



Energy Efficiency

in Municipal Associations - EeMA

*SUSTAINABLE ENERGY ROADMAP FOR ASSOCIATION
OF MUNICIPALITIES IN SEE COUNTRIES*

Part 2

GET MOST FROM JOINING EU COVENANT OF MAYORS (COM) INITIATIVE

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Editors

M.Sc. Vesna Kolega, B.Sc.
M.Sc. Dubravka Bošnjak, B.Com.Sc.

Author

M.Sc. Vesna Kolega, B.Sc.

Associations of Municipalities – partners of the Project EeMA

Union of Municipalities of Montenegro

Project Coordinator, Ivana Lalević, B.A.

Association of the Units of Local Self Government of Republic of Macedonia

Project Coordinator, Aleksandar Arsovski, B.Sc.

Association of Kosovo Municipalities

Project Coordinator, Salvador Elmazi, B.Sc.

Association of Municipalities and Cities of Federation of Bosnia and Herzegovina

Project Coordinator, Jelena Bašić, B.Sc.

Association of Towns and Municipalities of Republic of Srpska

Project Coordinator, Predrag Pajić, B.Com.Sc.

Standing Conference of Towns and Municipalities in the Republic of Serbia

Project Coordinator, Aleksandar Popović, M.Sc.

GIZ - ORF EE and ORF MMS team

M.Sc. Dubravka Bošnjak, B.Com.Sc. Project Manager

Ilija Sazdovski, B.Sc. Country Coordinator, Macedonia

Avni Sfishta, B.Sc. Country Coordinator, Kosovo

Jasna Sekulović, B.A. Project Manager and Country Coordinator, Montenegro

Sanela Veljkovski, B.A. Country Coordinator, Serbia

Emina Durmo, M.A./LL.M., Adviser for Gender Equality/Gender Mainstreaming

Graphic and text design

Dario Pejčinović, Student

Tamara Čolović, Student

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Registered offices

Bonn and Eschborn, Germany

GIZ Regional office Sarajevo, Zmaja od Bosne 7-7a,

Importance Centar 03/IV

71 000 Sarajevo, Bosnia and Herzegovina

T+ 387 33 957 500 F + 387 33 957 501

GIZ-BosnienHerzegowina@giz.de

www.giz.de/regional-funds-southeasteurope

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Responsible

Johannes Elle, B.Sc.

Disclaimer

The information, interpretations and conclusions in this brochure represent the opinions of the authors and do not necessarily reflect the position of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

FOREWORD

The countries in South-East Europe are in a challenging transition mode in many aspects. Thereby it is common sense that the leading objective is to develop stable and prosperous societies, which are a vital part within the European family.

Energy efficiency makes the big demands and the great opportunities of the term “transition” tangible. A rather inefficient use of energy in South-Eastern European countries will let the gap between them and the economically and socially successful societies in Europe widen. Adopting the approach of a more sustainable use of energy will be an important cornerstone in building a prosperous society on the progression towards the inner-circle of the European family.

Municipalities are playing a key role within the transition process towards prosperous societies. They represent the local communities on whose base the countries are built. At the same time, energy efficiency is a tangible local topic: Within the facilities of Local Governments, within the homes of families, within the work of local business, or in the streets of a municipality.

More and more municipalities in South-Eastern Europe have the will to enter a path towards “sustainable energy” and to engage themselves in a positive transition. Consequently, this topic becomes more and more important for their Municipal Associations: To exchange experiences of their members and to spread good approaches which are implementable immediately; and to advocate on practical ideas on how to improve framework-conditions for municipalities towards national law-makers and Governments.

The GIZ-implemented Open Regional Funds for South-East Europe (ORF) “Modernization of Municipal Services” and “Energy Efficiency” have been requested by South-Eastern European Municipal Associations out of the NALAS Energy Efficiency Task Force to support them strengthening their role in Sustainable Energy. The financing and commissioning Federal German Ministry for Economic Cooperation (BMZ) and the Swiss Development Cooperation (SDC) approved the ORF regional project “Energy efficiency in Municipal Associations”. In autumn 2014 the project started to implement four workpackages on peer-to-peer learning, replicable pilot projects, political lobbying capacities, and on the elaboration of roadmaps for the associations and municipalities on how to take action towards sustainable energy.

The Roadmap at hand has been elaborated within a discussion process between the involved Municipal Associations from South-Eastern Europe at a regional level. It is elaborated on base of their experiences of their past engagement, and it compiles deductions towards their future mission.

We are looking forward to this Roadmap being used as a guideline for further engagement of Municipal Associations and municipalities. Furthermore, we hope that it will serve as a fruitful input for further dialogue and reflection between relevant stakeholders in the South-Eastern European countries about how to develop their implementation structures for successful policies on sustainable energies, leading towards prosperous societies.

Johannes Elle
GIZ ORF EE

Christophe di Marco
GIZ ORF MMS

INTRODUCTION

Within the regional project “Energy efficiency in Municipal Association EeMA” cooperation between AoMs from SEE has been supported. All partners have expressed their readiness to strengthen their cooperation in the field of energy efficiency and renewable sources of energy, and thereby contribute to the reduction of energy consumption, the increase of energy efficiency and reduction of carbon emissions.

The purposes of regional cooperation are exchange of knowledge and experience related to the introduction of measures with regard to the strengthening of energy efficiency and reduction of CO₂ emissions. Promoting and increasing public awareness on energy efficiency and joint appearance at regional and international events will emphasise the role of AoMs. Promoting the role of Associations in the field of EE at the local level through providing assistance to member cities and municipalities is an asset.

The purpose of the Project is to assist and provide support in the organisation of the network, and assist the implementation of measures defined in the project concept. The project is implemented through four work packages, which include:

- Development of roadmaps for creating, implementing and increasing capacities of the local self-governments for local energy efficiency strategies/policies;
- Establishment of a mentoring and Peer to Peer facility between AoMs and municipalities involved in planning or implementing Energy Actions Plans;
- Development of pilot-projects for municipalities through AoMs support, utilizing practical experience for implementation of local policies based on a cost-optimization model; and
- Supporting policy dialogue between AoMs and central government.

Roadmaps and strategies are very often intended to guide implementation of changes, requiring support of all the parties involved. This Roadmap is a specialized type of strategic plan to outline activities that AoMs in SEE countries can undertake in order to proactively support the development of Sustainable Energy Municipalities in SEE countries, as well as the integration of gender mainstreaming in energy efficiency as a cross-cutting topic.

