



Market Uptake Support Measures

Deliverable 2.3

WP2 Developing solutions for scaling-up the involvement of women in supporting RHC market uptake

T2.3 Iterative development and fine-tuning of gender-smart market uptake support solutions over 2 rounds

Project title


W4RES - Scaling-up the involvement of women in supporting and accelerating market uptake of renewable energy sources for heating and cooling

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ABBREVIATIONS

W4RES: Women for Renewable Energy Sources

EE: Energy Efficiency

RES: Renewable Energy Sources

PV: PhotoVoltaic

EV: Electric Vehicle

RHC: Renewable Heating and Cooling

SWOT: Strengths Weaknesses Opportunities and Threats

PEST: Political Economical Social and Technological

IPR: Intellectual Property Rights

IP: Intellectual Property

SDG: Sustainable Development Goals

UN: United Nations

LCA: Life Cycle Assessment

SME: Small Medium Enterprise

EIC: European Innovation Council

R&I: Research and Innovation

EU: European Union

HE: Horizon Europe

EPC: Energy Performance Certificate

KPIs: Key Performance Indicators

Q&A: Question and Answers

CHP: Combined Heat Power

EEN: European Enterprise Network

NGO: Non-Governmental Organization


STEM: Science Technology Engineering Mathematics

WP: Work Package

GA: Grant Agreement

RAC: Raising Awareness Campaign

CCWS: Co-creation Workshop

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EXECUTIVE SUMMARY

The W4RES project aims at scaling-up the involvement of women in the market deployment and uptake of Renewable Heating and Cooling (RHC) solutions via replicable support measures tested and validated across 8 European countries (Belgium, Bulgaria, Denmark, Germany, Greece, Italy, Norway and Slovakia). The great diversity which characterizes the frameworks and specificities of local Renewable Heating and Cooling (RHC) markets across Europe requires an adaptable application of tailor-made solutions beyond uniform approaches when it comes to supporting the deployment and uptake of RHC solutions through the increased involvement of women.


Consequently, to accommodate this challenge and to effectively respond to the disparities stemming from the cultural diversities, market specificities etc., the W4RES approach has incorporated in its methodology an iterative development of Market Uptake Support Solutions in two rounds to correspond to this great diversity with flexible support measures adapted to the circumstances and frameworks of their target market. Specifically, the Market Uptake Support Measures comprise of:

- Hands-on market uptake support services
- Capacity building services
- Regional awareness raising campaigns

This material was developed after the identification and analysis of the needs, perceptions and challenges of the 8 regions that allowed the consortium to formulate an initial version of required support measures as these were identified through interviews and a survey. The process evolved with a Co-Creation Workshop that provided the opportunity to engage with key stakeholders of RHC in co-defining and co-design the project's measures. The participants commented on our findings, suggested additional topics, and proposed various approaches to our measures both in terms of content, target groups and approach.

This first version of the project's *D2.3 Market Uptake Support Measures – First Version*, **outlines the measures and the material required for their deployment** as these were conceptualised, validated and formulated in our co-creation activities and identified through the consortium available resources and experience. The second version of the project's market uptake support measures will be further fine-tuned based on the outcomes of the first round of deployment in real life settings. Incremental in this process will be the feedback collected by the recently established W4RES Regional Hubs from the beneficiaries of the support measures. In addition, additional co-evaluation activities will ensure and validate the impact of W4RES support measures before the second round of delivery. The accompanying report will be an updated version of the present report, outlining the fine-tuned measures along with the material required for their deployment expected in October 2022.

The present report will be complemented with the D2.4 Market Support Uptake Support Plan (D2.4), which is expected to be developed by the end of October 2021. The subsequent report will include per Support Measure: a. measure description, b. deployment activities and targets, c. partners' responsibilities and d. action plan to facilitate the successful implementation of the measures.

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1 INTRODUCTION

The W4RES project aims at scaling-up the involvement of women in the market deployment and uptake of Renewable Heating and Cooling (RHC) solutions via replicable support measures tested and validated across 8 European countries, namely Belgium, Bulgaria, Denmark, Germany Greece, Italy, Norway, and Slovakia. The basic project concept stems from the recognition that women hold great promise as agents of change, supporting a faster progress towards the climate and energy targets for 2030.


There are no easy solutions with universal application when it comes to supporting the market uptake of RES in Heating and Cooling, especially in correlation with the level of female involvement. The wide divergence of regional RHC markets, their different socioeconomic environments and the cultural backgrounds demand a thorough investigation to allow the development of appropriate solutions for RHC that can be deployed locally in markets that are fragmented and diverse. This great range calls for flexible support measures adapted to the circumstances and frameworks of their target market.

The W4RES project to ensure achieving this goal proceeded with the identification and analysis of the needs, perceptions and challenges of Renewable Heating and Cooling (RHC) of diverse market actors and stakeholders across the 8 regions. Task 1.2 provided a fundamental contribution to the set up and preparation phase of the project and improved our knowledge of framework conditions acting as barriers or enablers of RHC market uptake. Notably, this analysis was carried out adopting a gendered lens and producing gender-disaggregated data to investigate the role of women with regards to the uptake of RHC.

The report D1.2 Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions, completed in March 2021, accounted for the perceptions of all key actors in the targeted regional RHC markets, and the analysis spanned across representatives from all groups of the quadruple helix: businesses, academia, authorities as well as civil society. This report provides the basis for the support measures co-creation process that ensued. As it was originally planned the development process aims at including RHC stakeholders as co-creators, with a view to iteratively further improve the measures during the project.

The next step in preparation of the Support Measures was the Co-Creation Workshop (CCWS) that took place on April 27th, 2021, engaging selected representatives from the project consortium, members of the W4RES Advisory Board, as well as several external experts in the Renewable Heating & Cooling European and International sector. The objective of the Co-creation workshop was to present the W4RES project to the participants and show the results of the project from the first phase of W4RES. During the main session of the CCWS key stakeholders were engaged in co-defining the project's measures for supporting women's leading role in accelerating RHC market uptake and to validate the initial insights from D1.2 as they were formulated by the relevant partners in support measures.

Building upon the information collected and the interactive process of the CCWS, the partners under the coordination of the Task Leader developed and shaped the support measures for the uptake of


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RHC solutions to the actual profiles of final users and the measures to better adapt W4RES support measures and facilitate the wider uptake of RHC with an increased involvement of women.

1.1 Outline of the report

The introduction of the report presented the conceptual approach, the previous steps and background work in the development of the Support Measures.

- Part 1 of the report presents the methodology for the development of the Hands-on market uptake support services and an outline of the services.
- Part 2 presents the Capacity Building Services, and includes the training objectives, curriculum concepts and key training topics of the seminars and webinars.
- Part 3 presents the Regional Awareness Raising Campaigns: The messages, channels, target audiences and timeframe of the online and offline campaigns per region will be defined by APRE, with the support of all partners, based on the specific barriers (limited consumer acceptance, information gaps, etc.) that each campaign is set on addressing.
- In the last part, conclusions are drawn and a description of the next steps of the iterative development and fine-tuning of gender-smart market uptake support solutions over 2 rounds is provided.

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1.2 Methodology


The Task Leader (Q-PLAN) coordinated the development process in close cooperation with the participant partners that were responsible for the formulation of the relevant parts. The development incorporated the input from both D1.2 Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions and the CCWS. An overview of the most options for each market support measure across the eight countries are present in Table 1 as these were identified by D1.2.

Table 1 Three most popular options for each market support measure across the eight countries

	BE	BG	DK	DE	GR	IT	NO	SK
Business support	Networking	Financial sup.	Financial sup.	Mentoring	Mentoring	Financial sup.	Umbrella org.	Mentoring
	Mentoring	Mentoring	Networking	Networking	Networking	Mentoring	Networking	Financial sup.
	Umbrella org.	Marketing / adv.	Business plan.	Umbrella org.	Financial sup.	Networking	Financial sup.	Marketing / adv.
Capacity building topics	Gender awareness raising campaigns	Gender neutral remuneration	Gender neutral remuneration	Gender neutral remuneration	Gender smart work policies	Gender neutral remuneration	Gender audits	Gender neutral remuneration
	Gender neutral remuneration	Gender smart work policies	Gender awareness raising campaigns	Gender smart work policies	Gender neutral remuneration	Gender smart work policies	Gender disaggregated data collection	Gender smart work policies
	Gender smart work policies	Gender analysis	Gender smart work policies	Gender awareness raising campaigns	Gender awareness raising campaigns	Gender analysis	Gender smart work policies	Gender awareness raising campaigns
Awareness raising activities	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Public financial support	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Economic, social, and env. benefits of RHC solutions	Personal dev. opportunities to increase income	Public financial support
	Available RHC opportunities	Available RHC opportunities	Support of women in RHC	Support of women in RHC	Available RHC opportunities	Public financial support	Public financial support	Support of women in RHC
	Support of women in RHC	Personal dev. opportunities to increase income	Available RHC opportunities	Personal dev. opportunities to increase income	Public financial support	Support of women in RHC	Support of women in RHC	Available RHC opportunities

In particular:

- Hands-on market uptake support services: The features, functions and resources required for the delivery of these services was defined in detail by S2i, with the contribution of all partners, based on their existing service portfolio.
- Capacity building services: Elaboration of the training objectives, curriculum concept and key training topics of the seminars and webinars as well as the resources required for their delivery were defined and developed by WECF with support from ECWT

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- Regional awareness raising campaigns: The messages, channels, target audiences and timeframe of the online and offline campaigns per region were defined by APRE.

The Task Leader defined together with the principal participants (S2i, WECF and APRE) the basic requirements for each component of the Market Uptake Support Measures and created templates to be used to outline the equivalent service per involved partner. This process included virtual meetings to discuss the content and the requirements and provide possible explanations and guidance to the contributing partners.

This first version of the project's Market Uptake Support Measures outlines the measures and the material required for their deployment. This report will be complemented with the Market Support Uptake Support Plan (D2.4), which is expected to be developed by the end of October 2021. The report will include per Support Measure:

- a) measure description,
- b) deployment activities and targets,
- c) partners' responsibilities and
- d) action plan.

2 MARKET UPTAKE SUPPORT MEASURES

2.1 Introduction

This section of the report has been developed by S2i and with the contribution of the partners responsible for the delivery of the Support Measures (APRE, CIVI, Q-PLAN, WECF, HFT, WR, PEDAL, EGC and ECWT). S2i in coordination with the Task Leader produced a template to formulate the various partners input in a meaningful and coherent manner setting specific requirements to provide clarity about the content, scope, delivery and impact of each measure.

The template can be found in Annex I.


2.2 Market Research

2.2.1 Market Feasibility Check

Service Summary

Market research to check the feasibility of business ideas in the field of Energy Efficiency (EE) and Renewable Energy Sources (RES). The investigation is tailored to the needs of the business client and is conducted as consultation process between the responsible EAP experts and the client. There is an alignment process between the initial business idea of the client and the market needs and what is feasible that EAP arranges and manages.

Process, Features & Functions

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The following process is suggested:

- a) Meeting with the Mentee/Client and getting insight into their business idea.
- b) Desk and field research over similar projects/business ideas.
- c) Follow-up meeting with the Mentee/Client to provide them with feedback on the feasibility of their business idea and if it needs to be strengthened.

Where two main features and functions can be noticed:

- a) Business consulting techniques, including business idea interview, expert discussion, desk and field research.
- b) Detailed Business idea interview, including background, technical details, applications, related themes, reuse and recycling of byproducts, integration with existing infrastructure, products, services, etc.

Resources required

Personal (online or live) interview and discussion to detail the business idea and its aspects is required for the development of this service.

