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An inclusive peer to peer approach to involve EU CONURBations and wide urban areas in participating to the covenANT of Mayors

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D6.2 – Report on the monitoring and evaluation of institutionalization

Work package: **WP6 – Monitoring and Evaluation**

Partner responsible for D6.2: **ALBEA Transenergy sl**

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1 Executive Summary

This deliverable aims to monitor and evaluate the institutionalization of the Conurbant project. The idea of the institutionalization is to create a base for an easier inclusion of SEAPs in the policy-making process of partner municipalities following a transversal (interdepartmental) approach. Thus, the aim of the institutionalization along the Conurbant project is to provide Trainee cities, but also Trainer cities, with a clearer view of the current energy-related policies that exist or that are being discussed at local level, sector by sector, department by department. The continuous monitoring of project activities allows detect, improve and correct, if necessary, the inconsistencies which could arise during the project life period.

A survey was designed for collecting information and taking decisions useful for carrying out the successive activities in the best possible way. Hence, each municipality was asked about different sectors of their economy related with the environment and political actions related to them.

The work performed by each consultancy team analysing the situation in the different regions is evaluated and analysed through quantitative and qualitative indicators.

Finally, a region by region analysis includes a table were quantitative indicators are given.

1.1 *Executive summary- Italian*

Questa deliverable si pone come obiettivo il monitoraggio e la valutazione dell'istituzionalizzazione del progetto Conurbant. L'idea di istituzionalizzazione è di creare le condizioni per un inserimento più facile dei PAES nel processo di policy-making dei Comuni partner a seguito di un approccio trasversale (o intersettoriale). Pertanto, l'obiettivo della istituzionalizzazione nel progetto Conurbant è quello di fornire alle città Formate, ma anche alle città Formatrici, una visione più chiara delle attuali politiche connesse all'energia che esistono o che sono in fase di discussione a livello locale, settore per settore, ufficio per ufficio. Il continuo monitoraggio delle attività del progetto consente di rilevare, migliorare e correggere, se necessario, le incongruenze che potrebbero insorgere durante il periodo di vita del progetto.

Una indagine è stata realizzata con l'obiettivo di raccogliere informazioni e prendere decisioni utili al miglior svolgimento delle attività successive: ad ogni comune è stato chiesto di analizzare diversi settori di loro diretta gestione in relazione all'ambiente ed alle azioni politiche ad essi connessi.

Il lavoro svolto per ciascuna realtà locale del progetto Conurbant è stato poi valutato e analizzato attraverso indicatori quantitativi e qualitativi.

Infine, una analisi comparativa tra le diverse regioni di progetto ha consentito di creare una tabella riportante indicatori quantitativi.

1.2 *Executive summary- Bulgarian*

Този отчет цели мониторинга и оценката на институционализацията на проект Conurbant. Идеята на институционализация е да се създаде база за по-лесно включване на Плановете за действие за устойчиво енергийно развитие (ПДУЕР) в политическия процес на партньорските общини след хоризонтален (междуведомствен) подход. В този смисъл целта на институционализацията по проект Conurbant е да даде както на Обучаваните общини, така и на Обучаващите общини, по-ясна представа за настоящите политики, свързани с енергопотреблението, които съществуват или предстои да се обсъдят на местно ниво, сектор по сектор, отдел по отдел. Изпълнението на непрекъснат контрол на дейностите по проекта позволява откриване, усъвършенстване и коригиране, ако е необходимо на несъответствия, които биха могли да възникнат по време на изпълнението на проекта.

Изготвено беше проучване за събиране на информация и начина на вземане на решения за успешното изпълнение на дейностите по възможно най-добрия начин. Следователно на всяка една община беше поискана информация за различните сектори на икономиката, свързани с околната среда и политическите действия, имащи отношение към тях.

Извършената работа за анализ на ситуацията от всеки екип е разгледана и оценена чрез количествени и качествени индикатори.

В заключение е включена таблица с количествени индикатори за всеки регион по отделно.

1.3 *Executive summary- Croatian*

Cilj ovog rezultata provedbe aktivnosti je nadziranje i procjena institucionalizacije projekta Conurbant. Ideja institucionalizacije je stvoriti temelje lakšem uključivanju SEAP-a u proces donošenja lokalnih propisa partnerskih općina i gradova na interdisciplinarni način, koji uključuju suradnju svih odjela gradskih uprava. Sukladno tome, cilj institucionalizacije u sklopu projekta Conurbant, je osigurati treniranim gradovima, kao i gradovima trenerima, jasan prikaz postojećih i planiranih energetskih politika i propisa, po sektorima i odjelima, u partnerskim općinama i gradovima. Stalni nadzor nad provođenjem projektnih aktivnosti, omogućuje otkrivanje, poboljšavanje i ispravljanje njihovih mogućih nedostataka za vrijeme trajanja projekta.