As a final result of the common work of all project partners, we have a *Sustainable Energy Roadmap for Association of Municipalities in SEE Countries*, divided into two parts. The first one focuses on challenges, barriers and benefits in the complex process of development of Sustainable Energy Municipalities in SEE countries. The second one is entirely dedicated to preconditions, requirements and advantages of joining the EU Covenant of Mayors initiative.

Herewith we would like to thank all who actively supported and gave input for the Roadmaps.

Vesna Kolega

Dubravka Bošnjak

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ABBREVIATIONS

CoM - *Covenant of Mayors initiative*

CoMO - *Covenant of Mayors Office*

AoM - *Association of Municipalities*

SEE - *South-east Europe*

SEAP - *Sustainable Energy Action Plan*

BEI - *CO2Baseline Emissions Inventory*

JRC - *Joint Research Centre of the European Commission*

EE - *Energy Efficiency*

RES - *Renewable Energy Sources*

nZEB - *Nearly Zero Energy Building*

LGA - *Local Government Authority*

SED - *Sustainable Energy Development*

COVENANT OF MAYORS (CoM) INITIATIVE

On 29 January 2008 the European Commission launched a huge initiative aiming to connect mayors of European cities and municipalities in a permanent network of support in fighting global warming and climate change by sustainable energy development of cities and municipalities across Europe.

It can be said that Covenant of Mayors (CoM) is a response of the advanced European cities to the challenges of global climate change, and also the first and most ambitious initiative of the European Commission focused directly on the active involvement and ongoing participation of city/municipality authorities and citizens in the fight against global warming.

By signing the Covenant, the mayors commit to apply numerous measures of energy efficiency, which will in the end lead to the reduction of CO₂ emissions in their cities/municipalities by more than 20% by 2020, as required by the Proposal of the European Energy Policy from 2007.

By the end of February 2015, the Covenant was signed by 6 262 cities (number of inhabitants – 196 326 037), and the interest of other cities for joining is extremely high. It is interesting to note that the initiative spread beyond European borders and expanded to the entire world. Apart from more than 6 100 European cities and municipalities, the Covenant was signed by mayors of municipalities from Argentina, Algeria, Tunisia, New Zealand, Armenia, Palestinian Territories, Morocco, etc. From the European countries, the most numerous cities members come from Italy (3032) and Spain (1465).



FIGURE 1: Ceremonial signing of the Covenant of Mayors on June 24, 2013 in the Great Hall of the European Parliament in Brussels

BENEFITS OF CoM TO MUNICIPALITIES IN SEE COUNTRIES: WHY TO JOIN CoM?

Generally, there are a lot of benefits to communities joining Covenant of Mayors initiative and preparing Sustainable Energy Action Plans (SEAPs).

By joining the Covenant of Mayors on one side and creating Sustainable Energy Action Plans on the other, communities will base its sustainable energy development on renewable energy utilisation, energy efficiency measures and environmental protection.

The benefits for communities by joining CoM and developing SEAP

- Based on the results of detailed energy analysis of different building energy sectors in the community (households, public buildings, commercial buildings, etc.), the concrete energy projects whose implementation will achieve the best results with the least investment and shortest payback period will be identified
- Facilitate decision making on the initiation and implementation of individual energy projects;
- Successful application for available funds at national and EU level - one of the important components of SEAP is a detailed description of all funds to which each project can be applied (community budget should be the last option if there are no other available financial sources)
- Detailed description of the identified energy projects in the community (financial and time frame of implementation, carriers, expected savings and the corresponding reduction in CO₂ emissions, possible sources of financing, etc..) enable fast making correct decisions as well as the timely preparation of project documentation for the application on available tenders for financial resources
- Through successful networking with other communities in CoM, community will be aware of the positive experiences and best practices in the European Union and continuously involved in cutting-edge technology and optimal solutions aimed at energy development
- From continuous successful implementation of SEAP projects all community residents will benefit through job creation, improving environment and air quality, etc.

It can be concluded that the accession to CoM and development of SEAP will set the foundations for future energy sustainable development of the community, based on systematic energy planning, continuous use of financial resources from the available funds, utilisation of renewable energy, implementation of energy efficiency measures and the protection of the environment and nature.

HOW TO JOIN COVENANT OF MAYORS?

The simple procedure to join Covenant of Mayors initiative

- The City/Municipal administration proposes to join the Covenant of Mayors initiative to the City Council or the appropriate authority in charge of making decisions, which constitute or which are formed of elected representatives
- Pursuant to the Agreement adopted by the City Council or the appropriate body responsible for making decisions, which constitute or which are formed of elected representatives, the mayor signs the Adhesion form

The Adhesion form should be uploading at the official Covenant of Mayors website (www.eumayors), after which the city has been included on a public list of Covenant of Mayors signatories