Materials required for delivery

Information on the details of the current business idea and the perspectives for its implementation are essential for the delivery of this service.

2.2.2 Market Analysis

Service Summary

This service is making use of EGC's expertise within market research and analysis to provide valuable knowledge for the planning and implementation of new technologies such as PV panels, EV charging stations, and more.


Process, Features & Functions

For the successful implementation of this service, the following process is suggested:

- a) Initial meeting with client to determine needs, relevant stakeholders, and potential barriers, opportunities, and synergies.
- b) Site research to determine physical opportunities and constraints.
- c) Desk research on technology, geography, funding, etc.
- d) Process meetings with client to create iterative and collaborative experience.
- e) Visualize and present results.

Three main features and functions have been noticed here:

- a) Relationship with key partners

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b) Surveys and interviews with clients and other stakeholders

c) Knowledge of new technologies, funding opportunities and mechanisms

Resources required

The necessary resources in that case vary from project to project. Generally, need client details (strategic and financial information about organization), time and energy from client (for collaboration, application writing (if necessary), etc.

Materials required for delivery

A short report will be provided either in written form or a presentation

2.2.3 Market Research

This service will provide a support to better understand the target RHC markets and its energy value chains.

Service Summary

Market research is an organized effort to gather information about target markets and customers. It is a very important component of business strategy and a major factor in maintaining competitiveness. The target analysis is focused on RHC techs - systems along with the conventional - fossil based solutions for heating and cooling as well as the field of RES vs Conventional Fossils.

Process, Features & Functions


Based on the nature of the project, the market key elements should be identified. Then examine these elements and create the Marketing strategy plan and then analyze the following structures:

- a) Identification of the key market elements and players.
- b) Analysis of the key market elements.
- c) Competitors Analysis and Benchmarking.
- d) Marketing Research Plan reporting.

Three main features and functions have been identified for this service:

- a) Market size - share - trends and forecast
- b) Competitor Analysis and research
- c) Market plan and target segments

Resources required

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Depending on the nature of the project some basic information will be required such as: Economic and technical aspects, key elements of the market. Maybe also some other easy approachable information by the project team.

Materials required for delivery

Marketing plan report will be provided along with video conferencing and email. Other virtual tools may be used on an ad hoc basis.

2.2.4 Stakeholders needs Analysis

Service Summary

The current service aims to identify customer segments and their respective needs and characteristics. Information derived from the needs assessment helps the project team engage stakeholders and supports planning and execution of activities to effectively manage their interests and expectations. The activities related to the stakeholder needs analysis are targeted to projects in their early stage when the product or the service they aim to deliver still needs to be refined and adapted to needs of potential customers or users.

Process, Features & Functions

The following process is suggested for the development of this service:

- a) Identification of actors and organizations that have an interest in the project outcomes/product
- b) Assessment of the needs, barriers and preferences of each stakeholder group
- c) Organize the plan for the delivery of the service, the time, actions etc.

three main features and functions have been detected for this service:


- a) Mapping of relevant actors.
- b) Conduct Surveys/ Interviews to investigate stakeholders' needs and preferences and analyze the data.
- c) Report on analysis results and recommendations per stakeholder category.

Resources required

Information on the main target groups of the project/activity, preliminary value proposition of the product/service and its envisioned competitive advantage are required for the development of the service.

Materials required for delivery

Report on analysis results and recommendations per stakeholder category.

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2.3 Business Planning

A business plan is a formal written document containing the goals of a business or a project, the methods for attaining those goals, and the timeframe for the achievement of the goals. In developing the strategy for that, it can cover various topics and sometimes its presence becomes vague and requires further definition. For that reason, in the W4RES project we are developing many services covering many different aspects of business planning along with its main purpose.

2.3.1 Business Planning support

Service summary

Business Planning support is an organizational process of defining the plan, or direction, and making decisions on allocating its resources to pursue this strategy. It also analyses key elements into supporting strategic decisions and empower the entrepreneurial of the whole project and also support the design of sustainable and commercially viable business models.

Business planning support for potential implementation of technology/solution innovations. The steps follow the traditional cases of business planning tailored to the needs of the client and the essence of the technology/service offered.

Service process, Features and Functions


For the successful delivery of the Business Planning support service, we are proceeding with the following actions:

- a) Meeting with the Mentee/Client and getting insight into their business idea and define the relevant stakeholders and the clients needs.
- b) Research and assessment to determine opportunities for new structures, initiatives and marketing.
- c) Joint Business planning, incl. clarifications on the implementation steps, potential funding opportunities, technical challenge
- d) Visualize and present possibilities and roadmap on a business-specific pipeline.

Therefore, our service consists of the below Features and Functions:

- a) Business model canvas, business stakeholder mapping, implementation pipeline, financial resources identification, etc. (this will be analyzed in the section 2.3.5 as a separate service)
- b) Business pipelining including background, stakeholders mapping, product/financial flows, case excels, case impacts, financial framework, potential financial resources, budgeting, etc.
- c) Strategic Planning including the project's vision, mission, objectives, strategy, approach methodologies & tactics
- d) SWOT (Strengths – Weaknesses – Opportunities – Threats) and PEST (Political – Economic – Social – Technological) analyses.

Resources required

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For the development of this service, we will need the following information:

- Basic data of the project needed to be gathered through template/interview and our own research.
- Depending on the nature of the project some basic information will required such us: Financial and technical aspects, key elements of the market. Maybe also some other easy approachable information by the project team.

Materials required for the delivery of the service

The data, material and information required from the responsible for the service partner in the case of the Business Planning support service are:

- Information on the general business and its preliminary characteristics - stakeholders involved, financial volume, potential impacts, etc.
- Video conferencing and email. Other virtual tools may be used on an ad hoc basis, etc.

2.3.2 IPR Management

IPR Management and Innovation services for multi-owner projects. IPR matrix for systematic gathering of information on IP-related issues exclusively for research projects with multiple partners and basis for IPR agreements between partners (incl. collection of partners' background/foreground knowledge, identification of partners involvement, potential protection measures, access rights, followed by development of exploitation and valorization plans per asset and per partner.)

Service summary

The webinar/onsite event aims at providing participants with the knowledge and tools needed to develop an IPR (Intellectual Property Rights) strategy in the framework of the Horizon Europe proposal application and the relation with the Consortium Agreement.


Service process, Features and Functions

The first phase is aimed at identifying and collecting the specific training needs of the client. During the second phase, the service providers build the webinar agenda and content based on the needs expressed by the clients and submit a proposal of agenda until it gets the green light from the latter. Additionally, the methodology, proper tools and software to use are identified. The third phase includes the supply of the training webinar along with the exploitation and valorization plan.

Resources required

For the development of this service the resources we are expecting are:

- Information regarding the involvement of the participation partners, background IP, expected results, and the strategic vision of the applying projects with regards to the shared ownership model.

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- Personal data like name, surname, organization, email address etc.

Materials required for the delivery of the service

The data, information and materials required for the delivery of this service are:

- PowerPoint presentations, firsthand experience and testimonies
- Communication platforms like Webex, Teams, mentimeter, sli.do

2.3.3 Innovation audit

The service below will develop a business case regarding the Sustainable Development Goals Integration plan.

Service Summary

The main scope of this service is to provide an assessment of recommendations for planning the integration of the Sustainable Development Goals into a project (ex. energy supply, energy communities, building renovation, public space renovation, citizen, and stakeholder engagement, etc.).

Service Process, Features & Functions

In order to attain the objectives of the service the following methodology should be implemented:

- Initial meetings with client to define relevant stakeholders, discuss client's needs.
- Research and assessment to determine opportunities for new structures, initiatives and marketing.
- Visualize and present results.


Where the main Features and Function of this Innovation Audit can be seen below:

- Alignment with United Nations 17 Sustainable Development Goals matrix
- Vision formulation
- Experience balancing vision with key partners, key activities, value propositions, stakeholder interests, funding, network needs, etc.
- Project management
- Knowledge of the Sustainable Development Goals and their proficient use, especially in the Danish context

Resources required

The resources required for the development of this service are:

- Physical meetings and Teams meetings where necessary/preferred

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b) Email or teams to communicate: send documents, questions, comments

c) Varies from project to project. Knowledge about the renovation, building, infrastructure, and other projects in the local area. Time and energy from client (for collaboration, application writing (if necessary), etc.)

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.3.4 Environmental Modelling

Environmental modelling is a measure to estimate the level of sustainability and the potential environmental degradation. Linked with Sustainability management, Carbon footprint assessment, Life Cycle assessment, Sustainable Finance etc.

Service Summary

Environmental modelling is a framework of the wider green entrepreneurship and includes the activity of consciously addressing environmental issues and needs as well as coming up with brilliant innovative and sustainable entrepreneurial ideas that will bring a solution to them respecting the triangle of environment - society - business.

Service Process, Features & Functions

Firstly, we need to identify the level of the environmental sustainability of the project as well as its potential for improvement. Then we analyze its environmental footprint in a life cycle perspective and notify improvement action plans. At the end we will develop these plans and monitor their effectiveness to achieve the greatest possible level of sustainability.

This service will be developed under the framework of the below features and functions:

- a) Environmental Analysis
- b) Environmental Impact assessment
- c) Sustainability Management and Action plans
- d) Sustainable Finance & ESG metrics


Resources required

Depending on the nature of the project some basic information will required such us: financial and technical aspects, key elements of the market. Maybe also some other easy approachable information by the project team.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.3.5 Business Modelling – Innovation Management

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Innovation management is the systemic planning and management of innovation processes in companies and plays an important role for the competitiveness of companies, particularly SMEs. It is largely determined by their ability to generate and develop innovation products and processes and introduce these to the market. We offer tailored support to our clients in analyzing innovation ideas and transforming them into marketable products.

The Business model is aiming at improving business models through direct engagement with stakeholders. It also allows to confirm the effectiveness of the solution proposed with the business model with potential customers and to assess the value the customers themselves attribute to it. It also investigates how to finalize the marketing strategy and test the business model with industry experts.

Service Summary

A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural, environmental and other contexts. The development of a business model forms a part of innovation, business strategy and sustainability, especially when dealing with Renewable Energy and relevant technologies.


Process, Features & Functions

For the development of the Business Model, we need to study and identify the project's needs and challenges in order to make the product or service competitive to the market and increase the profitability of the initiative. Then develop its key figures, deliver and monitor the successful implementation of the service. In order to achieve it we need to conduct:

- a) Status quo analysis.
- b) Series of (max. 3) topics-related workshops with the candidates.
- c) Evaluation of the process and definition of next steps in cooperation with the candidate.

For the development of this service our consortium follows the methodology of the Business Model Canvas, so the main features and function are:

- a) Key partners
- b) Key activities
- c) Key resources
- d) Value propositions
- e) Customer Relations
- f) Customer segments
- g) Cost structure
- h) Revenues
- i) Etc.

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Resources required

Information and templates on funding programs, time and manpower from the applicant organization are required as well as strategic and financial details of the applying organization. Therefore, depending on the characteristics of the project some other info may be required.

Materials required for delivery

In this case the responsible partner for this service needs to gather the necessary workshop materials and other relevant information within the network of contacts list i.e to gather survey responses in the specific region etc.

2.3.6 Energy Communities

Service Summary

Energy communities are successful business concepts for various renewable energy businesses. There are different types of energy communities in the project countries with promising ideas for RHC solutions. The democratic approach of energy communities fosters a high women's involvement. The training will provide an overview about RHC business models and how women can be empowered and involved with energy communities. This service will be developed in collaboration with [RESCoops](#) which is the European alliance of energy communities and provides a lot of material and training opportunities. They also have a working group on gender.