Izrađena je anketa prema kojoj su prikupljani podaci i na temelju koje je donesena odluka o tome kojim će se redoslijedom, na najbolji mogući način, odvijati aktivnosti projekta. Dakle, svaka je općina i grad upitan o različitim sektorima njihovog gospodarenja i političkih aktivnosti vezanih uz okoliš.

Rad svakog od konzultantskih timova na analizi situacije u različitim regijama, procjenjen je na temelju kvantitativnih i kvalitativnih indikatora.

Naposljetku, u sklopu analize, izrađena je tablica s kvantitativnim indikatorima za svaku regiju.

1.4 Executive summary- Latvian

Šī nepieciešamā rezultāta mērķis ir uzraudzīt un novērtēt Conurbant projekta institucionalizāciju. Institucionalizācijas ideja ir izveidot pamatu IERP vieglākai transversālai iekļaušanai politikas veidošanas procesā partneru pašvaldībās (starpresoru) pieeja. Tādā veidā, institucionalizācijas mērķis Conurbant projekta laikā ir nodrošināt apmācāmās pilsētas, bet arī pilsētas, kuras apmāca, ar skaidrāku skatu uz vietējo ar enerģiju saistīto politiku, kas eksistē vai tiek apspriesta vietējā līmenī, vienā sektorā pēc otra, vienā departamentā pēc otra. Turpmāko projekta aktivitāšu uzraudzība ļaus atklāt, uzlabot un labot, ja nepieciešams, pretrunas, kas var parādīties projekta laikā.

Aptauja ir izstrādāta, lai savāktu informāciju un pieņemtu lēmumus, kas būtu noderīgi turpmākajās aktivitātēs labākajā veidā. Tātad, katrai pašvaldībai tika jautāts par dažādām ekonomikas nozarēm, kas saistīti ar vidi un politiskajām darbībām saistībā ar viņām.

Darbs, ko veica katra konsultāciju komanda analizējot situāciju dažādos reģionos tika izvērtētā un izanalizēta ņemot vērā kvantitatīvos un kvalitatīvos rādītājus.

Finālā, katra reģiona analīzes tika ievietotas tabulās, kur tika norādīti kvantitatīvie rādītāji.

1.5 *Executive summary- Spanish*

Este documento tiene como objetivo el seguimiento y la evaluación de la institucionalización del proyecto Conurbant. La idea de la institucionalización consiste en sentar una base para una mejor inclusión de los PAES en el proceso político de los municipios participantes en el proyecto siguiendo una metodología transversal e interdepartamental. Por tanto, el objetivo de la institucionalización a lo largo del proyecto Conurbant es proveer a las ciudades formadas durante este proyecto, pero también a las ciudades instructoras, con una visión más clara de las políticas actuales en materia de energía, existentes o en proceso de discusión a nivel local, sector por sector, departamento por departamento. El seguimiento continuo de las actividades del proyecto permite detector, mejorar y corregir, si es necesario, las inconsistencias que podrían surgir durante el curso del proyecto.

Se diseñó una encuesta para recoger información y tomar decisiones útiles para desarrollar las sucesivas actividades de la mejor manera posible. Consecuentemente, cada municipalidad fue consultada acerca de los diferentes sectores de su economía relacionados con el medio ambiente y las acciones políticas implicadas.

El trabajo desarrollado por cada equipo consultor analizando la situación en diferentes regiones es evaluado y analizado mediante indicadores cuantitativos y cualitativos.

Finalmente, un análisis región por región incluye una tabla donde se presentan los indicadores cuantitativos.

1.6 *Executive summary- Romanian*

Acest document livrabil îi propune să monitorizeze și să evalueze instituționalizarea Proiectului Conurbant. Ideea instituționalizării este aceea de a crea o bază pentru o includere mai facilă a Planurilor de Acțiune pentru Energie Durabilă (PAED) în procesul de elaborare a politicilor municipalităților partenere, urmând o abordare transversală (abordarea interdepartamentală). Astfel, scopul instituționalizării de-a lungul Proiectului Conurbant este acela de a forma orașe instruite şi orașe formatoare cu o viziune mai clară asupra politicilor curente privind energia, politici existente sau aflate în stadiul de discuții la nivel local, printr-o abordare sectorială şi departamentală. Monitorizarea continuă a activităților proiectului permite detectarea, îmbunătățirea și corectarea, dacă este necesar, a neconcordanțelor care ar putea apărea în perioada de implementare a proiectului.

A fost pus la punct un instrument de control şi observație pentru colectarea informațiilor şi luarea celor mai potrivite decizii pentru desfășurarea în cele mai bune condiții a activităților în succesiunea lor. Prin urmare, fiecare municipalitate a fost chestionată despre diferitele sectoare ale economiei lor legate de mediu și acțiuni concrete şi politicile publice ce legate de acestea.