CoM implementation scheme

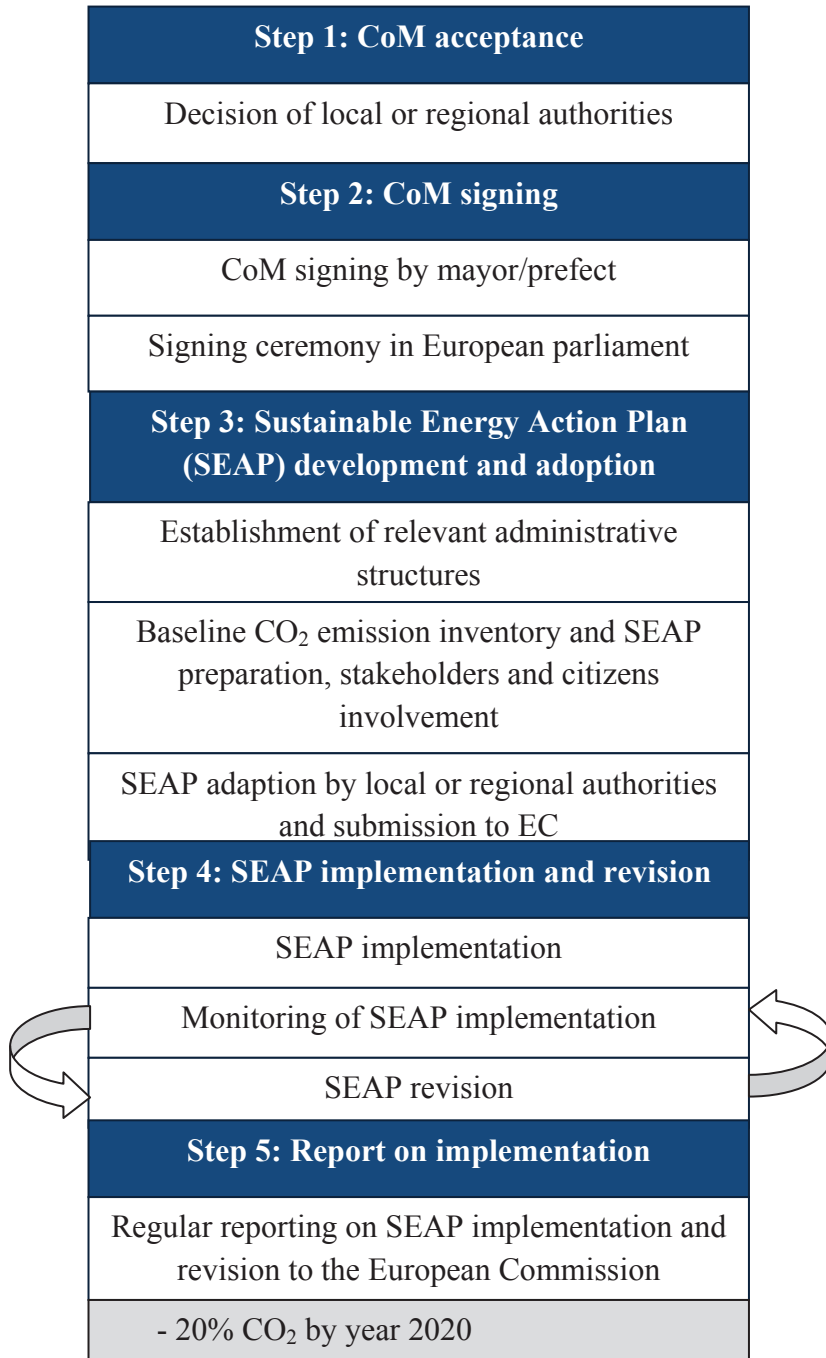


FIGURE 2: CoM implementation scheme

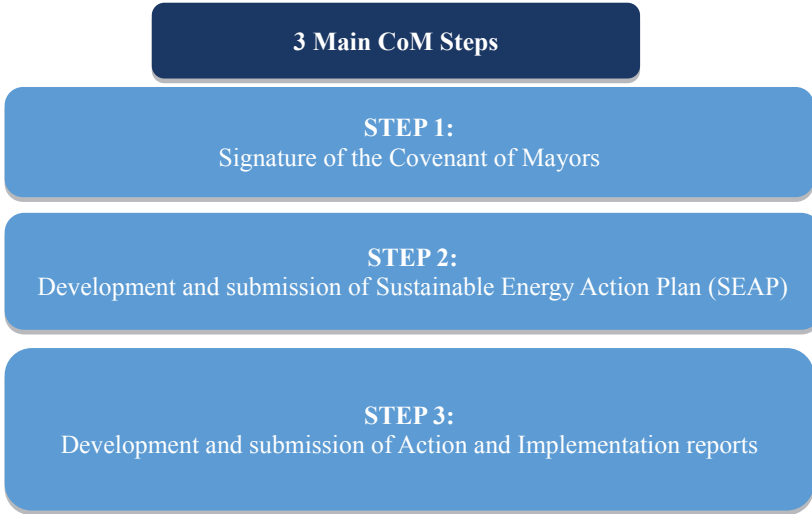


FIGURE 3: 3 Main CoM Steps

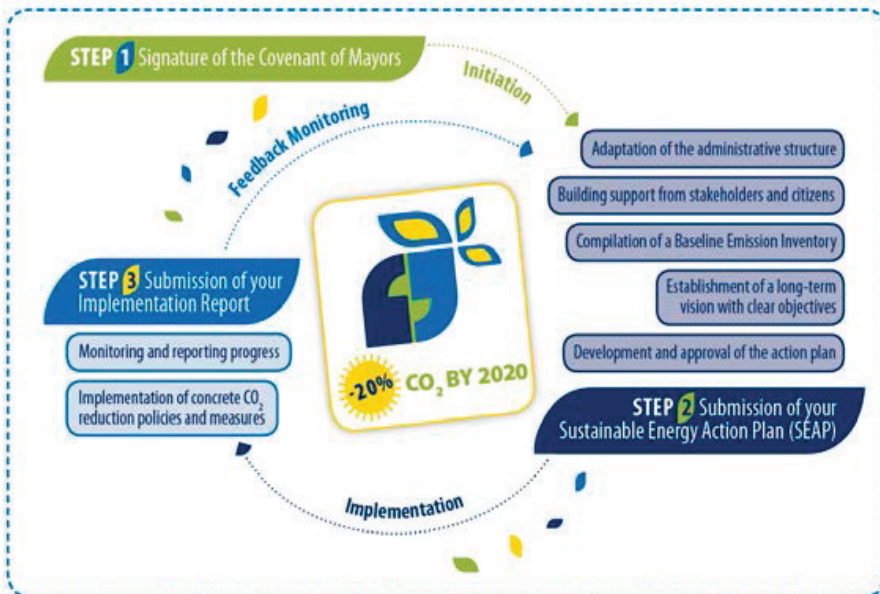


FIGURE 4: Implementation scheme of 3 main CoM Steps

COVENANT OF MAYORS OFFICE (CoMO)

Aiming to support the Covenant signatories, the European Commission established the Covenant of Mayors Office (CoMO). The main activities of CoMO are the adoption of technical guidance and assistance in promoting a particular city/municipality project, measure or energy efficiency programs. CoMO also coordinates relationships with other relevant stakeholders, such as the organizations for local authorities support (AoMs) and local or regional energy agencies.

CoMO Helpdesk

One of the very important activities of CoMO is to provide expert assistance in the process of accession to the initiative and guidance in implementing the obligations defined by Covenant.

Signatories can address issues related to Covenant of Mayors on the official Covenant website (http://www.eumayors.eu/about/contact_en.html) choosing the category that best reflects the nature of their claims.