Process, Features & Functions

The following process is suggested for the development of this service:


- a) Screening of existing energy communities in the project countries and women's involvement.
- b) 2-3 workshops on energy communities and RHC business models with interested candidates.
- c) Evaluation of the workshops and agreement on necessary next steps and focus on detailed RHC topics (e.g., heat pump or PV).

Where the crucial factors for planning and implementing RHC energy communities are:

- 1) Business model, key activities, how will income be generated
- 2) Key partners (municipalities, energy consultants)
- 3) Key resources: expertise, funding,
- 4) Success factors and barriers
- 5) Value proposition for customers

Resources required

The most important resources in that case are:

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time and human resources from applicant organisations and participants, strategic goals and approaches of organisation, expectations of participants, commitment to join the trainings

Materials required for delivery

Templates, existing energy community models, RHC business models appropriate for energy communities are required for the delivery of this service.

2.3.7 Energy sharing models

Service Summary

Conception for energy sharing measures where energy communities can produce, consume, share, store renewable energy, applied for RHC (part of EU renewable energy directive II). This bottom-up concept allows new business models for RHC concepts with high involvement of women. Most of the European countries implemented the energy sharing concept but it is not yet common. These opportunities can be used in W4RES. This service will be developed in collaboration with [Bündnis Bürgerenergie](#) BBE n e.V. which is working intensively on this concept and could be approached for exchange.


Process, Features & Functions

The following process is essential for the development of this service:

- a) Baseline analysis of situation of energy sharing.
- b) Introduction into the topic, analysis of opportunities in a 2h-webinar.
- c) 2 workshops with the candidates on concrete implementation.
- d) Evaluation of the energy sharing ideas and definition of next steps in cooperation with the candidates.

The main features and functions are the basic Business model information such as:

- a) Key partners
- b) Key activities
- c) Key resources
- d) Value propositions
- e) Customer Relations
- f) Customer segments
- g) Cost structure
- h) Revenues
- i) interlinkage with existing energy models

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Resources required

Time and human resources from applicant organisation, strategic goals and approaches of organisation, expectations are required for this service.

Materials required for delivery

Information material and manuals as well as information for venue, locations etc. will be offered for the delivery of this service.

2.3.8 Social Entrepreneurship

Social Entrepreneurship includes an approach by individuals, groups, start-up companies or entrepreneurs, in which they develop, fund and implement solutions to social, cultural, or environmental issues. Linked with Human rights, gender equality, employment rate etc.

Service Summary

This service includes new social practices that aim to meet social needs in a better way than the existing solutions, resulting from – for example – working conditions, education, community development or health. These ideas are created with the goal of extending and strengthening civil society. Many times, it appears in combination with Green Entrepreneurship and in our case emphasis will be given into the women involvement in the Renewable Heating and Cooling and the renewable energy in general.

Process, Features & Functions


For the development of this service firstly we need to assess the social needs at local, regional and national level and therefore to define the social mission. Later on, we need to develop innovative and sustainable solutions along with entrepreneurial strategies with respect to the social, cultural, environmental issues to improve social innovation and gender equality impact of the projects.

The stages of this implementation are seen below:

- a) Assessment of the social framework to identify needs and define the Social Mission of the Project.
- b) Development of innovative and sustainable solutions matching the needs of each project
- c) Deployment of entrepreneurial strategies to improve social innovation and gender equalities impact
- d) Link the above innovation and strategies with financial and funding schemes
- e) Implementation and monitoring of the actions

Resources required

Depending on the nature of the project some basic information will required such us: Economic and technical aspects, key elements of the market. Maybe also some other easy approachable information by the project team.

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Materials required for delivery

A short report will be provided either in written form or a presentation.

2.4 Finance Support

2.4.1 Training on Research & Innovation Funding programs

Training on R&I funding programs (e.g. Horizon Europe) for research organizations and SME's including rules of participation, calls for proposals, partnerships, missions, etc.

Service Summary

The webinar/onsite event aims at providing an overview of the opportunities offered to research organizations by the EU R&I Funding Program, Horizon Europe (including goals, topics, instruments, rules of participation, exc.) Can be also focused on the instruments specifically tailored for the SME's (e.g., European Innovation Council)

Process, Features & Functions

The first phase is aimed at identifying and collecting the specific training needs of the client. During the second phase, the service providers build the webinar agenda and content based on the needs expressed by the clients and submit a proposal of agenda until it gets the green light from the latter. Additionally, the proper tools and software to use are identified. The third phase includes the supply of the training webinar.

For the development of this service the following methodologies will be used:


- a) Instructor-led training
- b) Simulation employee training
- c) Hands-on training
- d) Coaching or mentoring
- e) Lectures
- f) Group discussion and activities

Resources required

The information required for the Training on R&I Funding programs are the contact details of each organization and the participants.

Materials required for delivery

For the delivery of this service the responsible partner will gather PowerPoint presentations, first-hand experience and testimonies.

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2.4.2 Scouting for relevant funding opportunities

Customized scouting for relevant funding opportunities

Service Summary

The service consists in helping the clients evaluate their R&I ambitions, accompanying them in selecting the right funding opportunity among those offered by Horizon Europe and reshaping their project idea according to the requests of the funding instrument they have chosen.

Process, Features & Functions

The first phase is aimed at evaluating the R&I ambitions of the client and whether they fit into the scope of Horizon Europe. The second phase includes the selection of the right funding instruments for the client's needs. The third phase consists in explain how the chosen instruments works and what are the requirements. The fourth phase is about supporting the clients in filling the template through the prescreening of the proposal.

The implementation of this service will be one to one coaching (via web or onsite).

Resources required

Personal information will be required for the development of this service like; name, surname, organization and email address.

Materials required for delivery

For the delivery of this service the responsible partner will gather PowerPoint presentations, first-hand experience and testimonies.

2.4.3 Funding programs in the field of Energy Efficiency and Renewable Energy Sources


Service Summary

Funding Programs: Financial pipelining for potential EE and RES projects. The funding options are usually national and European. We are supporting our clients in preparing the funding application and rationale behind the product/service offered. It provides support with identifying the proper funding sources and funding schemes based on the business model deployed.

Process, Features & Functions

The following process will be pursued for this service:

- a) Meeting with the Mentee/Client and getting insight into their business idea
- b) Internal identification of funding resources.
- c) Meeting with the mentee to discuss the funding options and their pros/cons.
- d) Financial pipelining.

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Two main features and functions will be developed as can be seen below:

- a) Financial modelling, financial canvas, etc.
- b) Financial modelling - investment costs, incl. costs for infrastructure/equipment, maintenance costs, training costs, travel costs, capacity building, etc. Financial canvas - stakeholders, clients, product/financial flows, pros and cons of financial models and/or options, etc.

Resources required

The only activity required for this service is a Personal (online or live) interview and discussion over the financial aspects of the business idea.

Materials required for delivery

The materials required for the delivery of this service is the financial volume of the business idea, distribution of costs, preliminary cost assessments, etc.

2.4.4 Access to international public contracts

Procurement rules often vary depending on the country, legal environment, and nature of the entity. If you are interested in participating in a tender, you'll often face the following challenges: I don't know how to find a relevant tender. I found a relevant tender, but the deadline is too soon. I don't speak the language. I don't understand specifications. What do they want from me? I could prepare the offer, but I do not meet a few compulsory requirements. Too much paperwork to be filled in. Is it really transparent? Who are my competitors?


Service Summary

This service represents a modular course and individual support on (international) public contracts and how to successfully take part in tenders.

Process, Features & Functions

Two major stages will be followed in this process. The first one is a detailed needs analysis and the second one is to adjust the service in terms of content and duration of the course facing the abovementioned challenges through the following modules and individual consultations:

- a) What is public procurement?
- b) Tendering abroad, why not?
- c) How to search for public tenders
- d) Tenders: Am I eligible?
- e) Finding a partner for a consortium
- f) Things to consider before preparing a bid offer
- g) What to consider when submitting the financial offer

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- h) How to fill in tender documents?
- i) What can you do when you run into language barriers?
- j) Pros and cons of doing business with governments

The most important features and functions of this service are:

- a) interactive presentations
- b) video recording lectures
- c) quizzes and live Q&As
- d) access to online course
- e) individual consultation

Resources required

The most important resources required for this service are information and templates on tenders, time and manpower from applicant organization, strategic (and financial) details of applying organization, previous experience with tenders so to adjust the service and train accordingly (beginner vs. advanced).

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.4.5 EU Grant Navigation

Service Summary

Assistance in navigating EU grant opportunities. EGC has a history of identifying synergies between local needs and current projects which could achieve synergies.


Process, Features & Functions

The next steps will be followed for the development of this service:

- a) Initial meetings with the client to discuss future plans, goals, current financial opportunities and restrictions.
- b) Discussion and analysis of synergies with on-going EU projects.
- c) Networking and searching for relevant upcoming opportunities.
- d) Consulting service for writing / contributing to a proposal.

The relevant features and functions can also be seen below:

- a) Vision formulation

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b) Experience balancing vision with key partners, key activities, value propositions, stakeholder interests, funding, network needs, etc.

c) Project management

d) PowerPoint presentations

e) Experience finding synergies with on-going and emerging EU projects

Resources required

The most important resources required for this service are the client's vision, future plans and goals as well as the current financial opportunities, important stakeholders and restrictions.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.4.6 Municipal and National Grant Navigation

The following service is applicable only for Danish projects as possesses national regulations and applications.

Service Summary

Assistance in navigating Danish municipal and national grant opportunities. EGC has a history of supporting different assortments of citizens in applying and obtaining funding through municipal and national green funds (grønne pulje, RealDania, etc.).

Process, Features & Functions

This service will be developed under the following process:

a) Initial meetings with client to discuss:

- Fundraising basics
- Stakeholders and citizen engagement
- Available options and action plan

b) Research and assessment to determine opportunities for a proposal


c) Additional guidance (networking, application, etc.)

The most relevant features and functions can be seen below:

a) Vision formulation

b) Experience balancing vision with key partners, key activities, value propositions, stakeholder interests, funding, network needs, etc.

c) Project management

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- d) Power Point presentations
- e) Q&As
- f) Experience in guiding municipal and national grant applications in Denmark

Resources required

The most important resources required for this service are the client’s vision, future plans and goals as well as the current financial opportunities, important stakeholders and restrictions.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.4.7 Home Renovation Grant Navigation

In Denmark it is possible to get public funding for exchange of oil boiler to heat pump. Furthermore, funding can be given to energy renovation. It is only for private homeowners. Funding can be applied for three times a year as for now (2021). Public support

Service Summary

Assistance in navigating public funding related to energy renovations planned by private homeowners, including, but not limited to, the exchange of an oil boiler to a heat pump. Funding is available at 3 intervals over the course of the year (as of 2021).

Process, Features & Functions

This service requires the following process:


- a) Initial meeting with client to discuss:
 - Fundraising basics
 - Options available in both public and private markets
 - Follow-up investment opportunities
- b) Application and submission guidance (depending on size of case - hourly rate)

The relevant components for this service are:

- a) Power Point presentations
- b) Building check
- c) Experience supporting private homeowners in applying for and obtaining similar funds

Resources required

The most important resources required for this service are the client’s vision, future plans and goals as well as the current financial opportunities, important stakeholders and restrictions.

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Materials required for delivery

A short report will be provided either in written form or a presentation.

2.4.8 Access to finance support

Provides effort to identify and seize financing and innovation funding opportunities and supporting programs.