Activitatea desfășurată de fiecare echipă de consultanță prin analiza situației în diferite regiuni este evaluată și analizată prin indicatori cantitativi și calitativi.

În cele din urmă, analiza realizată regiune cu regiune include un tabel care furnizează indicatori cantitativi.

1.7 *Executive summary- Greek*

Αυτό το παραδοτέο έχει ως στόχο να παρακολουθεί και να αξιολογεί τη θεσμοθέτηση του έργου Conurbant . Η ιδέα της θεσμοθέτησης είναι να δημιουργηθεί μια βάση για την ευκολότερη ένταξη των ΣΔΑΕ στη διαδικασία χάραξης πολιτικής των εταίρικών δήμων μετά από εγκάρσια (διατμηματική) προσέγγιση . Έτσι , ο στόχος της θεσμοθέτησης του έργου Conurbant είναι να παρέχει στις εκπαιδεύτριες πόλεις , αλλά και στις πόλεις που εκπαιδέυονται μια σαφέστερη εικόνα των σημερινών ενεργειακών πολιτικών που υπάρχουν ή που συζητούνται σε τοπικό επίπεδο , κατά τομέα και κατά τμήμα . Η συνεχής παρακολούθηση των δραστηριοτήτων του έργου επιτρέπει τον εντοπισμό , τη βελτίωση και τη διόρθωση , όπου είναι αναγκαίο των ασυνεπειών που ενδέχεται να προκύψουν κατά τη διάρκεια του έργου .

Έχει σχεδιαστεί μια έρευνα για τη συλλογή πληροφοριών και τη λήψη αποφάσεων, η οποία είναι χρήσιμη για την εκτέλεση των διαδοχικών δράσεων με τον καλύτερο δυνατό τρόπο . Ως εκ τούτου , κάθε δήμος ρωτήθηκε για τους τομείς της οικονομίας του, οι οποιοί σχετίζονται με το περιβάλλον και τις πολιτικές δράσεις τους .

Το έργο που εκτελέστηκε από κάθε ομάδα συμβούλων για την ανάλυση της κατάστασης στις διάφορες περιοχές αξιολογείται και αναλύεται μέσω ποσοτικών και ποιοτικών δεικτών .

Τέλος η ανάλυση από περιοχή σε περιοχή περιλαμβάνει έναν πίνακα με ποσοτικούς δείκτες.

2 Introduction

The EU has a significant number of Municipalities that have started a path of sustainable energy action planning and policy-making and propose replicable good practices.

The CONURBANT project aims at helping medium-large cities from seven countries and the smaller towns in their urban area, through capacity building using peer to peer support and training between less and more experienced Municipalities, in the framework of the CoM.

In the framework of the project, and previously to the development of SEAPs and peer-to-peer approach, the municipalities are asked for the institutionalisation of SEAPs, which means to make a participated action planning process enter the political sphere of the Municipality and to make the results of the process being approved by the Municipal Council and influence the following policy-making decisions.

The results of this institutionalisation path should be that new policies enter into force and affect the whole Municipal territory involving and directing consumers' decisions, citizens' choices and business strategies.

Therefore in first place it is necessary to collect the information, which has been done during the WP3 'Institutionalisation'.

This Work Package 6 is focused on the monitoring and evaluation of project activities with the aim to improve the quality of the work done and introduce the opportunity for a constant improvement of the results.

Besides the general project monitoring activities foreseen in work package 1, this work package goes deeper in the quantitative and qualitative analysis and evaluation of the results achieved (or problems faced) by the partners in wp2, wp 3, wp 4 and wp5.

This work package foresees also a cross-cutting evaluation of the role of Tutoring Municipalities in this project in the light of the implementation of a peer-to-peer towards Trainee Cities and between Trainee Cities. It also foresees an evaluation of the role of large Cities in this project in the implementation of the Conurbation approach involving smaller Municipalities in the same urban area.

This deliverable D6.2 describes the monitoring and evaluation of institutionalization (WP3).

3 General overview of the institutionalization

3.1 Institutionalization

The idea of the institutionalization is to create a base for an easier inclusion of SEAPs in the policy-making process of partner municipalities following a transversal (interdepartmental approach). Thus, the aim of the institutionalization along the Conurbant project is to provide Trainee cities, but also Trainer cities, with a clearer view of the current energy-related policies that exist or that are being discussed at local level, sector by sector, department by department.

A survey was designed for collecting information and taking decisions useful for carrying out the successive activities in the best possible way.

The sectors considered in the survey are:

- Energy savings;
- Renewable energy production;
- Mobility;
- Green areas and forestation;
- Agriculture;
- Waste;
- Civil sector;
- Industry.