Useful CoM internet sites

General enquiry about the Covenant of Mayors initiative

http://www.eumayors.eu/about/general-inquiry-about-the-Covenant_en.html

Technical enquiry about SEAP development and implementation

http://www.eumayors.eu/about/technical-inquiry_en.html

Enquiry about events

http://www.eumayors.eu/about/inquiry-about-events_en.html

Inquiries about media advertising

http://www.eumayors.eu/about/press-inquiry_en.html

Interested in joining the Covenant of Mayors

http://www.eumayors.eu/about/interested-to-join-the-covenant-of-mayors_en.html

Interested in becoming a CoM coordinator or supporter

http://www.eumayors.eu/about/interested-to-become-a-covenant-coordinator-supporter_en.html

- CoMO in cooperation with EC JCR has prepared a series of materials and handbooks to help realizing the tasks arising from the Covenant of Mayors:
- The handbook *How to develop Sustainable Energy Action Plan?* is available on the website http://www.eumayors.eu/support/library_en.html from October 2009. The handbook provides practical guidance and useful suggestions of methodologies, instruments and tools for developing the Action Plan and Baseline Emission Inventory.
- The *Reporting Guidelines on Sustainable energy Action Plan and Monitoring* is available on the website http://www.eumayors.eu/support/library_en.html from July 2014.
- The leaflet about the Action plan and Baseline Emissions Inventory is also available on the Covenant of Mayors website: http://www.eumayors.eu/support/library_en.html.
- In the leaflet, based on practical experiences of cities, are given suggestions on how to step by step fulfill obligations under the Covenant of Mayors.
- Group frequently asked questions (FAQ), http://www.eumayors.eu/support/faq_en.html, is regularly updated, bringing questions related to the Covenant initiative and requirements.
- Corner for Covenant signatories is limited space available on the Covenant of Mayors web page <http://members.eumayors.eu/>, which offers the possibility to exchange information with all the Covenant signatories and the greater exposure of some Covenant signatories through special links. The best projects are displayed on the website in order to gain insight into the best strategies, activities and results.
- City private profile allows it to enter and update the basic information and key data about your city/municipality (date of access, contact details, logo, website link, etc.).
- SEAP and Monitoring templates in the form of recommended structure that defines long-term vision of energy development of city, reports on results of Emission inventory and demonstrates the key elements of SEAP. Together with clear guidelines for completion, brings practical guidance and clear recommendations on how to develop and monitor SEAP and how to implement measures. SEAP and Monitoring templates (PDF format), as well as the working version (in Excel format) are available at http://www.eumayors.eu/support/library_en.html.

CoMO organizes thematic workshops and other events aimed at providing additional information and support to signatories and organizations for supporting local authorities in fulfilling their obligations.

CoMO Mediadesk

CoMO also provides support in the promotion of local activities at European level in one of the following ways:

- Through the Covenant of Mayors website, the current events at level of individual local governments or at European level are published (thematic workshops, the annual Covenant of Mayors ceremony and other events)
- Preparation of joint promotional materials that can be downloaded from the Covenant of Mayors website (flyers, newsletters, etc.)
- Providing guidelines and best practices related to the organization of local Energy days (in collaboration with the European Campaign for Sustainable Energy)

COVENANT OF MAYORS INITIATIVE IN YEAR 2015 – A SUCCESSFUL STORY!



FIGURE 5: Indicators of CoM importance

The Covenant of Mayors is an ever-improving initiative, constantly adapting its methods and processes based on the feedback provided by its growing community. Over the past few years, CoMO and JRC have been particularly active in revising and enhancing the procedures in place to better echo the needs of signatories.



Covenant of Mayors Office resolutions for year 2015

- Showing Performance Indicators
- Enhancing the online platform and simplifying administrative procedures
- Ensuring a transparent process
- Simplifying the online reporting
- Ensuring quicker feedback - Online, on time!
- Making it easier to monitor progress
- Providing country-specific guidance.

The existing 'Covenant in Figures' webpage was completed with further figures and performance indicators (e.g. average CO₂ reduction target; expected energy savings and CO₂ emissions reduction by 2020 by key sector) to show at a glance the impact of the Covenant initiative as a whole.

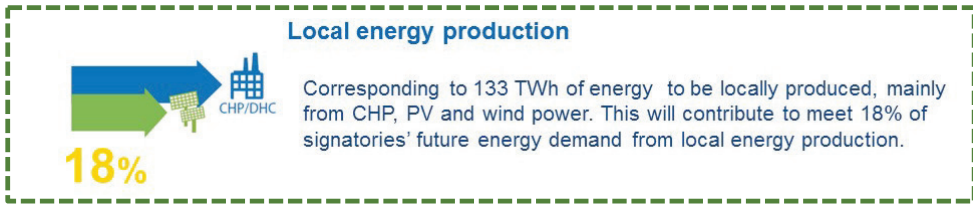
The Covenant Extranet will continue being regularly improved with more automated features. For example, an extension of the SEAP submission deadline can now be requested through a specific form available under the signatories' and coordinators' profiles. The rules to grant such extensions have also been redefined.



The information on whether or not signatories are respecting their commitments is publicly available under their individual profiles and on the Covenant extranet. A new status was added, identifying Signatories that are late in the process and therefore temporarily "on hold".



CoMO continuously seeks to enhance and improve the ergonomics of the Extranet, to ease the SEAP submission process and minimize signatories' constraints/ difficulties.



The reporting process to monitor SEAP implementation was developed by both the CoMO and JRC. This reporting procedure is facilitated by an online template (similar to the one which is used as part of the SEAP submission process), and accompanied by a comprehensive instruction document called **Reporting Guidelines on Sustainable Action Plan and Monitoring (hereinafter Guidelines)**. A selected group of practitioners (composed of energy experts active as Covenant Signatories, Coordinators or Supporters) has been invited to take part in the development process and make sure the new template best responds to signatories' needs. The monitoring template and instructions was officially published on 4th July 2014.

CoM office already liaises with a pool of national experts to further decentralize the help-desk operations and ensure greater consistency with national and regional processes. Thanks to their involvement, country-focused leaflets for Austria, Hungary, Czech Republic, Slovakia and Poland was published (both in English and the national language) to provide a more in-depth overview of the national context/energy policies and better promote successful examples, supporting methodological tools, and financial sources available in each country.

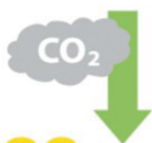
Today



Tonnes CO₂ eq. per capita emitted in signatory cities.