Service Summary

We advise on Horizon 2020 participation as well as other EU programs including COSME and INTERREG. We accompany our clients from the idea for a new product to market entry and offer support in applying for and implementing European innovation projects. We tailor our services to individual client needs

Process, Features & Functions

The below steps will be followed for the implementation of this service:

- a) Analysis/review of current business/project/technology development.
- b) Research on funding and support programs (HE, Accelerators, etc.)
- c) Support in application process by S2i

Two major features and functions have been spotted for this service:

- a) Project information: overall concept and impact, work packages, technology levels, etc.
- b) Company administrative and financial information

Resources required

Information and templates on funding programs, time and manpower from applicant organization will be required as well as strategic and financial details of the applying organization.


Materials required for delivery

Workshop Materials, location and other relevant information will be required for the delivery of this service.

2.5 Technical Support

2.5.1 Energy Performance Auditing

This service also includes the Certification and the Consultancy in Energy Efficiency and Renewable Energy Sources fields.

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Service Summary

Energy Performance Auditing and Certification & Consultancy in EE and/or RES as a service for public and private buildings, covers all national requirement for licensed auditing and provides all necessary documentation for the building to apply for funding or justify the costs. Consultations on potential EE and RES measures to be realized in the building with increased priority and makes the technical and financial assessments for their implementation.

Process, Features & Functions

This service consists of:

- a) overview of the Business idea with the Mentee/Client
- b) getting familiar with technical papers on the Business idea.
- c) meeting with the Mentee to talk through the building interventions to be simulated in the EPC (Energy Performance Certificate)
- d) working over the EPC internally
- e) presenting the results to the Mentee/Client and discussing improvements.
- f) improving the EPC according to the Mentee feedback.

The EPC is being done through the national licensed software.

Resources required

Technical and energy aspects of the building are required where the Project will take place.

Materials required for delivery

Technical and energy documentation needs to be readily available for the delivery of this service.

2.5.2 Innovative thermal imaging

Service Summary


Thermal imaging via drone for public and private buildings offered. This type of thermal imaging allows for comprehensive investigation of RES installations mounted on the rooftops.

Process, Features & Functions

The service is followed by the below process:

- a) overview of the Business idea with the Mentee/Client.
- b) getting familiar with the building/facility concerned, on-site visit.
- c) thermal imaging and report preparation.
- d) follow up meeting with the mentee to present the results.

There are no specific features and functions for this service as its operation includes only the necessary thermal imaging equipment and the thermal imaging software.

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Resources required

Technical documentation of the building or facility that is going to be studied is required.

Materials required for delivery

As mentioned before the only necessary tools required are the thermal imaging equipment and software which are already available by EAP.

2.5.3 Implementation Feasibility studies

Service Summary

Technical feasibility studies for implementation of EE and/or RES technologies offered. It also designs and supports the implementation of EE and/or RES solutions for positive energy blocks.

Process, Features & Functions

In this service the steps required for the implementation of the service are:

- a) Meeting with the Mentee/Client and getting insight into their business idea.
- b) Going through the Business idea documentation and specifications.
- c) Follow-up meeting with the Mentee/Client to provide them with feedback on the technical feasibility of their business idea.
- d) meeting for improving and/or strengthening the Business idea for the Mentee.

Two major features and functions will be developed for our case as can be seen below:

- a) Business consulting techniques, incl. business idea interview, expert discussion, desk and field research
- b) Detailed Business idea, including background, technical details, applications, integration with existing facilities and infrastructure, etc.

Resources required


Personal (online or live) interview and discussion is required to detail the business idea and its aspects.

Materials required for delivery

Mostly information on the details of the current business idea and the perspective for its implementation is required for the delivery of this service.

2.5.4 Environmental Monitoring

Service Summary

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This service offers energy and environmental monitoring based on pre-defined and specific Key Performance Indicators that will be developed in collaboration with the Client/Mentee.

Process, Features & Functions

The below actions will be implemented for the development of this service:

- a) meeting with the Mentee/Client to clarify the business idea and its aspects.
- b) definition of KPIs over the business idea.
- c) negotiating the KPIs with the Mentee/Client and defining the KPI scheme.
- d) action plan/implementation plan for the KPI framework.

Resources required

Discussion with the Mentee/Client over the business idea and a full detailed description of it is required.

Materials required for delivery

Technical description of the business idea and discussion with the mentee are necessary actions for the delivery of this service.

2.5.5 Green City Development

Supports municipalities and citizen-organizations in the initial phase of a "green city" to develop green cities, by creating innovation projects, facilitate stakeholder processes, carry out analysis, implementation of best practice, training in sustainable urban development and dissemination. We mentor the initial phase of the development of the "green city", e.g., by helping put the team of partners, cities, organizations, companies and consultants together and defining the first steps by means of the UN 17 Sustainable Development Goals.


Service Summary

EGC has experience working with cities in Denmark to develop their city into a 'green city'. This involves

- a) the 'business service' of mentoring of these cities in their journey to transition their energy and mobility systems holistically and inclusively to sustainable one.
- b) the 'technical service' of implementing (strategically assessing the opportunities within a city and sharing knowledge).
- c) the 'technical service' of monitoring the development of the 'green city'. Holistically, this can also be seen as a 'technical service' of building and city quarter simulation.

Process, Features & Functions

The below process will be followed:

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- a) Meeting with the client to discuss and clarify needs, desires, and opportunities and their alignment with EGC's experiences with 'Green City' development.
- b) Identification of relevant stakeholders in a new local context and initial opportunities to impact change based on EGC's experiences with 'Green City' development.
- c) Iterative process to add and develop new projects.

The most important features and functions upon which the service will be developed are the SDG monitoring matrix and their knowledge along with their proficient use, especially in the Danish context. Furthermore, more actions can be added such us:

- a) PowerPoint presentations
- b) Quizzes and Q&As
- c) Project management
- d) Network experience with relevant Danish and EU actors
- e) Experience developing Danish cities into 'Green Cities'

Resources required

A detailed description by the client and analysis of the task/challenge is required as well as time, energy, and desire to develop a sustainable and ultimately self-running development plan.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.5.6 Energy Community Support

Service Summary

EGC supports the initiation and development of energy communities consisting of local stakeholders within a geographically defined area. EGC has expertise in the legal framework in a Danish context when it comes to the implementation of PVs and charging points within an energy community.


Process, Features & Functions

The process required for this service can be seen below:

- a) Initial meeting with client. Determine scope and potential size of energy communities.
- b) Research legal and technical opportunities and barriers in local context.
- c) Mentor and support growth of energy community.

The following features and functions can be utilized for this case:

- a) Experience developing Energy Communities

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b) Judicial knowledge on developing Energy Communities

c) Board creation

Resources required

The most important aspect in this section is the client’s interest in developing energy communities within a long-term vision.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.5.7 Environmental Renewal

Service Summary

EGC has in-house and external experts in energy savings, circular economy, and biodiversity. The Environmental Renewal service involves the creation and implementation of a holistic plan to utilize this expertise and strengthen the indoor and outdoor living environments in your neighborhood or city.


Process, Features & Functions

This service involves the below process:

- a) Initial meeting with client to discuss size and scope of environmental renewal initiatives. Decide on the desired interventions and perspectives to utilize (SDG matrix, energy audit, biodiversity campaign, circular economy assessment).
- b) Research and project development, potentially doing the following:
 - Use SDG matrix to identify strengths and weaknesses of involved area.
 - Perform energy audit on surrounding buildings.
 - Collaborate with local stakeholders to develop biodiversity campaign.
 - Local events.

Where the main features and functions can be seen below:

- a) SDG monitoring matrix
- b) Knowledge of the Sustainable Development Goals
- c) Templates (Energy Audit)
- d) Experienced routines for guiding Energy Audit process
- e) Experienced routines for increasing biodiversity in neighborhood areas
- f) Valuable knowledge on energy renovation

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g) Experience with relevant parties (building inspectors, EnergiTjenesten)

h) Workshops and events for stakeholders and citizens

Resources required

The most important is that the client should provide relevant documents for energy audit, space for potential workshops.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.5.8 Green City monitoring

Service Summary

EGC has experience working with cities in Denmark to develop their city into a 'green city'. This involves

- 1) the 'business service' of mentoring of these cities in their journey to holistically and inclusive transition their energy and mobility systems to sustainable ones
- 2) the 'technical service' of implementing (strategically assessing the opportunities within a city and sharing knowledge)
- 3) the 'technical service' of monitoring the development of the 'green city'. Holistically, this can also be seen as a 'technical service' of building and city quarter simulation.

Monitoring in this regard involves the use of the SDGs to monitor the results of the Green City development progress.

Process, Features & Functions

The following process is suggested by the responsible partner.


- a) Use already developed matrix to monitor results of the developing 'green city'.
- b) Dependent on complexity and longevity of client's needs, and EGC's involvement in the 'Green City'.

Where the most important features and functions is the SDG monitoring matrix along with the knowledge of the SDG and their proficient use, especially in the Danish context.

Resources required

In this case the client should also utilize other relevant services such us Green City Development services, Green City Mentoring and Green City Implementation.

Materials required for delivery

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A short report will be provided either in written form or a presentation.

2.5.9 Green City implementation

This service consists of knowledge sharing in establishment of green cities. Within this project we hope to expand the number of green cities throughout Europe, and we are happy to cooperate and share our experiences.

Service Summary

This service constitutes the continue of the previous ones (Green City Development, Green City monitoring), the description is the same however in this part the knowledge sharing in involves:

- a) the strategic assessment of a city's needs, taking root in interested parties' and stakeholders' strengths and interests.
- b) sharing knowledge and developing plan for the implementation of best practice.

Process, Features & Functions

The actions should be performed for the successful execution of this service are:


- a) Meeting with the client to discuss and clarify needs, desires, and opportunities and their alignment with EGC's experiences with 'Green City' development.
- b) Identification of relevant stakeholders in a new local context and initial opportunities to impact change based on EGC's experiences with 'Green City' development.
- c) Iterative process to add and develop new projects.

Where the necessary features and functions are:

- a) PowerPoint presentations
- b) Quizzes and Q&As
- c) Project management
- d) Knowledge of the Sustainable Development Goals and their proficient use, especially in the Danish context
- e) Network experience with relevant Danish and EU actors
- f) Experience developing Danish cities into 'Green Cities'
- g) Site analysis

Resources required

In this case a description and analysis of the task/challenge is required such us time, energy, and desire to develop a sustainable and ultimately self-running development plan.

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Materials required for delivery

A short report will be provided either in written form or a presentation.

2.5.10 Energy Certification

We involve energy certification through a very close cooperation partner in Denmark. We need to use partners in other countries for providing this service in case we participate in the development of green cities. This service will be conducted in collaboration with EnergiTjenesten which is an energy consulting company.

Service Summary

Preparation and implementation of energy certificates in Denmark with a close partner. Possibility for preparation and implementation of energy certificates in other countries in cooperation with other partners.

Process, Features & Functions

Two main phases are required for this service, as can be seen below:

- a) Preparation phase to gather information on energy usage, building plans, etc.
- b) Implementation to send information to EnergiTjenesten, who will do an energy check of the building on site and prepare a report / energy certificate.

In this case the features and functions are:

- a) Templates
- b) Experienced routines
- c) Valuable knowledge on energy renovation
- d) Experience with relevant parties (building inspectors, EnergiTjenesten)

Resources required


For the development of this service information on energy usage and building plans are required.

Materials required for delivery

EnergiTjenesten analyzes information on energy usage and building plans and provides a report, which is used to perform the energy certificate.

2.5.11 Demand and supply simulation

Service Summary

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Simulation of residential city quarter demands on single-building level based on 3D building model data. Dimensioning and simulation of heating (possibly also cooling) technologies to satisfy above-mentioned demands (e.g. heat pump, CHP). Dimensioning and layout of heating grids.

