “Greening Roofs at Schools”. The initiative was considering the combination of technical and financial assistance to school operators together with the promotion of crowd and community financing instruments to promote a complementary approach to refurbish public and private schools with public funding and private-sector financial support.
- 8 April 2021: Consultative meeting with Environment Protection Agency/UBA (Mr Bacher, Ms Salcher) and ConPlusUltra concerning the E-FIX project objectives, results and presentation of roadmap and action plan. Feedback was received concerning the AP and proposed activities under objective 3 and 4. The UBA recently launched the Austrian Green Investment Pioneers programme offering support to project developers in financial structuring of green project investments.
- 22 April 2021: 2nd E-FIX ambassador training with 11 participants being energy and finance experts and representatives from chamber of commerce and selected (pilot) municipalities. EFCC concept and action plan were presented to the participants within the framework of the training.
- 5 May 2021: Participation in DECA Lounge, an online workshop on “Innovative Financing of Energy Projects” (approx. 35 participants from ministries, chamber of commerce, ESCOs, energy and financing specialists).

As a result from the stakeholder workshops and further consultations, CF/CI is suggested to be used further to finance individual EE measures or combined with RE measures, such as green roofs in combination with solar PV installations, heating system improvements (boiler exchange), improvement of A/Cs, transport efficiency/alternative transport means or within the (more typical) segment of renewable energy investments (e.g. photovoltaic in public buildings, etc.) or energy storage solutions (thermal and electrical).



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Relevant stakeholders are local authorities (cities, municipalities), energy utilities, regional energy and other sectoral agencies, NGOs, energy consultants, financial institutions and energy and financial experts, and business support organisations.

6.2. Roles and responsibilities of Stakeholders for Action Plan implementation

It is important to keep tracking 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. This includes sharing the benefits for the community and potential beneficiaries.

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"> • ConPlusUltra • CONDA • WU Vienna 	<ul style="list-style-type: none"> • ConPlusUltra: technical appraisal of submitted projects, trainings and capacity building activities, promotion in the AT and EU/intl. scientific/energy community • CONDA: operations of crowd17 platform; functionality, promotional activities in the CONDA network and approach of potential clients. • WU Vienna: financing know-how, training and capacity building, scientific community 	<ul style="list-style-type: none"> • Lead partners for implementation of activities and involvement of all key stakeholders
Political decision makers	<ul style="list-style-type: none"> • Ministry of Climate Protection and Energy • Federal Environment Protection Agency • Austrian Climate and Energy Fund • Representatives of Municipalities and communities 	<ul style="list-style-type: none"> • EFCC support during establishment • Funding support for innovative project ideas • New green finance instruments put in place with project preparation support 	<ul style="list-style-type: none"> • Assistance in promotion activities; advocating for EFCC • Presentation of results and possibilities of their use
Target groups	<ul style="list-style-type: none"> • Public sector infrastructure operators with potential energy investment projects • ESCOs • Financial/funding institution • Regional multipliers (energy agencies, regional chambers, NGOs, community initiatives) • Individual experts from energy and/or finance business • Energy suppliers and utilities developing energy projects for their municipal clients • Gruenstattgrau (Initiative for greening roofs) 	<ul style="list-style-type: none"> • Participation in thematic work groups for crowdfunding and other innovative financing instruments • Assisting EFCC with organisation of thematic workshops and promotional events • Creation of pipeline of crowdfunding and other energy projects 	<ul style="list-style-type: none"> • Work group participation • Bilateral consultations • Participation at workshops and public events



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7. MONITORING STRATEGY

The Implementation group will make quality review of each pilot campaign according to the criteria developed within the E-FIX project and test the business plan developed by the project developer/CF initiator with the crowdinvesting platform operator CONDA. Only those projects that fulfill the requirements set by the Group will be implemented. Once live, performances of each campaign online will be closely monitored and if needed, additionally promoted and modified in cooperation with experts from the Implementation group. Since the campaign is only used to raise capital, the work of the Implementation group does not end with the completion of campaigns. In order to raise investors' confidence and reliability of crowdinvesting projects the Group will also be actively engaged during execution of the actual investment (e.g. implementation of EE/RE measures).

The Action Plan serves as a basis for the implementation of but needs to be further refined. 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, but at least virtual platform offering support and information 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).