Buildings account for more than half of the energy consumed and transport close to one third.



188

Mtonnes CO₂ eq. reduction, which means a 28% reduction target.



133

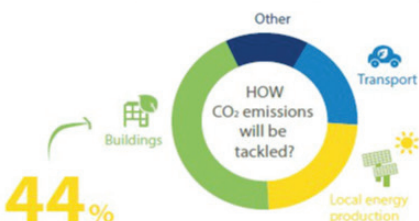
TWh to be locally produced, which will contribute to meet 18% of future energy demand from local production.

by 2020



20%

Of overall energy consumption to be satisfied by locally produced energy.



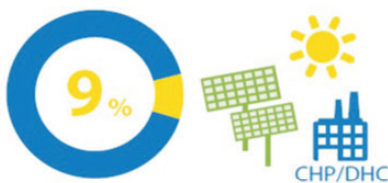
44%

Of the overall CO₂ reduction will derive from actions in buildings.



19

MWh per capita of final energy consumed in signatory cities.



Share of overall energy consumption satisfied by locally produced energy.

SUSTAINABLE ENERGY ACTION PLAN OF THE CITY/ MUNICIPALITY (SEAP)

What is the Sustainable Energy Action Plan (SEAP) of the city/municipality?

Sustainable Energy Action Plan (SEAP) is the main document, which on the basis of collected data on the current situation, identifies and provides precise and clear guidelines for the implementation of projects and measures of energy efficiency and use of renewable sources of energy at the city level, which result in the reduction of CO₂ emissions by more than 20% by the year 2020.

By signing the Covenant, the Mayors commit to the development of the Sustainable Energy Action Plan, which must be submitted to the European Commission within the period of one year.

The key objectives of SAEP development and implementation

- Reduction of the CO₂ emissions in the sectors of building, transport and public lighting through the implementation of energy efficiency measures, through the use of renewable sources of energy, management of consumption, education, etc.
- Maximal contribution to the security and diversity of city's power supply
- Reduction of consumption of energy in the building, transport and public lighting sectors
- Increase of the share of power obtained from renewable sources
- Enabling the transformation of urban areas into ecologically sustainable areas

SEAP focuses on the long-term transformations of power systems within cities/municipalities, and provides measurable goals for reduction of energy consumption and accompanying emissions of CO₂.

The obligations from SEAP are applicable to the entire city/municipality area, including public and private sectors. SEAP defines the measures and activities in the building, transport and public lighting sectors (sector of industry is optional). SEAP in all its segments should be in line with the institutional and legal frameworks at the EU, national and local levels, and cover the period up to year 2020.

During the SEAP implementation, cities should submit to the European Commission, the reports on the implementation and progress in the realization of foreseen goals. A special report template was conceived for this purpose.

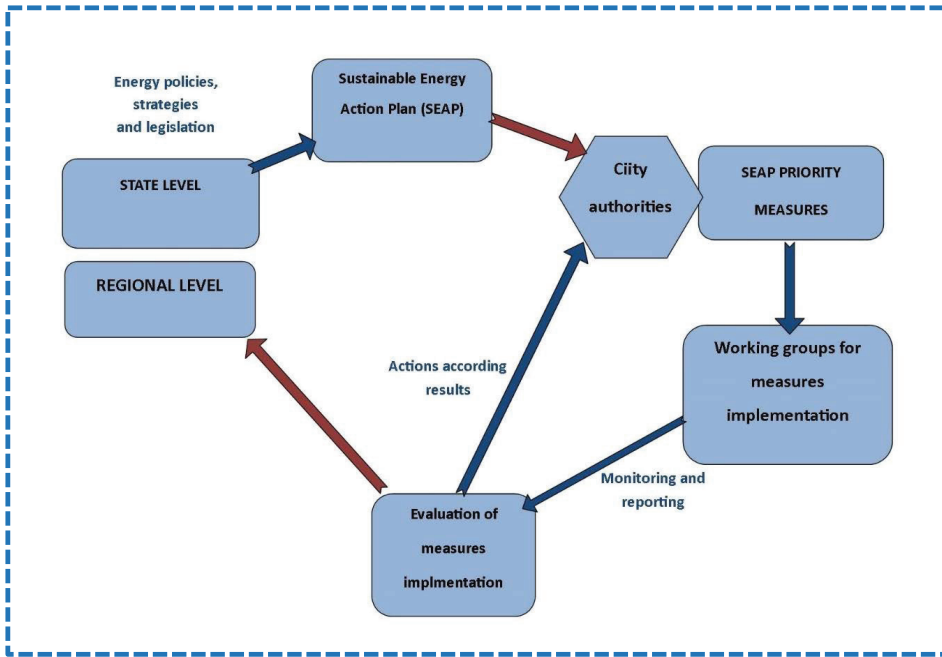


FIGURE 6: SEAP Implementation Scheme

How to develop Sustainable Energy Action Plan (SEAP) of the municipality?

The European Commission prepared the Handbook: **How to develop the Sustainable Energy Action Plan** with the aim to assist the city/municipal administration in its preparation and implementation, as well as to compare the achieved results in various CoM cities/municipalities.

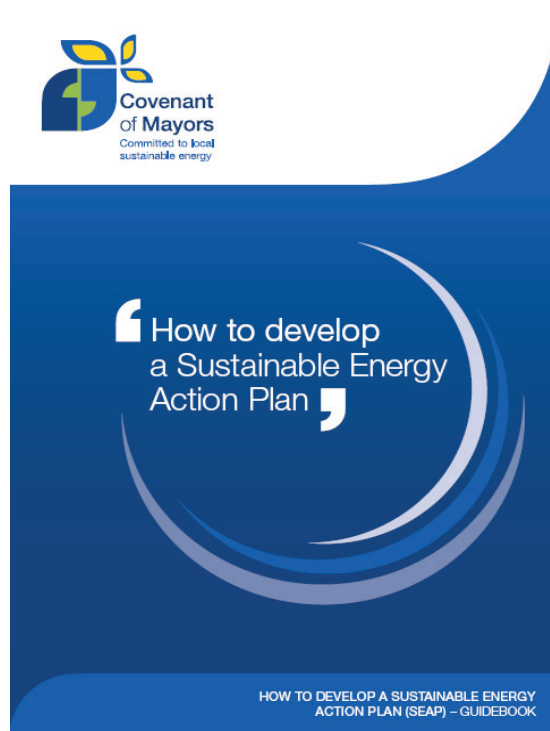


FIGURE 7: EC guidebook for SEAP development

5 major activities of SEAP development in accordance with the EC methodology

1. Establishment of City/Municipal structure for SEAP development
2. *Determination of the baseline year* - The European Commission's proposal is that the year 1990 should be chosen as baseline year if the city has sufficient data on energy consumption and associated emissions. In the event that the city does not have the necessary data for year 1990 recommendation is to choose the earliest reference year for which the necessary data are available
3. *Analysis of energy consumption in buildings, transport and public lighting sectors*
4. *Preparation of CO₂ Baseline Emissions Inventor*
5. Identification of EE measures for CO₂ emission reduction until year 2020 by more than 20