Process, Features & Functions

The process required for the development of this service is the following:

- a) Assess the project itself and to gather the relevant data.
- b) Adjust data, adjust and run simulation framework.
- c) Visualize and present results.

Two are the main features and functions of this service:

- a) Proprietary simulation platform SimStadt:
 - heat demand simulation
 - electricity demand simulation
 - water demand simulation
 - layout of heating grid
- b) Simulation engine INSEL (+SimStadt + Catalogs)
 - Energy supply simulation for central and decentral systems (e.g. heat pump, CHP)
 - Dimensioning of supply systems with rule-based method or optimization

Resources required

The mandatory resources required for this service are: 3D building model ideally in CityGML format (preferably LoD2) models of case study, data on year of construction and building function.

Whereas the optional ones are: possible data on building physics, energy components already on site, local weather data, etc.

Materials required for delivery


The most important materials required for the delivery of this service are: INSEL simulation engine, SimStadt platform, python scripts, etc.

2.5.12 Renewable Energy potential Assessment

Service Summary

Assessment of rooftop photovoltaic electricity generation potentials; potentially assessment of biomass and free-field PV potentials in surrounding areas (depending on availability of digital landscape models).

Process, Features & Functions

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The following process is essential for this service:

- a) Assess the project itself and to gather the relevant data.
- b) Adjust data, adjust and run simulation framework.
- c) Visualize and present results.

While the most critical features and functions in this case are within the proprietary simulation platform SimStadt:

- a) PV potential calculation on building rooftops (with and without shadowing)
- b) Free-field PV potential
- c) Biomass potential calculation
- d) Comparison of different scenarios

Resources required

The mandatory resources required for this service are: 3D building model, ideally in CityGML (preferably LoD2) models of case study.

Whereas the optional ones, but for better results are: energy components already on site, local weather data, etc.

Materials required for delivery

The most important materials required for the delivery of this service are: INSEL simulation engine, SimStadt platform, python scripts, etc.

2.5.13 Financial and Ecological analysis of scenarios

Service Summary

This service covers investment and operational cost assessments both for energy components and building refurbishment.


Process, Features & Functions

This service requires the below actions:

- a) assess the project itself and to gather the relevant data.
- b) adjust data, perform calculations.
- c) visualize and present results.

Where the main features and functions of this service can be seen below:

Economic analysis:

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- a) Payback method
- b) Return-on-investment method
- c) Net-present-value method
- d) Benefit-cost ratio
- e) Internal-rate-of-return method

Ecological analysis:

- a) CO2-emissions
- b) Primary energy

Resources required

The most necessary resources required in this case are some details on fuels and energy components, including efficiencies and power, details on building refurbishment. Also, some data on heating, cooling and electricity demands are essential.

Materials required for delivery

Excel calculations and Python scripts are the necessary materials for the delivery of this service.

2.5.14 Impact assessments of energetic design choices

Service Summary

This service consists of an impact assessment of city planning aspects (building orientation, urban green, open spaces...) on heating and/or cooling demand of buildings in city quarters, e.g. assessment of impact of rooftop greening on heating/cooling demand and water runoff, urban domestic water demands, etc.


Process, Features & Functions

The process of this service can be seen below:

- a) assess the project itself and to gather the relevant data
- b) adjust data, perform calculations
- c) visualize and present results

The main features and functions in that case are highly dependent on the project characteristics and the nature of the impact assessment. Will be defined after the definition of each project.

Resources required

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The most relevant and essential resources required are information on city quarter and design choices / scenarios that are "on the table" (geometry, building standards, use of buildings, other), ideally 3D models in CityGML format, local weather data including future projections.

Materials required for delivery

SimStadt platform, INSEL simulation engine, excel calculations, python scripts, etc. are required for the delivery of this service.

2.5.15 Life Cycle Assessment of Buildings and City Quarters

Service Summary

Life Cycle Assessment of building construction and refurbishment.

Process, Features & Functions

The following measures must be pursued for the development of this service:

- a) Assess the project itself and to gather the relevant data.
- b) Adjust data, perform calculations.
- c) Visualize and present results.

Where two main features and functions have been noticed:

- a) LCA for building construction and refurbishment based on specific values for embodied energy and carbon as well as disposal energy and carbon generated with data from Ecoinvent.
- b) Comparison of different scenarios (e.g. new construction vs. building refurbishment)

Resources required

The mandatory resources required for that case are: 3D building model, ideally in CityGML (preferably LoD2) models of case study, information on buildings to be assessed (geometry, year of construction, current and envisioned energy standard, conservation rules if applicable), applicable regulation, budgetary constraints, etc.

Materials required for delivery


SimStadt platform is the only materials required for the delivery of this service.

2.5.16 Assessment of sector coupling effects

Service Summary

This service provides a high-level conceptual assessment of sector coupling effects, e.g. heating and electricity sector, inclusion of electric vehicles.

Process, Features & Functions

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The process for this service requires the below actions:

- a) assess the project itself and to gather the relevant data
- b) adjust data, perform calculations
- c) visualize and present results

Where the most relevant features and functions are:

- a) Demand and potential simulations of the SimStadt platform
- b) Generation of load curves for electric vehicles

Resources required

The mandatory resources required are: 3D building model ideally in CityGML format (preferably LoD2) models of case study, data on year of construction and building function; alternatively load curves for heating and electricity demands,

Whereas the optional ones, but for better results, are: possible data on building physics, energy components already on site, local weather data, number and type of vehicles, etc.

Materials required for delivery

SimStadt platform, INSEL simulation engine, excel calculations, python scripts, etc. are required for the delivery of this service.

2.5.17 Technical training

Service Summary

This service includes training of project teams on technical aspects, e.g. sector coupling, RHC technologies, building physics etc.; support in bringing key stakeholders (mayors, public, project partners) "up to speed" on technical aspects of RHC projects.

Such courses might be eligible for mandatory training programs in certain professions, e.g. architects, engineering etc.

Process, Features & Functions


The Training could ideally be bundled across projects, e.g., HFT staff offer half-day courses on heating technologies, building physics, energy monitoring etc. to all interested project members.

The most crucial features and functions are; virtual lectures and seminars, potentially with interactive elements such as group work in breakout rooms, surveys, etc.

Resources required

Topics of interest to develop modular training programs are the only resources required.

Materials required for delivery

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The basic workshop materials required for the delivery of this service.

2.6 Mentoring

2.6.1 Business Mentoring

The following service will be developed by EAP and is applicable only for projects in the Bulgarian region.

Service Summary

This service provides partnering with a local cluster offering green energy services and through this cooperation, a mentoring scheme can be established. (In general, we do not offer direct mentoring experience at EAP).

Process, Features & Functions

The below process required for this service:

- a) Meeting with the Mentee/Client and getting insight into their business idea.
- b) developing a mentoring concept with the mentee, identification of mentoring needs.
- c) identification of mentoring organizations.
- d) establishing mentoring schedule
- e) follow-up meeting with the Mentee/Client.

Mentoring questionnaire, gap analysis, SWOT, mentoring need dialogue are the main features and functions of this service.

Resources required

Mentoring needs from the Mentee; mentoring options from the potential Mentors are the main resource in that case.

Materials required for delivery

Only the mentoring needs from the Mentee/Client are required for the delivery of this service.

2.6.2 Access to international Grants


Includes a training session on how to attract international grants.

Service Summary

This service provides individual support which is focused on the topic of international grants and how to secure them.

Process, Features & Functions

Two main stages of the service process are in place:

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a) Needs analysis

b) The course will face the abovementioned challenges through the following modules:

- How to secure grants?
- International funding schemes
- Grants: Am I eligible?
- Finding a partner for a consortium
- Things to consider before preparing a grant application
- What to consider when submitting the financial offer?
- How to fill in applicable templates?
- Pros and cons of international grants

Individual sessions will be developed as the main features and functions of that case.

Resources required

The following resources will be required:

Information and templates on funding programs, time and manpower from applicant organization, strategic and financial details of the applying organization, previous experience with tenders to adjust the service / course accordingly (beginner vs. advanced)

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.6.3 Sustainable Urban Development mentoring

Service Summary


This service offers Mentoring for private and public organizations looking to implement a specific sustainable solution in their city. Mentoring in:

- a) the initial phase of a sustainable urban development project e.g. by helping put together a team of partners, cities, organizations, companies and consultants, and by defining first actions using the UN 17 Sustainable Development Goals
- b) planning and facilitating stakeholder involvement and citizen engagement processes
- c) training in sustainable urban development and dissemination

Process, Features & Functions

Two main activities will be developed here:

- a) Meeting with the client to discuss and clarify needs.
- b) Follow up meeting and defining needs.

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the most crucial features and functions can be seen below:

- a) Power Point presentations
- b) Quizzes and Q&As
- c) Project management
- d) Knowledge of the Sustainable Development Goals and their proficient use, especially in the Danish context

Resources required

The client should provide us with a description and analysis of the task/challenge.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.6.4 Judicial consultation

Service Summary

EGC has experience navigating the legal landscape of installing both renewable energy sources and technologies for providing energy for green mobilities (i.e.. solar panels, electric chargers, etc.). EGC can provide knowledge and mentoring to individuals, organizations, and municipalities looking to navigate this legal landscape.

Process, Features & Functions

Two main actions are required in this service process:

- a) Meeting with client to discuss and clarify needs.
- b) Follow up meeting and defining needs.

The features and functions of this case are also given below:


- a) Power Point presentations
- b) Quizzes and Q&As
- c) Project management
- d) Knowledge of the legal landscape regarding renewable energy producing technologies and electric vehicle accessories (charging stations, etc.)

Resources required

The client should provide us with a description and analysis of the task/challenge.

Materials required for delivery

A short report will be provided either in written form or a presentation.

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2.6.5 Women's empowerment with mentoring

Service Summary

This service offers contribution to mentoring programmes for women, concept for programmes, stakeholder analysis. Mentoring programme for women' entrepreneurship in the RHC sector, development of ideas for business models, networks, support, needed skills, etc. the service will be developed in cooperation with existing “women and energy” networks and their mentoring programs.

Process, Features & Functions

For the development of this service the following actions are indicated:

- a) Cooperation with existing or development of a mentoring program with focus on women's entrepreneurship in the RHC sector.
- b) Introduction for mentees and mentors.
- c) 2 workshops with mentees and mentors with external speakers
- d) 3-4 meetings of the mentee-mentor tandem.
- e) Evaluation of the process in cooperation with the mentees and mentors.

Where the main features and functions are:

- a) interactive presentations
- b) brainstorming for topics for mentoring
- c) quizzes and live Q&As for mentees
- d) access to online courses
- e) individual mentee-mentor consultations
- f) Wrap up with all mentees and mentors


Resources required

Time and human resources of mentees and mentors, strategic goals of mentees and barriers so far are essential for the development of this service.

Materials required for delivery

Existing mentoring programs, willingness to become a mentor and provide contacts to mentoring programs are required for the successful delivery of this service.

2.6.6 Green City mentoring

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This service provides support to innovation projects in order to facilitate stakeholder processes, carry out analysis, implementation of best practice, training in sustainable urban development and dissemination.

Also is mentoring the initial phase of developing a "green city", e.g. by helping put the team of partners, cities, organizations, companies and consultants together and defining the first steps by means of the UN 17 Sustainable Development Goals.