In each of the sectors abovementioned, the municipalities were consulted about the following aspects:

- Plans or programs;
- Outsourcing and purchasing;
- Municipality's economic incentives;
- Awareness campaigns;
- Other interventions to be specified.

The scheme of the survey is as follows:

SECTOR OF INTERVENTION	ACTION DESCRIPTION	WHAT	MUNICIPALITY	WHAT THE MUNICIPALITY DOES	DESCRIPTION and OFFICIAL DOCUMENT REFERENCE	REALIZATION			SCALE		IS THE CO2 REDUCTION MEASURED? (for implemented		IF CO2 REDUCTION HAS BEEN MEASURED, HOW?			Have you DATA INPUTS to the CO_2 REDUCTION CALCULATION?			Note on survey audit
						YES	NO	PLANNED	BODY	TERRITORY	YES	NO	NECESSARY DATA INPUT	CALCULATION METHODOLOGY	CO2 REDUCTION RESULTS (TON OF CO2)	YES	NO	WHO OWNS THE DATA	
SECTOR	PLANS OR PROGRAMS	Any sort of reference to tackle climate change issues included in municipality plans, programs or commitments. Ex. Inclusion of energy savings targets in t public lighting																	
	MUNICIPALITY'S ECONOMIC OUTSURCING AND PURCHAS	Any sort of criteria included in public bids that take into account climate change issue ex.Implementation of Green Public Procurement																	
		Any sort of public incentive to increase energy savings for citizens ex. incentives for substitution of low efficiency lamps, heating systems, etc.																	
	AWARENESS CAMPAIGNS	Any awareness campaigns on energy savings to cictizens, students, etc.																	
	OTHER INTERVENTIONS TO																		

The energy policy strategy of the different municipalities has been described through the information gathered during the interviews grouped by:

- Planning Tools;
- Environmental Management Tools;
- GHG data Management;
- Communication and reporting tools.

4 Monitoring and evaluation of institutionalization

4.1 Foreword

This report summarises the monitoring and evaluation of the project institutionalisation phase with the aim of improving the institutionalization process before the implementation of a SEAP. The continuous monitoring of project activities allows detect, improve and correct, if necessary, the inconsistencies which could arise during the project life period.

The work performed by each municipality analysing its own situation and the situation of the conurbation towns is evaluated and analysed through quantitative and qualitative indicators.

4.2 Quantitative indicators

The quantitative indicators proposed are:

- Number of representatives of Conurbation towns contacted;
- Number of personnel from partner Municipalities contacted;
- Number of participants to the survey (among which, number of politicians);
- % of participants interested by the survey (among which, number of politicians);
- % of participants committed to take part in the development of a cross-cutting energy policy strategy (among which, number of politicians);
- Number of participants actually taking part in the development of the Municipal Strategy;
- Number of departments/areas which deal/include energy in the management of the policy;
- % of planning tools where energy is considered;
- % of environmental management tools where energy is considered;
- % of communication and reporting tools where energy is considered.

4.3 Qualitative indicators

The qualitative indicators will be based on the comments provided by participants, giving special attention to the following issues:

- Typology of municipalities of Conurbant (number of inhabitants, major economic activities);
- Current management of the energy (which area/department);
- Resources address to manage energy;

- Current groups/committee of transversal work concerning energy;
- Participation process experience;
- Technical and political expectations concerning energy and the objective 20x3.

5 Region by region analysis

Region by region analysis includes a table were quantitative indicators are given. Below the table main comments provided by the participants interviewed are shown. First we present a table including the information for all trainee municipalities together and then we offer a more detailed table for each municipality.