Sectors and sub-sectors of analyzed energy consumption in municipality

BUILDINGS

- Buildings owned by the city
- Commercial and service buildings
- Residential buildings - households

TRANSPORT

- Vehicles owned by the city
- Public transport at the city area
- Private and commercial vehicles

PUBLIC LIGHTNING

- The network of electric public lightning
- The network of gas public lightning

Data collection for building sector

- Number and characteristics of buildings
- Consumption of electricity
- Consumption of thermal energy from the centralized heating system
- Consumption of thermal energy from the special district heating
- Consumption of other fuels for heating (gas, fuel oil, firewood, etc.)

Requested data to analyze the energy consumption of transport sector

- The structure of the city owned fleet by fuel it uses
- Structure and characteristics of public transport in the city
- The number and structure of registered private and combined vehicles
- Consumption of different types of fuel of the city owned fleet
- Distribution and consumption of various types of fuel for bus transportation in the city

Based on the number and structure of registered private and combined vehicles, driven-mileage and the corresponding consumption of various types of fuel were estimated.

Necessary data for the analysis of energy consumption of public lighting

- Structure and characteristics of public lighting network (number of lamps, the type and characteristics, the distance between lighting poles, etc.)
- Consumption of electricity
- Gas consumption of gas lamps

As for the successful analysis of the energy consumption of different sectors and sub sectors, prerequisite is quality data, and its results are input for development of the Baseline CO₂ Emissions Inventory (BEI).

Systematically collecting and processing the collected data is one of the most important activities in SEAP developing!

The next important activity of SEAP development is the preparation of CO₂ Baseline Emission Inventory according to the IPCC protocol. IPCC protocol for the determination of pollutant emissions into the atmosphere is the official protocol of the Intergovernmental Panel on Climate Change (IPCC) as the executive body of the United Nations Environment Program (UNEP) and World Meteorological Organization (WMO) in conducting United Nations Framework Convention on Climate Change (UNFCCC).

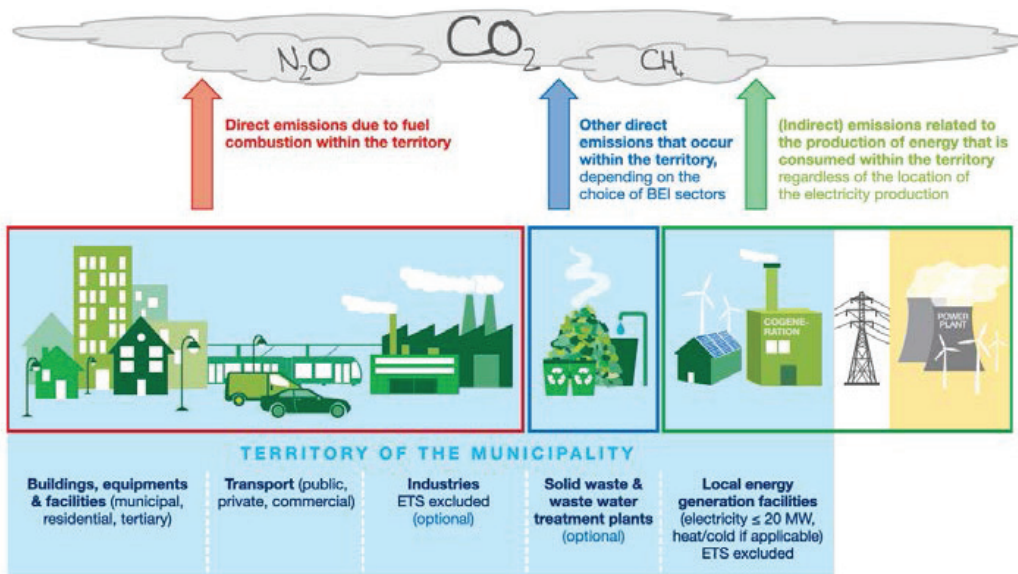


FIGURE 8: CO₂ Baseline Emission Inventory (BEI)

Based on results of energy analyses and CO₂ Baseline Emission Inventory EE and RES measures have been identified, aiming to reduce CO₂ emissions in building, transport and public lightning sectors until year 2020 by more than 20%.

EE and RES measures in building sector

- Education and behavioral change of employees/users of buildings
- Replacement of lighting fixtures
- Thermal insulation of outer shell and roof
- Installation of heat pumps
- Installation of photovoltaic systems
- Replacement of fuel oil boilers with pellet/natural gasboilers
- Installation of thermostatic valves
- Installing solar systems for domestic hot water preparation
- Introduction of subsidies for the implementation of energy efficiency measures and renewable energy sources usage in residential and commercial-service sub-sectors

EE and RES measures in transport sector

- Introduction of green public procurement criteria for all vehicles owned by the city
- Introduction of green public procurement criteria for public transport vehicles
- Promotional, informational and educational measures and activities
- Introduction of Systematic Energy Management in vehicles (optimization of routes and driving times, the use of GPS, etc.)
- Car-sharing System

EE and RES measures in public lighting sector

- Replace the existing with energy-efficient and environmentally friendly lighting fixtures
- Establish a unique registry of public lighting on the GIS platform
- Management of lighting fixtures by installing modern electronic ballasts

Acceptance and implementation of the Sustainable Energy Action Plan

The acceptance of Sustainable Energy Action Plan as an official, implementing document is a key element for its implementation and, ultimately, for the achievement of CO₂ emission reduction target by 2020. For this reason, it is important that the city administration leaders are actively involved in the Process of SEAP development, implementation and monitoring from the beginning aiming to produce competent and enforceable document.