Service Summary

EGC has experience working with cities in Denmark to develop their city into a 'green city'. This involves:

- a) the 'business service' of mentoring of these cities in their journey to holistically and inclusive transition their energy and mobility systems to sustainable ones.
- b) the 'technical service' of implementing (strategically assessing the opportunities within a city and sharing knowledge).
- c) the 'technical service' of monitoring the development of the 'green city'.

Holistically, this can also be seen as a 'technical service' of building and city quarter simulation.

Mentoring for private and public organizations looking to develop a comprehensive 'green city' plan includes mentoring in:

- a) the initial phase of multiple sustainable urban development projects e.g. by helping put together a team of partners, cities, organizations, companies and consultants, and by defining first actions using the UN 17 Sustainable Development Goals.
- b) Planning and facilitating stakeholder involvement and citizen engagement processes.
- c) Training in sustainable urban development and dissemination.


Process, Features & Functions

Two main process stages are required for this service:

- a) Meeting with the client to discuss and clarify needs.
- b) Follow up meeting and mentoring.

Where the features and functions are:

- a) PowerPoint presentations
- b) Quizzes and Q&As
- c) Project management
- d) Knowledge of the Sustainable Development Goals and their proficient use, especially in the Danish context

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e) Network experience with relevant Danish and EU actors

f) Experience developing Danish cities into 'Green Cities'

Resources required

The client should provide us with a description and analysis of the task/challenge. Time, energy, and desire to develop a sustainable and ultimately self-running development plan are also required in that case.

Materials required for delivery

A short report will be provided either in written form or a presentation.

2.7 Networking

2.7.1 Thematic online matchmaking events (focus on Horizon Europe)

Service Summary

In this service the clients will be supported in selecting the right online networking event for their needs. Clients will receive guidance in developing a promotional profile, in registering in the event as well as in selecting and arranging appointments with the right organizations considering their R&I aspirations. Before the brokerage event the client will receive a training module on how to get the most out of a brokerage event.

Process, Features & Functions

In the development of this service, the first phase consists in clarifying the client's R&I aspirations. The second phase requires the selection of one or more online networking events. The third phase consists in supporting the client to register and develop its profile as well as in selecting the organizations to talk to and lastly, the fourth phase consists in instructing the client on how to get the most out of a brokerage event.

The service will be accomplished in an "one to one" coaching (via web or onsite).

Resources required


Some typical information like name, surname, organization and email address will be needed.

Materials required for delivery

PowerPoint presentations, first-hand experience and testimonies will be required for the delivery of this service.

2.7.2 Pitching events (focus on Horizon Europe)

Service Summary

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In this service, the client will be supported in selecting the right pitching event for its R&I needs and develop an oral presentation to be performed in front of the audience during the pitching session.

Process, Features & Functions

The first phase consists in clarifying the client's R&I aspirations. The second phase requires the selection of one or more online pitching events. The third phase consists in supporting the client to register and develop its pitch. Lastly, the fourth phase consists in instructing the client on how to get the most out of a pitching event (incl. notions of public speaking).

The service will be accomplished in an “one to one” coaching (via web or onsite).

Resources required

Some typical information like name, surname, organization and email address will be needed.

Materials required for delivery

PowerPoint presentations, first-hand experience and testimonies are required for the delivery of the service

2.7.3 Coaching on Business Networking

The following service is applicable only to the Bulgarian region.

Service Summary

For this service EAP cooperates with the Association of the Bulgarian Energy Agencies in annual events and networking opportunities on national level. Also, EAP supports its clients in identifying dissemination and promotion opportunities for their products/services and points them the potential brokerage and/or pitching events.

Process, Features & Functions

For this service the process is:

- a) Meeting with the Mentee/Client and getting insight into their business idea.
- b) planning on dissemination and promotion activities.
- c) Follow-up meeting with the Mentee/Client to provide them with the potential dissemination opportunities.

Online and/or live meetings with the Mentee/Client for the definition of dissemination aspects and possibilities for outreaching potential supporters are the main features and functions of this service.


Resources required

Details on the business idea and its future prospects are needed for the development of the service.

Materials required for delivery

Details on the business idea and its future prospects will be provided as material for delivery.

2.7.4 Networking platform

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the wider scope of this service is to connect the relevant partners in a project through wide network across European cities (incl. municipalities, social housing organizations, universities, industries, consultants etc.)

Service Summary

This service provides access to European Green Cities Network (EGCN), with members (including municipalities, social housing organizations, universities, industries, consultants, etc.) in 57 cities in 19 countries. Potential for: collaboration around EU-projects and other initiatives, participation in webinars, receiving our newsletter, and communicating information to a targeted audience in that newsletter.

Process, Features & Functions

The process of this service is as follows:

- a) Become a member of EGCN, future members fill in a form on the website: www.greencities.eu/network (client)
- b) EGC's involvement would vary quite a bit, as members can use the network in many different ways. Benefits such as webinar participation or access to the newsletter require little to no extra time from EGC. Benefits such as communicating information in the newsletter or guidance in the network are the most critical.

The most crucial features and functions are:

- a) EGC network platform
- b) Newsletter writing
- c) Network management experience

Resources required

Only the contact information is needed.


Materials required for delivery

A short report will be provided either in written form or a presentation.

2.7.5 Strategic Innovation partnerships

Service Summary

Companies operate in a global market not only in terms of sales and market access, but also in terms of technology and innovation. While Europe compares favorably with Asia and the USA in terms of knowledge production, it lags well behind in terms of innovation. The value creation in terms of innovation happens in Asia and the USA. This makes it all the more important for companies and research institutions to position themselves internationally and enter into strategic innovation partnerships.

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Process, Features & Functions

The process for the development of this service is:

- a) Assessment of current business/project/technology development, potentially workshop.
- b) Definition of potential partner profile.
- c) Research and dissemination through networks by S2i.

while the most critical features and functions are:

- a) the analysis of technology trends in the field of their products and services
- b) the selection of possible fields of cooperation
- c) technology monitoring
- d) the mediation of technology, research and licensing partners
- e) participation in cooperation exchanges and business trips
- f) the targeted and active search for technology partners via the databases of the Enterprise Europe Network (EEN)

Resources required

Company details and the strategic focus of the applying organization is required.

Materials required for delivery

Workshop materials, location and other relevant info are essential for the delivery of the service.

2.7.6 Enterprise European Network (EEN) Matchmaking

Service Summary

S2i is involved in a large number of European networks and partnerships that benefit companies and research institutions. They are part of the Enterprise Europe Network with around 600 partners in over 50 countries. This helps companies and research institutions to find partners for corporations.


Process, Features & Functions

The process of this service can be seen below:

- a) Anonymous business/project profile created by S2i.
- b) Expression of interest of one party and set up for bilateral exchange between parties.
- c) Follow up and Partner Agreement (if match).

Two core features and functions can be noticed in this service:

Reaching international markets / Internationalization

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- a) the identification of suitable market players for cooperation
- b) the identification of licensing or marketing partners
- c) international cooperation exchanges, business trips and trade fairs

Matchmaking (with international partners)

- a) Business/project profile
- b) Expression of interest
- c) Partner Agreement

Resources required

Company details and the strategic focus of the applying organization is required.

Materials required for delivery

Access to the EEN network for upload of business/project profile will be provided.

3 CAPACITY BUILDING

3.1 Introduction


This section of the report has been developed by WECF with the support of ECWT. The capacity building measures refer to gender mainstreaming and women's empowerment and describe in a first step the training objectives, the curriculum concept and the key training topics of the one-day seminar and also the webinars which offer an overview about gender tools and instruments to involve and empower more women. The excel list with training topics and targets also refers to existing training material and available publications (Annex II).

3.2 Proposed target groups and measures why they are relevant for W4RES

High expertise is available in the relevant stakeholder groups. In the Co-creation workshop in April 2021 the demand for capacity building has been evaluated in the quadruple helix categories such as authorities, academia, civil society and business.

a. Target Groups

As main actors in the branch the energy companies are important stakeholders including business owners and managers, public administrations, and industry associations such as the European Heat Pump or Solar Association. Increased awareness at (vocational) schools, universities and „Train of the trainers «concepts (ToT) and mentors will improve their way of communication through appropriate

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media materials and invite more for women to get involved, focusing on topics such as work life balance and flexible working conditions. It is also important to target specifically women and encourage especially successful female actors in the RHC sector to open space for careers in the different fields (technology, marketing, finance, economics). The training activities will focus on representatives of this institutions to overcome perceptions of gender roles and gender stereotypes about STEM.

b. Training topics and concepts

The CCWS showed high needs in gender mainstreaming activities in the RHC sector. Still visible and non-visible barriers hinder girls and women to step into the sector in a higher number and follow a successful carrier, described in the deliverables D1.2 and D1.3. Aiming to mainstream gender and women’s empowerment a 1-day train-the trainer course will qualify the project partners and give a broad and detailed insight in the relevance of the topic, existing barriers and gender tools and instruments. The training includes various modules which can be adapted to local contexts of the project partners. Publicly available information and training material will be used (e.g. from EIGE, UN Women, GWNET, REScoop, etc.) safeguarding efficiency and high quality. External speakers will share their experience in the training, e.g. advisory board members of W4RES. The following topics will be included in the 1-day train-the trainer course and adapted if needed:

- Relevance of gender mainstreaming in the RHC sector
- Examples of bias in energy sector: energy production, supply, STEM, etc.
- Various tools & instruments for women’s empowerment and equality
- Good practice examples / success stories
- Barriers, evaluation, Q&A


The training concept also includes additional 1,5h webinars for representatives of energy companies, research, authorities and civil society. The topics will be decided in cooperation with all W4RES partners, can show success stories and tools and instruments with positive impact on a higher share of women in the RHC sector. Overall, the trainings will refer to existing concepts and trainings, summarize helpful instruments (like checklists, etc.) and target all material to the RHC sector.

3.3 Next Steps

The measures described in the “Market uptake support measures” which will be updated by M24 to reflect their fine-tuned version. Following the initial delivery of the measures a “Market Support Uptake Support Plan” will be elaborated (M12) and updated.

3.4 Building Capacity Programs

This section includes the Building Capacity programmes with their basic characteristics. More information regarding their operation and plan will be provided to the next Deliverable 2.4 Market uptake support plan. The below Building Capacity programmes will be facilitated by WECF and ECWT and will take place as a one-day training courses. The focused target groups are companies, authorities and energy experts.