Conurbation	VICENZA	PADOVA	PALMA	OSIJEK	LIMASSOL	SALASPILS	VRATSA	TIMISOARA	ARAD	ALBA IULIA
Country	Italy	Italy	Spain	Croatia	Cyprus	Latvia	Bulgaria	Romania	Romania	Romania
Number of Municipalities / Towns on the D.3.2 reports	5	5	8	2	4	5	5	17	5	1
Total Population	120000	215000	560000	165000	150000	70000	83000	350000	194000	60000
Co-ordination between Municipalities / Towns during Urban or/and Sustainability Planning	Medium	High	Low	Very High	High	Medium	High	Medium	Medium	-
Jurisdiction - Influence on Energy and Sustainable Planning	Very High	High	High	High	High	High	High	High	High	High
Number of Municipalities with Sustainable Planning or taking into account Sustainability in Urban Development Planning	2	5	1	2	1	5	5	1	1	1
Planning Tools outside CoM:										
Number of Municipalities planning on Energy Saving	2	5	1	2	1	5	5	4	5	1
Number of Municipalities planning on Renewable Energy Production	5	5	5	2	1	3	-	2	2	1
Number of Municipalities planning on Sustainable Mobility or emissions reduction in Transport	5	5	3	2	2	-	5	3	3	1
Number of Municipalities planning on Forestation and Green Areas	1	5	2	2	4	2	5	3	4	1
Number of Municipalities planning on better Waste Management	5	5	5	2	4	5	5	2	4	1
Number of Municipalities planning on Waste Water Treatment	4	-	3	1	1	-	-	1	4	1
Number of Municipalities planning on Sustainable Development in Industrial Areas	-	-	-	-	1	-	1	-	-	1
Enviromental Management Tools:										
Number of Municipalities adopted or use as a guiding source Local Agenda 21	5	5	5	-	-	5	-	-	1	1
Number of Municipalities adopted or use as a guiding source GPP	5	5	11	-	4	5	-	1	-	1
Number of Municipalities adopted or use as a guiding source EMAS	-	-	-	-	-	-	-	-	-	-
Number of Municipalities adopted or use as a guiding source ISO 14001	-	-	1	-	-	5	1	-	-	1
Number of Municipalities adopted or use as a guiding source other certified management system	-	5	-	-	4	-	-	1	-	1
GHG Data Management:										
How Municipalities account GHG Data	Calculate	Calculate	Calculate	Calculate and Acquire	Calculate	Acquire	Calculate	Calculate	Calculate-Acquire	Calculate
Level of existing data-measurements	-	-	-	Local	National	National	-	-	Local	-
Communication:										
Public Discussions or Gatherings	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public Education (Schools, Seminars)	Yes	Yes	Yes	-	Yes	-	Yes	Yes	Yes	Yes
Mass Media (TV, Radio, Newspapers, Internet)	-	Yes	-	-	Yes	-	Yes	Yes	Yes	Yes
Other Services or Media (Interactive, Leaflets, Booklets etc)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Budget:										
Number of Municipalities that dedicate budget for Sustainability	2	5	1	2	1	-	5	1	1	1

5.1 Salaspils

N. of municipalities interviewed	5	
N. of representatives of Conurbation towns	13	Iksile, Kegums, Lielvarde, Ogre
N. of personnel from partner Municipalities	5	Salaspils
N. of people interviewed	18	
Among which number of politicians	6	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	6	Energy; RE production; Mobility; Green Areas; Water cycle; Waste.
N. of planning tools where energy is considered	0	
N. of environmental management tools where energy is considered	0	
N. of communication and reporting tools where energy is considered	1	

Salaspils has 21.102 inhabitants and it is in a rural area on the northern bank of the Daugava River 18 kilometers to the south-east of the city of Riga. The villages in Salaspils' conurbation area are smaller, with the exception of Ogre.

None of the towns has planning tools, environmental management tools and GHG data management.

The only sectors where the municipalities have direct management are public lighting and waste. Other energy sectors, renewable energy production, mobility, green areas and forestation and water cycle are managed indirectly through public bids.

Currently, there is no coordination between the different sectors to manage energy.

5.2 Timisoara

N. of representatives of Conurbation towns	32	Bucovat, Carpinis, Dudestii Noi, Dumbravita, Ghiroda, Giarmata, Giroc, Jimbolia, Mosnita Noua, Ortisoara, Peciu Nou, Pischia, Remetea Mare, Sag, Sanandrei, Sanmihaiu
N. of personnel from partner Municipalities	3	Timisoara
N. of people interviewed	35	
Among which number of politicians	15	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	5	Energy; Mobility; Green Areas; Water cycle; Waste.
N. of planning tools where energy is considered	9	Only in Timisoara
N. of environmental management tools where energy is considered	4	Quality Management, GPP, local budget, benchmarking energy use
N. of communication and reporting tools where energy is considered	10	

Timisoara is one of the largest Romanian cities, with a population of about 304.000 inhabitants and it is the main social, economic and cultural center in the western part of Romania. It has developed sector strategies (in energy savings, renewable energy production, mobility, green areas and forestation, water cycle, waste and civil sector) that will be integrated in the future General Action Plan.

The conurbation towns have defined ideas and smaller projects in different sectors to fulfill local needs but they are not included in an integrated program. Thus, it is necessary to develop an integrated economic, social and environmental strategy.

One of the main problems that conurbation towns have to face is the limitation in human resources and the lack of experience of public servants in the field of energy.

5.3 Arad

N. of representatives of Conurbation towns	4	Lipova, Nadlac, Pecica, Santana
N. of personnel from partner Municipalities	1	Arad
N. of people interviewed	5	
Among which number of politicians	4	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	6	Energy; Mobility; Green Areas; Water cycle; Waste; Civil sector
N. of planning tools where energy is considered	2	Only in Arad
N. of environmental management tools where energy is considered	1	Local Agenda 21
N. of communication and reporting tools where energy is considered	5	

Arad is the third largest city in the western part of Romania with a population of about 148.000 inhabitants. It is an important industrial center and transportation hub in this area. Its main planning tool is the Development Strategy for Arad 2008-2013 and 2013-2020, which includes a special chapter on efficient energy based on EU energy policies. Moreover, the municipality is involved in some energy related projects financed by the Romanian Government, the Local Council of Arad, European Union funds or other financial institutions (EBRD, World Bank).