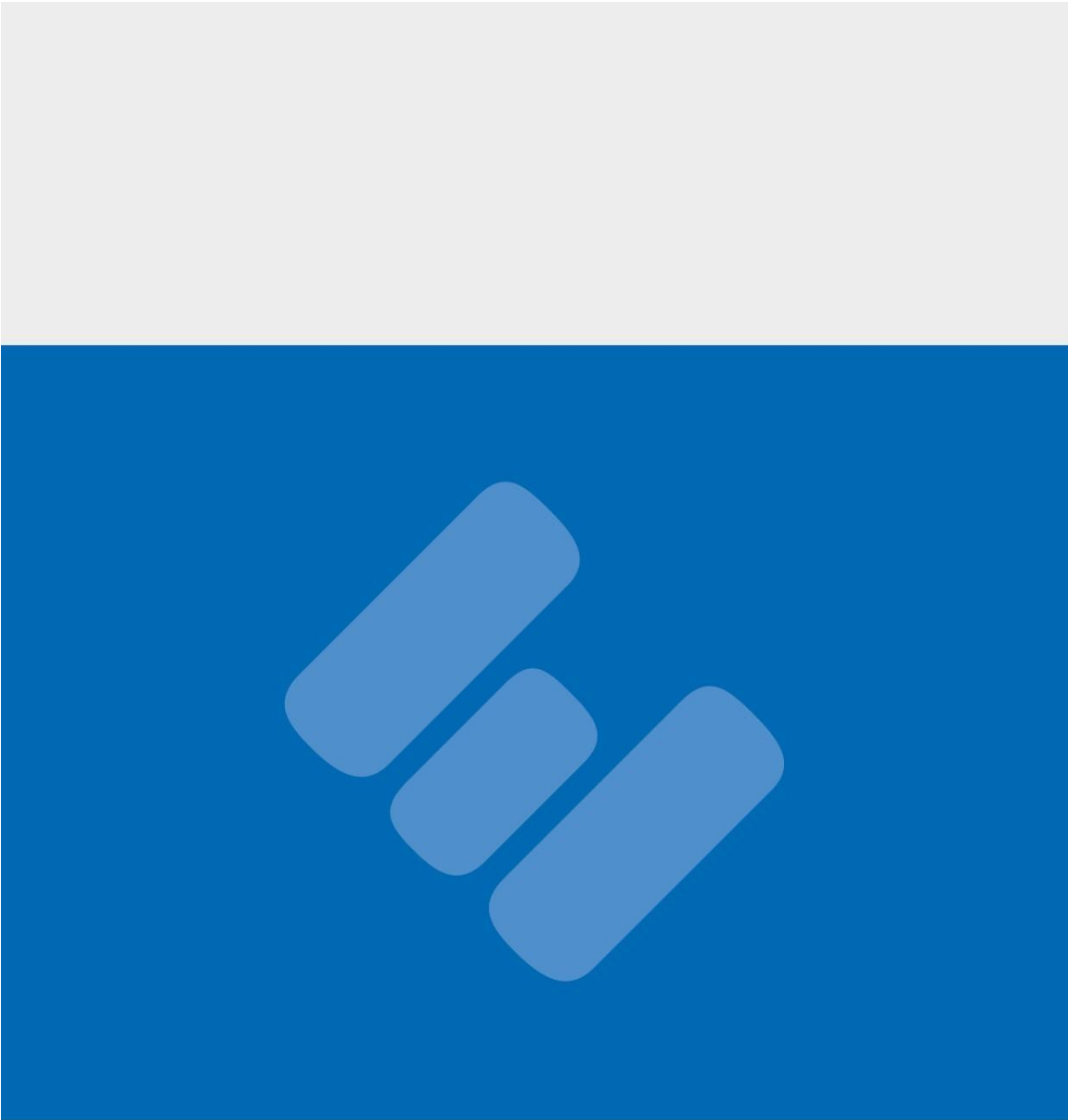
- Biannual meetings between project partners (ConPlusUltra, CONDA, WU Wien) and external stakeholders/experts during which the objectives and results will be tracked.
- The evaluation will compare the progress made to the given target indicators for the timeframe. Based on these results the objectives 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.

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.

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 E-FIX Action Plan indicators will be monitored by the EFCC implementation team at the stage of EFCC set up and later on towards sustainability of the actions when the E-FIX project will be finished. 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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