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3.4.1 Introduction: Women in the renewable energy sector

Building Capacity Program	Introduction: Women in the renewable energy sector
Duration	45 min
Training Objectives	Raising awareness, provide data and arguments
Curriculum concept	Interaction, presentation, factsheet
Key words	Women in RE, Gender mainstreaming, current situation, political frameworks
Speaker	WECF
Resources required	Presentation
Existing material	<ul style="list-style-type: none"> - D1.1. Mapping Framework (W4RES) - D1.3 Report on Case studies women leading RHC market uptake (W4RES) - IKEM presentation https://prezi.com/view/3b2eHxFQS5cFQMetIIZm - NRW event WECF presentation - Gender training EmpowerMed https://www.empowermed.eu/wp-content/uploads/2020/09/Gender-training-PowerPoint.pdf - Renewable energy: A gender perspective, IRENA: https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf

3.4.2 Relevance: Why do we talk about gender in the energy sector


Building Capacity Program	Relevance: Why do we talk about gender in the energy sector
Duration	45 min

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Training Objectives	Raising awareness, providing gender expertise, showing the perspective with more women in the RHC sector.
Curriculum concept	Presentation, Q&A, Quotes and short videos from energy experts
Key words	Dimensions of gender and energy, barriers, success factors
Speaker	WECF
Resources required	Presentation
Existing material	<ul style="list-style-type: none"> - Moving to a gender-transformative EU Green Deal report, WECF, EEB: https://www.wecf.org/wp-content/uploads/2021/07/Report_Green-Deal-Gender.pdf - Frauen.energie.wende https://www.wecf.org/de/84729-2/ - Women, Gender Equality and Energy transition in the EU: https://ris.utwente.nl/ws/portalfiles/portal/172318608/IPOL_STU_2019_608867_EN.pdf - Mainstreaming gender in energy projects, ENERGIA: https://www.climateinvestmentfunds.org/sites/cif_enc/files/knowledge-documents/mainstreaming_gender_in_energy_projects_a_practical_hand_book.pdf

3.4.3 Examples of bias in energy sector: energy production, supply, STEM, etc.

Building Capacity Program	Example of bias in energy sector: energy production, supply, STEM, etc
Duration	45 min
Training Objectives	Understanding of the status quo and possible results that can be achieved
Curriculum concept	Interactive session, collection of ideas and cases
Key words	visible and invisible barriers and stereotypes
Speaker	WECF, ECWT
Resources required	Presentation and exercise
Existing material	<ul style="list-style-type: none"> - ECWT previous presentations - WECF previous presentations - 2021_Windtage_Barriers and Gender Dimensions (PowerPoint)


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3.4.4 Tools & instruments for energy actors: overview

Building Capacity Program	Tools and instruments for energy actors: overview
Duration	30 min
Training Objectives	Raising awareness, providing expertise, facts and arguments, concrete tools to implement
Curriculum concept	Presentation of different toolkits, good practice
Key words	Gender analysis, stakeholder analysis, gender audits, gender impact assessments, indicators, data, communication, monitoring and evaluation
Speaker	WECF, ECWT
Resources required	Presentation
Existing material	<ul style="list-style-type: none"> - Gender tools database, Eige: https://eige.europa.eu/gender-mainstreaming/methods-tools - Gender impact assessment and monitoring tool, WECF: http://www.wecf.org/wp-content/uploads/2019/01/FINAL-GIM-Tool-Jan-19.pdf - Media training tools, Women2030: http://www.wecf.org/wp-content/uploads/2018/11/women2030-media-toolkit.pdf - Tools and instruments for gender-just energy communities, EUCENA: https://www.youtube.com/watch?v=oYrzxjEg3SM - 2021_Input_external_Windtage NRW tools (PowerPoint) - Gender Equality training, Eige: https://eige.europa.eu/gender-mainstreaming/toolkits/gender-equality-training

3.4.5 Tools & instruments: gender responsive indicators for RHC projects

Building Capacity Program	Tools & instruments: gender responsive indicators for RHC projects
Duration	30 min
Training Objectives	Capacity to identify and set gender indicators, to show the relevance, to use, to apply the indicators

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Curriculum concept	Manual "how to collect data for gender indicators" with exhaustive list of quantitative and qualitative indicators + interactive session "identify gender indicators"
Key words	Gender indicators
Speaker	ECWT, guest speaker for utility company (to be confirmed)
Resources required	Presentation and exercise and printed material
Existing material	WECF toolkit developed for previous trainings (climate finance training)

3.4.6 Tools & instruments: gender audit for energy utility company

Building Capacity Program	Tools & instruments: gender audit for energy utility company
Duration	30 min
Training Objectives	Sensibilisation on the concept of gender audit, understanding of its benefits and how to use the template
Curriculum concept	Short presentation + Template to share + list of examples/good practices
Key words	Gender audit
Speaker	WECF and guest speaker – Christine Lins, GWNET (to be confirmed)
Resources required	Presentation and printed template
Existing material	- ECWT - WECF - Eige

3.4.7 Tools & instruments: Gender responsive communication in RHC projects


Building Capacity Program	Tools & instruments: Gender responsive communication in RHC projects
Duration	30 min

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Training Objectives	Understand the necessity of gender just communication, tools are available and ready to be used
Curriculum concept	Manual + posters (postal card size) with key words and key advice to share/hang over desks as reminder and that can be check easily by the users
Key words	Gender responsive communication
Speaker	WECF
Resources required	Presentation and printed manual and printed posters
Existing material	<ul style="list-style-type: none"> - Toolbox to use gender-inclusive language, UN: https://www.un.org/en/gender-inclusive-language/toolbox.shtml - Gender sensitive communication, Eige: https://eige.europa.eu/publications/gender-sensitive-communication - Dos and don't, WECF, gender-just communication

3.4.8 Tools and instruments: Family and gender friendly work policies and good practices (organisational transformation)

Building Capacity Program	Tools and instruments: Family and gender friendly work policies and good practices (organisational transformation)
Duration	30 min
Training Objectives	Understand the concept, benefits & advantages, possess the tool to implement and promote them
Curriculum concept	Interactive session "how would you do?" + guidelines "do it yourself" (core ideas from existing materials + their own ideas from the interactive session)
Key words	family and gender friendly work policies
Speaker	ECWT, WECF
Resources required	Exercise and printed guidelines


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Existing material	<p>- Remote working tips, OSCE: https://s3.eu-west-2.amazonaws.com/igc-production/hIBUH-UyiaLbTN7fNcn8OzQw6MywSfev.pdf</p> <p>- FAMILY-FRIENDLY POLICIES AND OTHER GOOD WORKPLACE PRACTICES IN THE CONTEXT OF COVID-19: Key steps employers can take, UNWOMEN: https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/family-friendly-policies-and-other-good-workplace-practices-in-the-context-of-covid-19-en.pdf?la=en&vs=4828</p> <p>-Sexual Harassment, unige: https://www.unige.ch/rectorat/egalite/files/8915/1092/5892/GuideHarassment_UNIGE.pdf</p>
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3.4.9 Tools and instruments: Gender budgeting - women empowerment - women leadership & representation in the decision-making process

Building Capacity Program	Tools and instruments: Gender budgeting - women empowerment - women leadership & representation in the decision-making process
Duration	30 min
Training Objectives	Understand the concept and the emphasis - Give the tools to users in order to apply a gender responsive budgeting
Curriculum concept	Presentation and good practice of gender budgeting, mistakes, when not applying gender budgeting
Key words	Gender budgeting
Speaker	External guest (to be confirmed) from Eige, Michaela Schatz and Renée Parlar
Resources required	Presentation, external speaker
Existing material	<p>- Gender budgeting, Eige: https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/who-is-this-toolkit-for</p> <p>- Gender toolkit, SMEs finance and development, ADB: https://www.adb.org/sites/default/files/institutional-document/34125/gender-tool-kit-mse-finance-development.pdf</p> <p>- Gender responsive budgeting, UN women: https://portal.trainingcentre.unwomen.org/product/gender-responsive-budgeting/</p>


3.4.10 Gender-disaggregated data and how to get them

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Building Capacity Program	Gender-disaggregated data and how to get them
Duration	30 min
Training Objectives	Understand the importance and how to set up data, analyse, monitor and use gender disaggregated data.
Curriculum concept	Template to share + manual what to do with these data/ data analysis
Key words	Gender disaggregated data
Speaker	ECWT, WECF
Resources required	Presentation and printed template and printed manual
Existing material	<ul style="list-style-type: none"> - Eige - ECWT publications - WECF publications - Data2X: https://data2x.org/resource-center/ -IUCN gender analysis guide 2021: https://portals.iucn.org/union/sites/union/files/doc/iucn-gender-analysis-guidance-web.pdf

3.4.11 Good practice examples of RHC sector


Building Capacity Program	Good practice examples of RHC sector
Duration	45 min
Training Objectives	Presenting concrete examples, Preview of what can achieved with these new tools in hand
Curriculum concept	Presentation + short storytelling / interviews, collection of good practices
Key words	Gender responsive actions and projects in the RHC sector
Speaker	External speaker practitioner e.g., utility, energy consultant (to be confirmed), ECWT, WECF
Resources required	Presentation

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Existing material	W4RES WP 1.3 Report - Inventorying and studying successful cases of women driving market uptake in business, policy and society
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3.4.12 Wrap up of barriers and tools, evaluation of most promising tools and instruments

Building Capacity Program	Wrap up of barriers and tools, evaluation of most promising tools and instruments, Q&A
Duration	45 min
Training Objectives	Receive feedback from the audience - Identify parts of the program the audience will face difficulties - Providing a complete toolkit to "bring back home"
Curriculum concept	Questionnaires + handing out of a toolkit (ready to use binder to "bring back home" collecting all the materials distributed during the session)
Key words	Wrap up, Q&A, feedback
Speaker	ECWT, WECF
Resources required	- Questionnaires made for previous trainings (ECWT-WECF)
Existing material	Questionnaires made for previous trainings

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4 RAISING AWARENESS CAMPAIGN

4.1 Introduction

Women hold great potential as agents of change, driving the clean energy transition and getting us closer to meeting the EU’s climate and energy targets for 2030. W4RES project taps into this potential to support the uptake of RHC, a market that urgently needs to shift more to RES. Considering on 8 diverse yet representative markets within the heating and cooling sector (Belgium, Bulgaria, Denmark, Germany, Greece, Italy, Norway, and Slovakia) W4RES focus on:

- current European conditions hindering or favouring the uptake of RES in heating and cooling;
- challenges and recommendations for the beforementioned countries;
- how women can tackle market uptake barriers and drive the deployment of RHC solutions.

Taken then for granted the need to involve and mobilize a wide range of different targets, the work packages 2 “Developing solutions for scaling-up the involvement of women in supporting RHC market uptake” and 4 “Raising awareness, building capacity and catalysing women-led opportunities for the uptake of RHC” aim to define and test tools aiming at increasing awareness and capacities to bridge information gaps, foster consumer acceptance and stimulate public engagement in the uptake of RHC in our targeted markets. This section of the report has been developed by APRE with the contribution of the Regional Hubs responsible for the delivery of the Raising Awareness Campaigns ((Q-PLAN in Greece, APRE in Italy, S2i in Germany, WR in Belgium, PEDAL in Slovakia, EAP in Bulgaria, EGC in Denmark and ECWT in Norway).


Thus, this is meant to provide the W4RES regional Hub managers with **ready-to-use guidelines on how to carry out a proper awareness raising campaign in their respective region** with a double-winning aim:

- On one hand, to give a critic and efficient focus on how to involve technicians and entrepreneurs;
- While on the other, to be able to increase awareness in the other targets at the same time.

4.2 Strategy and Objectives of the awareness raising campaign

Awareness-raising campaigns are recognized as one of the most efficient and effective means of communicating information. All these communication activities aim to create awareness on a particular topic, stimulate a behavioural change among general public and/or specific target groups and to improve better outcomes for the society.

Messages can be spread though many different channels: traditional media (e.g. newspapers, TV and radio), social media, events, public talks, posters and leaflets etc. Regardless of the topic of the

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campaign, it is vital to catch the attention of our audience and tailored the messages on each regional starting framework.

The aim of this awareness raising campaign is to maximize the impact, visibility and the main message of the project. Within the context of the campaign partners should spread two main concepts: let people know about the economic, environmental and social benefits for RHC solutions and, most of all, support women involvement in RHC market uptake. The project aims at delivering practical results to the territories through strong participation of local players.

The general output of this awareness raising campaign is the enhancement of the awareness and skills of involved stakeholders and parties in the field of RHC market and the involvement of women in this field. Some measures directly aim at changing local behaviour, to increase knowledge, awareness among different subjects and to empower decision-makers to leverage a gender perspective into their projects and policies to improve acceptance, while raising awareness to foster demand for RHC.

4.2.1 Objectives

The objectives of any awareness raising campaign should be **SMART** (Specific, Measurable, Achievable, Realistic, Time-bound) and be differentiated for each stage of the campaign – covering both the short-term and the long-term.