The towns in Arad's conurbation area only have some energy-related policies and some of them are developing some projects in this field.

Currently, there is no coordination between the different sectors to manage energy.

5.4 Limassol

N. of representatives of Conurbation towns	3	Kato Polemidia, Mesa Yitonia, Yermasoyia
N. of personnel from partner Municipalities	2	Limassol
N. of people interviewed	5	
Among which number of politicians	0	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	6	Energy; RE production; Mobility; Green Areas; Waste; Industry
N. of planning tools where energy is considered	6	
N. of environmental management tools where energy is considered	1	Environmental management guidelines
N. of communication and reporting tools where energy is considered	6	

Limassol is the largest municipality in Cyprus and its conurbation area covers four smaller municipalities. Limassol has jurisdiction in some energy-related matters in contrast with the municipalities in the conurbation area. One of the main goals of Limassol is to collaborate, coordinate and guide the conurbation towns in energy-related issues to achieve a better energy management.

All municipalities are developing their SEAP, are promoting tree planting and increasing green areas and are planning to adapt better waste sorting and management techniques.

5.5 Osijek

N. of representatives of Conurbation towns	2	Vinkovci
N. of personnel from partner Municipalities	2	Osijek
N. of people interviewed	4	
Among which number of politicians and technicians	2	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	8	Energy; RE production; Mobility; Green Areas; Water cycle; Waste; Civil Sector; Industry
N. of planning tools where energy is considered	5	In both municipalities interviewed
N. of environmental management tools where energy is considered	0	Environmental management guidelines
N. of communication and reporting tools where energy is considered	1	Annual report

Osijek is the fourth largest city in Croatia with a population of about 108.000 inhabitants. It is the largest city and the economic and cultural centre of the eastern Croatian region of Slavonia.

Vinkovci is the largest town of the Vukovar-Syrmia County with a population of about 35.500 inhabitants. Many large villages surround it and it is mainly a local transport hub.

Osijek and Vinkovci as the biggest municipalities in their respective regions lead the implementation of energy efficiency measures.

Most of policies, implemented measures and measures being developed in both municipalities are the same in the entire conurbation area.

Both municipalities with their conurbation area are participating in UNDP Green programme SGE, which help them to provide data about energy consumption and CO2 emission levels.

5.6 Padova

N. of representatives of Conurbation towns	16	Vigonza, Ponte SN, Due Carrera, Rubano
N. of personnel from partner Municipalities	0	Padova
N. of people interviewed	16	
Among which number of politicians and technicians	8	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	6	Energy; RE production; Mobility; Green Areas; Water cycle; Waste
N. of planning tools where energy is considered	4	In all municipalities interviewed
N. of environmental management tools where energy is considered	2	Certified management system, GPP
N. of communication and reporting tools where energy is considered	4	

Padova is the capital of the province of Padua and the economic and communications hub of the area. Padua's population is approximately 214.000.

The surveys show that there is no energy planning at local level and the largest municipalities do not act as guides as they should.

Moreover, one of the main problems that small municipalities have to face is the lack of human resources.

All conurbations have developed and have implemented plans for the introduction of PV on public buildings, mainly schools, and for the reduction of public electricity consumption, mainly through public light LED technologies.

An advantage that these Italian municipalities have is that they have quality and environmental management systems, which can be a good starting point to develop energy-related policies and guarantee the monitoring of BEIs and SEAPs.

5.7 Vicenza

N. of representatives of Conurbation towns	7	Sovizzo, Creazzo, Arcugnano, Monticello
N. of personnel from partner Municipalities	2	Vicenza
N. of people interviewed	9	
Among which number of politicians and technicians	4	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	8	Energy; RE production; Mobility; Green Areas; Water cycle; Waste; Civil sector; Industry
N. of planning tools where energy is considered	7	In Vicenza conurbation area
N. of environmental management tools where energy is considered	1	GPP
N. of communication and reporting tools where energy is considered	1	Campaigns

The conurbation of Vicenza includes 12 towns with similar characteristics, for their size, population and situation and they show similar problems and needs regarding the use of energy and the capacity to introduce energy efficiency measures. Most of them have industrial and handcrafted areas which they would like to involve in their energy policies and strategies.

Thanks to the Conurbant project, some municipalities have just started to be aware about the implementation of their actions on energy savings and improvement of energy efficiency.