Following the adoption of SEAP by the City/Municipal Council or the appropriate body responsible for making decisions, which constitute or which are formed of elected representatives, the same is notified to the Covenant of Mayors Office. Based on this information the Covenant of Mayors Office provides access to the information system for data entry through unique user name and password. As SEAP is a comprehensive document which evaluation

would require a lot of time, it is not needed to submit it in whole to CoMO. It is necessary to fill SEAP template that EC will evaluate and send an official opinion and possible suggestions for SEAP improvement to the responsible person from the City/Municipality.

The implementation of identified EE and RES measures, which will ensure achieving the goal to reduce CO₂ emissions by more than 20% by 2020, is the most complex phase of the Process of SEAP developing, implementing and monitoring that requires organizational structure, a lot of time and activities as well as a certain financial assets.

Monitoring and reporting of SEAP implementation

The phase of SEAP implementation monitoring and control should occur simultaneously at several levels:

- Monitoring the dynamics of the implementation of concrete EE and RES measures
- Monitoring the performance of SEAP measures and projects
- Monitoring and control of energy savings goals for each SEAP measure
- Monitoring and control of CO₂ emissions reductions achieved for each SEAP measure.

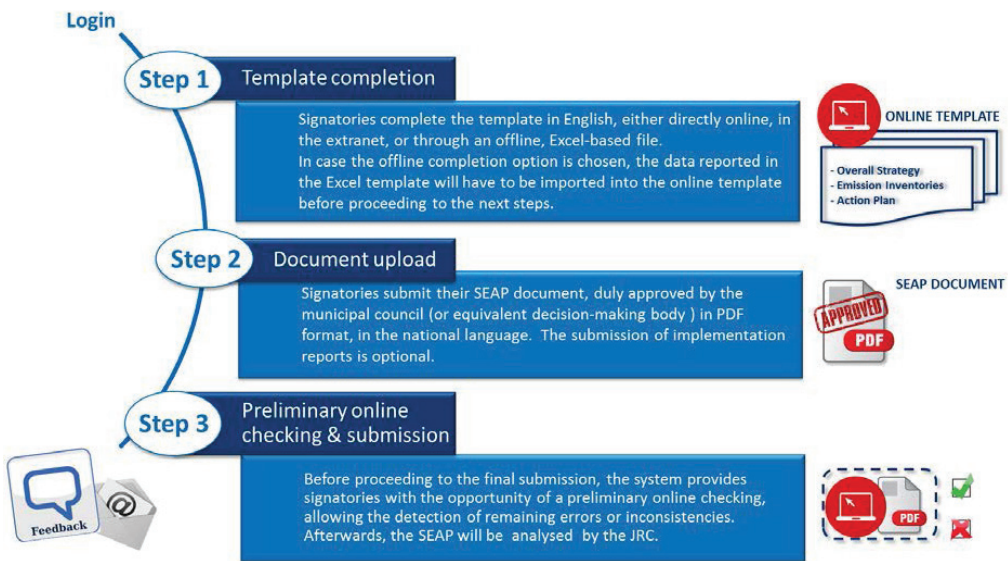


FIGURE 9: Snapshot of the SEAP reporting process according to Reporting Guidelines on Sustainable energy Action Plan and Monitoring

TABLE 1: Content of the SEAP and Monitoring templates

REPORTING PROCESS: Content of the SEAP and Monitoring templates		
	SEAP	Monitoring
Part I: Overall Strategy	Dedicated to the overall CO ₂ emissions reduction target, the vision, the attribution of staff and financial capacities and other organizational aspects.	Dedicated to any changes to the overall strategy as well as updated figures on the attribution of staff and financial capacities.
Part II: Emission Inventories	Dedicated to the amount of final energy consumption and associated CO ₂ emissions by energy carrier and by sector in the base year.	Dedicated to the amount of final energy consumption and associated CO ₂ emissions by energy carrier and by sector in the monitoring year – the main objective is to monitor the evolution of CO ₂ emissions over time.
Part III: Sustainable Energy Action Plan	Dedicated to the list of key actions to put the overall strategy into action, together with time frames, assigned responsibilities and allocated budgets.	Dedicated to monitor the implementation status of the key actions.

According to Guidelines the Monitoring template must be submitted in English every two years after the SEAP submission date. Optionally, City may decide to upload an Implementation report. Having in mind that reporting every two years might put too much pressure on human or financial resources, City can decide to carry out the related emission inventories every four years instead of two. Hence, City would adopt every two years the Action reporting approach, i.e. submit a monitoring template which does not include an emission inventory (Part II) and focused on the status of implementation of City actions (Part III). However, every four years City must carry out a Full reporting, i.e. submit a monitoring template which includes all the three parts according to table below.

TABLE 2: Two reporting approaches for monitoring SEAP implementation

Description of the two reporting approaches for monitoring SEAP implementation			
Approach	When?	Part	What?
Action reporting	At least every 2 years	Part I: Overall Strategy	Specifies any changes to the overall strategy and provides updated figures on the attribution of staff and financial capacities.
		Part III: Sustainable Energy Action Plan	Outlines the status of implementation of your actions and their effects
Full reporting	At least every 4 years	Part I: Overall Strategy	Specifies any changes to the overall strategy and provides updated figures on the attribution of staff and financial capacities.
		Part II: Emission Inventories	Provides a Monitoring Emission Inventory
		Part III: Sustainable Energy Action Plan	Outlines the status of implementation of your actions and their effects

CoM ORGANIZATIONAL STRUCTURE IN THE CITY/ MUNICIPALITY

The main precondition of a successful realization of the Process of SEAP development, implementation and monitoring (hereinafter referred to as Process) is the development of an efficient organizational structure in which it will be known from the very beginning who, what, how and in which time period something should be done. It is extremely important to form working and advisory bodies and clearly defined tasks at the very beginning

The first step in the development of the organizational structure is appointing a coordinator. Coordinator of the Process is the key person of the Process which from the beginning makes all important decisions and at whose proposals all working and advisory bodies necessary for the realization of before described basic steps of the Process are founded.

The advisory and working bodies to be appointed according to the steps of the implementation of the process are the following:

- Energy Council
- Working group for the SEAP implementation.

The Energy Council is an advisory body which has to be founded in the launching stage of the Process. Aiming to successful communication and monitoring of the Process, the proposal is that the coordinator of the Process performs the role of the president of the Energy Council as well.