As a general overview of the objectives, the W4RES campaigns will

- **inform** the general public (with an emphasis on women) about the benefits of RHC solutions as well as available opportunities and means for capturing them;
- **promote** an understanding of gender-related challenges in the RHC market and how to overcome them in order to raise the involvement of women in the market.


Grasping the specificities of their territories, including gender dynamics as well as RHC market characteristics, **the regional managers are responsible for defining the objectives of the campaigns in their region** by using the excel file enclosed to this document.

Overall, the guidelines and the excel file will provide the practical pillars for the correct set up and implementation of the W4RES awareness raising campaigns.

4.3 Steps of the awareness raising campaign

The central message of an awareness raising campaign is communicated to its intended audience or audiences using a range of different techniques and approaches. It includes newsletters, social media and events, meetings with stakeholders and representatives of the target group to create a general awareness on the topic. Personal meetings or short informative talks have usually more impact than media-based actions, but the latter are also fundamental in terms of recruiting participants for the former.

Preliminary steps of the awareness raising campaign is dedicated to creating a community of interest, to approach and attract the target group and stakeholders, in order to actually reach, involve and engage them before the structured events. In brief, the first steps of the awareness campaign are

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meant to create the conditions for the following steps. A mix of dissemination instruments to match the different needs, to that first most important is to clearly define the target group.

The Co-creation workshop, which took place on the 27th of April 2021, helped to find some key part of a structured raising awareness campaign like target, tools and channels.

4.3.1 Identification of the target groups

The identification of the group(s) or community(ies), for whom the message contained in an awareness raising campaign is intended, is crucial. Key stakeholders are those which can significantly influence or are important to the success of the project. As anticipated in the introduction - within the context of a bigger communication strategy aimed at intercepting a bigger community (including citizens and policy makers) among others the principal targets for this awareness campaign are technicians and entrepreneurs.

Nine different potential W4RES target groups emerged during the Co-creation workshops:


1. Students, especially female students (both from lower and higher education)
2. Parents
3. Different national departments/ministries of education and similar (i.e. policymakers)
4. Social housing organizations
5. Sectorial NGO's
6. Business and industry associations (e.g. European Heat Pump Association, the Associations of Architects, Engineers, Constructing Architects, the building sector in general) along with venture capitalists
7. Single entrepreneurs
8. Researchers
9. Consumers, citizens and general public

We can consider involving - as **multipliers of our messages** - social ambassadors, influencers, teachers, even stakeholders and role models. They can act as our second level target, helping us to reach our primary target, defined before. We must communicate our messages to a clearly defined groups of people

Crucial step when **engaging with technicians and entrepreneurs** is to identify them and map them in each region. They are individuals and organizations that are involved or can be involved in supporting women in taking a leading role in accelerating RHC market uptake by their activities, products or services and by the associated performance with regard to the issues addressed by the engagement. An organisation may have many stakeholders, each with distinct attributes and often with diverse and conflicting interests and concerns.

4.3.2 Messages

Communicate a **small number of clear, concise, consistent and memorable idea**. It's not a good idea to communicate a large number of different ideas and messages, without sufficient focus.

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The key messages conveyed at the regional awareness raising campaigns should be translated by the partners to their national language and will be tailored to the target groups and the socioeconomic context of each region, incorporating basic behavioural levers (e.g. incentives, etc.)

What’s our message? (outcomes of task 1.2 and 1.3 could be helpful)

- Women are better leaders in RHC industry?
- Women find lots of obstacle to reach high qualified position in RHC sector -> what can we do? (gender studies / success stories)
- We help increasing governments’ and companies’ commitment to enhancing women’s participation in the energy sector (CEM example)

It could be helpful to underline two main topics of this kind of raising awareness campaign:

Raising awareness upon gender roles

As mentioned in deliverable 1.2 *Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions*, we have strong evidence that women have limited participation in the renewable sector. Gender inequalities and biases that persist can be divided in (D. 1.2, pg. 19):

- **Perceptions of gender roles** – linked to the environment.
- **Entry barriers** – referring to the obstacles encountered when entering the sector.
- **Barriers in job retention and career advancement** – referring to the professional hindrances that women of the sector face either in continuing their career or advancing it.
- **Access to energy barriers** – referring to the obstacles that women face as consumers due to the lack of a gender perspective in energy policies.

One of the key messages should be “**promoting the gender equality**” as a general objective, fostering the culture of gender equality across society and encouraging women’s presence in the decision-making and in the STEM (Science, Technology, Engineering and Mathematics) field.

Raising awareness upon women’s involvement in RHC market


Communication could focus on two main questions:

1. What’s the state of art of women’s engagement? (see section 3.2.1 above)
2. What are the barriers for women in the renewable energy sector?

Keeping in mind these two questions, communications’ activities should involve voices and stories of those women interviewed in the frame of WP1 (task 1.3). Analysis of the need and perceptions collected in D1.2 could be the starting point to build the main messages of the campaign in the frame of each region.

4.3.3 Tools and channels

In order to engage as much people as possible, we suggest building an **online raising awareness campaign** at first. Considering both the initial condition (e.g. what’s the situation/feeling in your region about the involvement of women in RHC market) and the evolution of the pandemic situation, we suggest to consider to organize live events. In the framework of a raising awareness campaign, it’s vital to consider carefully not only the medium used but also the environmental factors around. It means,

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before spread messages and concepts, always look at the situation around, trying to answer these questions: **what are the feelings? Who are the people approached? What are the behaviours that this campaign want to change?**

To reach several audience's categories, it's better to choose **social media** for example:

- a. Tik Tok, Instagram, YouTube -> young people (students)
- b. LinkedIn -> professionals, stakeholders, people of interests;
- c. Researchgate, Academia.edu -> researchers

Podcasts were also identified as useful campaign tools, as one of the main tool with which users can learn stories and realities while they are doing other activities.

Traditional media (as press-work, posters, video interviews and international conferences and events) must be included in this scheme.


Events: European Research's night / "Late nights" (northern European initiative), universities' open days, public talks (like TEDx)

Online posts and contents could talk about (some ideas):

- Success stories: keep in contact with women already engaged in WP1. Realize some cards for you social networks, tell this success stories using different registers;
- Pools and games to talk about RHC market. This could help people to discover what kind of work is this one, knowing careers and specifics needs;

Other tools/medium:

- Leaflets/posters
- Newsletter/blog

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4.3.4 Timing

According to the GA the first round to the RAC is from M12 (October 2021). Since the project ends at M36, we should consider M12-M24 for the first campaign and M24-M36 for the second.

Plan your campaign with an **action plan**, with the help of a Work Breakdown Structure diagram, or a specific Gantt diagram like below (the activities are examples, but you can build up them if you have the chance):


Table 2 Time plan for the Raising Awareness Campaigns

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep
Creation of a recognizable graphics												
Audiovisual material												
Social media setup												
Infodays (I)												
Fairs and events (I)												
Activities in schools (I)												
Infodays (II)												
Fairs (II)												
Activities in schools (II)												
Blogging/texs												
Printing materials												
Distribution of posters and brochures												
Pick up of posters and brochures												
Mailing (policymakers)												
Mailing (schools and associations)												
Mailing (other stakeholders)												
Press releases												
Midterm audit												
Final audit												

4.3.5 What to do

What should you do to actually start your campaign? Follow this tips

- Produce **posts** and other educational material (e.g. **flyers** or **posters** if you have the resources), **infographics** based on your stories;
- Every week, **publish at least one social post about W4RES in your national language** on your social networks;
- Try to engage other **different media** such as radio and journals;

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- If you have the opportunity, organize **webinars** and **meetings** in order to involve policymakers, companies, associations etc. Also, organize **meetings in schools** (due to the pandemic situation);
- Every 6 month, select a pool of **potential interesting national events** (e.g. fairs, exhibitions, conferences) where you can present success stories and the whole W4RES project and results;
- Keep in mind the if there are any already existing national awareness day/week/month: for example, on the **11th of February** we celebrate the **International Day of Women and Girls in Science** (wanted and promoted by the United Nations to recognize the critical role women and girls play in science and technology communities). This could be an occasion to talk about the role of women in our framework.
- Use as many as formats as possible to tell a story: interviews, success stories,
- If you find an interesting story to tell, do not miss the chance to do it. Write a post, add the picture of the main subject or an image which reminder your topic and post it.


4.4 Filling the Annex III

The Annex III is a tool which each regional manager can use to build up the campaign in her/his country. It will be useful, at the end of the campaigns, to collect all the results achieved for the reporting activity.

The excel has 2 different sheet, one for each RAC:

1. **From M12 to M24**
2. **From M24 to M36**

Plan the actions, materials and timing for each round and fill the proper sheet. After the analysis of your framework (e.g. your country/region), use the Annex to draft the passages and activities of your campaign. The annex will highlight the main actions and timing for each RAC.

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5 CONCLUSIONS – FUTURE WORK


This first round outline of the Market Uptake Support Measures aims to provide flexible and responsive solutions that will accelerate the uptake of RHC solutions across all the countries considered, where there is untapped potential. As the situation is nonetheless diversified, these measures will be further finetuned and tailored to the needs of the selected projects through the KAM approach by the regional Hubs. The completion of the selection process will be followed by the matching of their needs with the available solutions provided by the W4RES consortium.

In this respect the W4RES Regional hubs will act as the channels for the delivery of the support measures for the uptake of RHC solutions as well as for the delivery of measures to support the increased involvement of women in the sector. The Hubs are currently completing the identification of potential beneficiaries from the project activities, and during the delivery of the market uptake support measures they will guide the adjustment of the support in their regional context on a case-by-case basis. The next step is the elaboration of the Market Uptake Support Plan – First Version that will guide the deployment of the project’s market uptake support measures in real life settings. The report will include per measure in this report: (i) measure description, (ii) deployment activities and targets, (iii) partners’ responsibilities and (iv) action plan and is due for end of October 2021.

Furthermore, support measures beneficiaries’ feedback, co-creation activities and evaluation exercises will inform the second iteration of the support measures in all their aspects and features and assist in the finetuning of the measures. The update of this report (*D2.6 - Market uptake support measures – Final Version*) will be produced in October 2022 to present the second version of the project’s market uptake support measures fine-tuned based on the outcomes of the first round of deployment in real life settings.

6 REFERENCES

1. *Needs, perceptions and challenges in the RHC landscape: Evidence from 8 regions*, Deliverable 1.2, WP1. Assessing RHC market uptake challenges and developing case studies of women-driven solutions
2. *Report on the W4RES Co-Creation Workshop*, Deliverable 2.2, WP2. Developing Solutions for scaling-up the involvement of women in supporting RHC market uptake

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Annex II Capacity Building Programmes

No.	Time	Total	Building Capacity programs	Training Objectives	Curriculum concept	Key words	Speaker	Resources required	Existing material
1			Introduction: women in the renewable energy sector						
2			Relevance: Why do we talk about gender in the energy sector						
3		0	Examples of bias in energy sector: energy production, supply, STEM, etc.						
4			Tools & instruments for energy actors: overview						
4a			Tools & instruments: gender responsive indicators for RHC projects						
4b			Tools & instruments: gender audit for energy utility company						
4c			Tools & instruments: Gender responsive communication in RHC projects						
4d			Tools and instruments: Family and gender friendly work policies and good practices (organisational transformation)						
4e			Tools and instruments: Gender budgeting - women empowerment - women leadership & representation in the decision making process						
4f			Gender-disaggregated data and how to get them						
5			Good practice examples of RHC sector						
6			Wrap up of barriers and tools, evaluation of most promising tools and instruments, Q&A						