However, there is no coordination between the different municipalities because the conurbation area does not have a specific administrative body responsible for the coordination of policies among them. This fact makes it difficult to reach greater results in public energy-related policies and to be able to reduce costs. Although Provincia di Vicenza started to think about the coordination of the environment policies in its jurisdiction, it seems quite difficult since the new national laws are about to close the Province Institution.

Some of the main planning tools adopted by Vicenza Conurbation area are: urban planning with environmental criteria; sustainable energy action plan; urban mobility plan; climate change strategy; master plan for street lighting; energy audit of public lighting and inventory of lights; and ‘door to door’ waste collection system.

5.8 Vratsa

N. of representatives of Conurbation towns	11	Krivodol, Mezdra, Mizia, Oryahovo
N. of personnel from partner Municipalities	2	Vratsa
N. of people interviewed	13	
Among which number of politicians and technicians	3	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy		
Vratsa	4	Energy; Mobility; Green Areas; Water cycle;
Krivodol	6	Energy; RE production; Mobility; Green Areas; Water cycle; Waste
Mezdra	3	Energy; Green Areas; Water cycle
Mizia	6	Energy; RE production; Mobility; Green Areas; Water cycle; Waste
Oryahovo	3	Energy; Green Areas; Waste
N. of planning tools where energy is considered	5 to 9	
N. of environmental management tools where energy is considered	1	ISO 14001 (Mezdra and Mizia)
N. of communication and reporting tools where energy is considered	2	Website and campaigns

Vratsa is a city in north-western Bulgaria, at the foothills of the Balkan Mountains. It is the administrative centre of the homonymous Vratsa Province. The town has a population of 60.482 inhabitants.

Vratsa's key objectives and priorities are: reducing the amount of energy consumed and costs associated in schools; promotion of best practices for reducing specific energy consumption for unit production of the companies in the industry, agriculture, services and transport; increasing the efficiency of municipal electricity and energy consumption; building a database for energy efficiency; improving the environmental situation in the municipality, through methods of energy efficiency; and creating conditions for sustainable and balanced development of Vratsa.

Currently, there is a Municipal Council for Energy Efficiency, who is in charge of establish and implement energy efficiency programs and who interacts with the local authorities in order to reconcile the interests of citizens, business area and individual state and municipal units in the Municipality of Vratsa.

Some of the conurbation municipalities have established the ISO 14001 environmental management tool.

5.9 Palma

N. of representatives of Conurbation towns	7	Santa Maria del Camí, Bunyola, Andratx, Puigpunyent, Marratxí, Esporles, Calvià
N. of personnel from partner Municipalities	1	Palma
N. of people interviewed	8	
Among which number of politicians and technicians	3	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	7	Energy; RE production; Mobility; Green areas; Water cycle; Waste; Industry
N. of planning tools where energy is considered	7	
N. of environmental management tools where energy is considered	3	Local Agenda 21, GPP, ISO 14001
N. of communication and reporting tools where energy is considered	1	Campaigns

The conurbation of Palma includes 11 towns with a population of 160.000 inhabitants spread over an area of 1135.88 km2. Palma is the biggest city of the Balearic Islands and one of the biggest of Spain in population. It has about 405.000 inhabitants and an area of 213.63 km2. Its metropolitan area covers the municipalities of Andratx, Calvià, Puigpunyent, Esporles, Valldemossa, Buynola, Marratxí, Santa Maria del Camí, Santa Eugenia, Algaida and Llucmajor.

These towns and villages have different characteristics, for their size, population and situation. Some of them are big touristic centres, for example and other ones are small residential villages. These characteristics show different problems and needs regarding the use of energy and the capacity to introduce energy efficiency measures.

Tourism is the main economic activity by far and influences the rest of sectors and activities, which reflects on the policies developed by the municipalities for example in the areas of mobility, hotels and facilities, etc.

In relation to the energy policies developed by the municipalities, all of them have implemented actions to save energy and improve energy efficiency. From communication campaigns to public buildings efficiency, there is a wide range of measures taken by these towns.

However, there is practically no coordination nor connection between them, since the Conurbation does not have a specific administrative body which coordinates the policies of these municipalities. Therefore, this situation makes it difficult to reach greater results in public policies of this area. There are other public bodies (Govern de les Illes Balears and Consell de Mallorca) but their jurisdiction is not limited to Palma conurbation and it appears to be more difficult to carry out specific actions for these municipalities.

Anyway, towns in the conurbation are trying to act in a more coordinated way in order to improve the environmental results with smaller costs for the whole conurbation.