Energy Council should consist of representatives of the Municipal Administration, AoMs, the major stakeholders of the Process and prominent energy experts with a long term experience in the fields of energy planning, civil engineering spatial planning and traffic and communal infrastructure.

Of the great importance is the involvement of as many interest groups - stakeholders, which requires an efficient communication strategy. It is necessary to identify all the stakeholders whose interests are in any way connected with the SEAP, whose activities in any way affect the SEAP, and whose ownership of, access to information, resources, expertise, etc. are required for the successful development and implementation of the SEAP.

Key stakeholders for successful SEAP implementation

- City/municipality offices / departments
- Local governments (local boards)
- Craftsmen / Chambers of Trades and Crafts
- Entrepreneurs / Chambers of Commerce / Employers' Associations
- Energy Agencies
- AoMs
- Educational and scientific institutions
- Industry sector
- NGOs and consumers associations

Although the European Commission gave an approximate guidance on the implementation progress, it is due to City/municipal administrations to adapt it as much as possible to the specific situation in the city/municipality according to local specificities.

ROLE OF ASSOCIATION OF MUNICIPALITIES IN COVENANT OF MAYORS INITIATIVE

CoM status in SEE countries

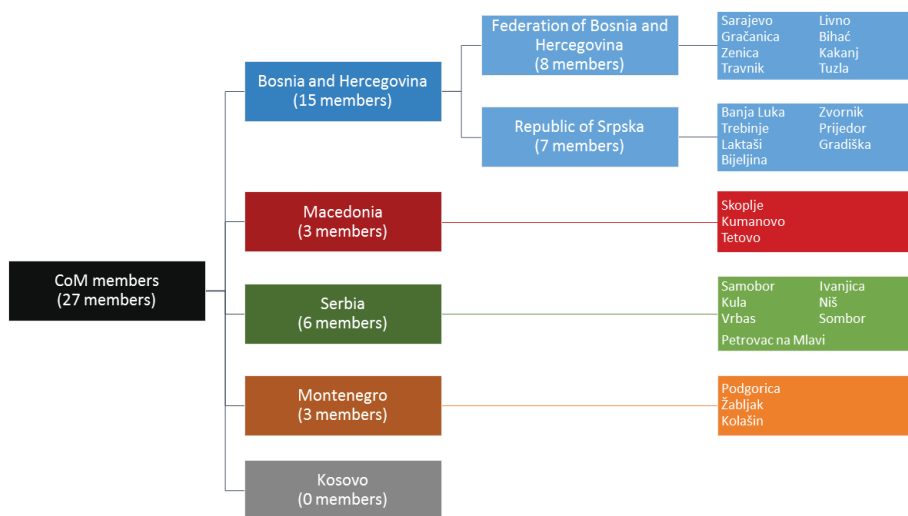


FIGURE 10: CoM members in SEE countries

The general role of Association of Municipalities in Covenant of Mayors initiative is to support its municipalities in:

- Joining CoM initiative
- Finding high-quality SEAP developers or supporting municipalities in SEAP developing on their own
- Establishing CoM organizational structure in the City/Municipality
- Building Sustainable Energy Municipality
- Implementing EE measures, projects and programs in public buildings owned or rented by the municipality
- Implementing EE measures, projects and programs aimed to increase energy and environmental efficiency in the sector of the city public transport
- Implementing EE measures, projects and programmes in the city public lighting sector
- Planning of development of the cities on the principle of energy-environmental sustainability
- Implementing continuous activities and campaigns in order to raise the awareness of citizens on the necessity of saving energy in all fields of life and work
- Supporting programmes and initiatives of different natural and legal persons aiming

to increase the use of renewable energy sources and implementation of EE measures

- Promoting local production of energy from renewable sources and co-generation

Furthermore, very important role of AoMs is to support municipalities in fulfilling the concrete obligations of CoM signatories:

- Development of the Baseline Emissions Inventory as a basis for the development of Sustainable Energy Action Plan
- Development and implementation of the SEAP
- Control and monitoring of the implementation of the SEAP
- Submission of the report on the realization of SEAP to the European Commission biennially
- Harmonization of the structure of the city administration with the aim of providing necessary expert potential for SEAP implementation
- Regular informing of local media on the results of SEAP implementation
- Informing of citizens on the possibilities and advantages of using energy effectively
- Organizing Energy and CoM Days in cooperation with the European Commission and shareholders
- Participation and contribution to CoM Conferences and other events
- Exchange of experiences and knowledge with other cities and municipalities

AoM as CoM supporter

The Covenant of Mayors Supporting structures are organizations that provide basic support to the Covenant of Mayors signatories and are key allies of the Covenant of Mayors Office. They represent an important link with local and regional governments and ensure the availability of this initiative to small local governments. The official procedure to become CoM supporting structure is very easy – just send the request to CoMO with description of work and the positive answer will be received very soon!

Kinds of CoM supporting structures

- **Public administration bodies** – national and regional public authorities, counties, regions, agglomerations, mentor cities who offer the ability to provide strategic leadership, financial and technical support to cities with the political will to sign the Covenant, but with a lack of skills and /or facilities for the preparation and development of the Sustainable Energy Action Plan.
- **Networks of local and regional authorities** that are committed to influence the implementation of the Covenant through the promotion of initiatives, interconnection and exchange of useful experiences of members as well as the defines of common interests in relevant forums and organizations.

CoM supporters in SEE countries:

- Association of Municipalities and Cities of the Federation of Bosnia and Herzegovina
- Association of municipalities and towns of Republic of Srpska
- Association of the units of local self-government of the Republic of Macedonia – ZELS
- Network of Associations of Local Authorities in South-Eastern Europe – NALAS
- Standing Conference of Towns and Municipalities - National Association of Local Authorities in Serbia

AoMs as CoM supporters with expert knowledge of the regulatory, legislative and financial framework under which municipalities operate are ideally placed to provide tailored advice to signatories and identify synergies with existing initiatives. They too are crucial partners of the Covenant of Mayors Office, especially considering their ability to adapt the Covenant objectives and messages in a way harmonised to the realities on the ground.

It is recommended for all AoMs in SEE countries to become CoM supporters because this status will give them opportunities to support their municipalities in their sustainable energy development in the most efficient way.

Energy Efficiency

in Municipal Associations - EeMA