5.10 Alba Iulia

N. of representatives of Conurbation towns	1	Alba Iulia
N. of personnel from partner Municipalities	0	
N. of people interviewed	11	
Among which number of politicians and technicians	11	
% of participants interested by the survey		
Among which number of politicians		
% committed to take part in the development of a cross-cutting energy policy strategy		
Among which number of politicians		
N. of participants actually taking part in the development of the Municipal Strategy		
N. of departments/areas which deal/include energy in the management of the policy	5	Energy; Mobility; Green Areas; Water cycle; Waste
N. of planning tools where energy is considered	4	
N. of environmental management tools where energy is considered	4	ISO, environmental budget, Agenda 21, a partnership with Alba Local Energy Agency
N. of communication and reporting tools where energy is considered	11	Organised or sponsored events/fairs Enery Days Mobility Week Mass media www.apulum.ro ALEA – www.alea.ro Housing associations representatives Social networks Public or private partners websites Local councillors Public audiences

Alba Iulia is "the other capital of Romania", a symbolic capital for national unity recognized in this respect by all Romanian citizens.

The city is an urban center of national importance located at15 km from the IV Pan-European transport corridor, is a dynamic new university center, a new tourist attraction, but also an institutional model for attracting and implementing projects with grants, especially European ones. Alba Iulia has 60 000 inhabitants, the majority (97%) being Romanians.

In 2010, the city we became a signatory community of the Covenant of Mayors initiative and a community that developed an Action Plan for Sustainable Energy (SEAP). The plan was approved by the City Council and approved by the European Covenant of Mayors Office. The plan is a strategic and an action tools began to be implemented and which by 2020 will commit us to reduce by 24% CO2 emissions in Alba Iulia in order to achieve EU targets specified in the 2020 Energy Strategy – A strategy for secure, competitive and sustainable energy.

6 Conclusions

After having analyzed each single municipality, we can conclude that there is a general tendency to deal with energy issues in a partitioned way. In other words, we have observed how many cities involved in the Conurbant project take care about energy efficiency and renewable energies from different departments, each one working separately from the rest. This kind of approach is not surprising at all taking into account the essentially static nature of political institutions and the relative novelty of the concern about low-carbon economies.

However, it is extremely important to abandon this partitioned way of dealing with energy but also with environmental issues in favour of a greater transversality. This is a very general concept, which may be understood and implemented in several ways, depending on the concrete case we have to consider.

As a matter of fact, the Conurbant project works for the accomplishment of this change towards transversality within energy issues. Indeed, this is exactly the objective of building such a great international consortium gathering Training municipalities and Trainee municipalities together with the aim of improving sustainability as a consequence of peer-to-peer support. Only as an example, we can mention the success of the Open Centralized Sessions having taken place in Brussels in 2012 and 2013, or the study tour which has recently taken place in Freiburg. There, the total municipalities involved in Conurbant assisted not just on their own behalf, but also inviting their conurbation towns to let them participate from the experiences shared by other municipalities with respect to sustainability measures. This may inspire not only measures to be adopted by the conurbation towns on their own, but also the iniciative to undertake common measures between different conurbations and the central municipality.

From the different collaborations started with other European projects as LEAP and Covenant Capacity, it has been initiated a process of sharing knowledge and capacity rising. This has allowed knowing some good practices concerning institutionalisation.

We could highlight the integration of the development of SEAPs into broader political plans which involve several departments from a given municipality. For instance, this is what has been done in the German city of Ludwigsburg, which integrated its SEAP into a general Sustainable Urban Development Strategy, thereby acknowledging the important and abundant relations existing between different systems that operate in a city. In that case, the understanding of these complex interactions has allowed for a more efficient integration of activities and sustainable energy measures, and also for the development of synergies within the SEAP and the urban development strategy.

Another possible step towards transversality may be the institutionalization of sustainable processes into local government operations, like the creation of consortiums, local corporations or political instances to deal with a certain problematic related to sustainability, common to some municipalities in a given territory. Indeed, this is what has taken place in Italy, in the Mountain Community – Association of “Trasimeno – Middle Tiber” Municipalities, a public authority which provides territorial management and planning services for the 13

municipalities it comprises. This political entity has not only given support to each of its 13 municipalities separatedly, but it has also helped them to identify potential synergies between separate measures being planned by each of them.

Finally, it is worth mentioning that this kind of initiative undertaken by several municipalities within the Conurbant project is not a single and isolated perspective, but a common concern within the EU. Indeed, this is the spirit behind initiatives like the Covenant of Mayors, voluntarily signed by many municipalities all around the EU to commit with energy sustainalibity, the Leap Project, aiming to establish a network of pan-European municipalities to plan and deliver local sustainable energy solutions in line with the Covenant of Mayors, or the Covenant Capacity project, a 3-year training programme for local government and their supporters to build capacity towards the development of SEAPs.

As a single conclusion, energy sustainability is an absolutely crucial point within the EU to be dealt with in a transversal manner and the Conurbant project is conceived as one of the cornerstones to effectively build the way towards a green Europe.