National Peer-Learning plan for Austria

Deliverable 2.4

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Climate Alliance Austria

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1. Introduction

This document was developed as part of MULTIPLY – Municipal peer-to-peer learning in integrating transport, land-use planning and energy policy at district level. MULTIPLY received funding from the European Union's Horizon 2020 Research and Innovation Programme under the Grant Agreement number 785088.

MULTIPLY's Peer-to-peer (P2P) learning program in Austria aims at increasing the capacities of municipal politicians, technical planning staff and communications representatives of 6 committed cities and of 4 forerunner cities to effectively plan, finance, communicate and implement the energy transition. With their increased capacities, the committed cities will develop institutionalized Energy Plans for the energy efficient development of their municipalities or model districts within their territory. Additionally, one European Exchange Conference will connect municipal authorities across the EU[1].

The P2P exchanges will be based on a few important principles, to ensure a successful cooperation, which will benefit committed cities and forerunners alike.

- The quality and intensity of the exchanges is key to the success of the collaboration. The workshops will be result-driven and focus on capacity building and the multiplication of feasible solutions.

- P2P exchanges should take place at eye level, all participants will be encouraged to contribute with their knowledge and experience to everybody's advantage.

- The exchanges are meant to establish long-term, lively networks, connecting people and knowledge even beyond the project duration.

In order to promote the building of horizontal interconnections and sustainable structures for cooperation, we will invite to the P2P exchanges **decision makers**, **technical planning staff** and **communication/public participation specialists** to cooperate and discuss together.

The governance capacities acquired during the MULTIPLY project will help local authorities to implement the ambitious energy projects within their municipalities and districts. This approach will empower local authorities and decision makers to plan and deliver a successful energy transition with high levels of support by the people[2].

2. The objectives of the Peer-to-peer Exchanges

By means of the Peer-to-Peer exchanges MULTIPLY will reach the following main objectives:

1. Build horizontal interconnections and sustainable structures for cooperation between political actors and technical staff of municipalities to foster integrated urban planning concepts

2. Enable capacity building and knowledge transfer in the field of integrated urban planning concepts among participating local authorities

3. Support the development of institutionalized Energy Plans in the committed cities

4. Organize a transnational exchange among all participants about cutting-edge experience in integrated urban planning to encourage further commitment at the European level

5. Gather insights and monitor the success of the peer-to-peer exchanges

6. Support the development of dissemination products (national and EU Guidelines)

3. Tasks of the different project participants in Austria

Climate Alliance Austria will organize targeted P2P exchanges between Forerunner and Committed Cities, involving relevant actors to mediate the exchange of expertise and to foster a multi-stakeholder and integrated approach to energy planning. In addition, their task is the documentation and evaluation of the Peer-to-Peer exchanges and providing a summary of the experiences and conclusions of the exchanges for the Guidelines in WP3. Furthermore, they should help the CCs in the elaboration process of Energy Plans, including a final visit of all CCs after the Peer-to-peer exchanges.
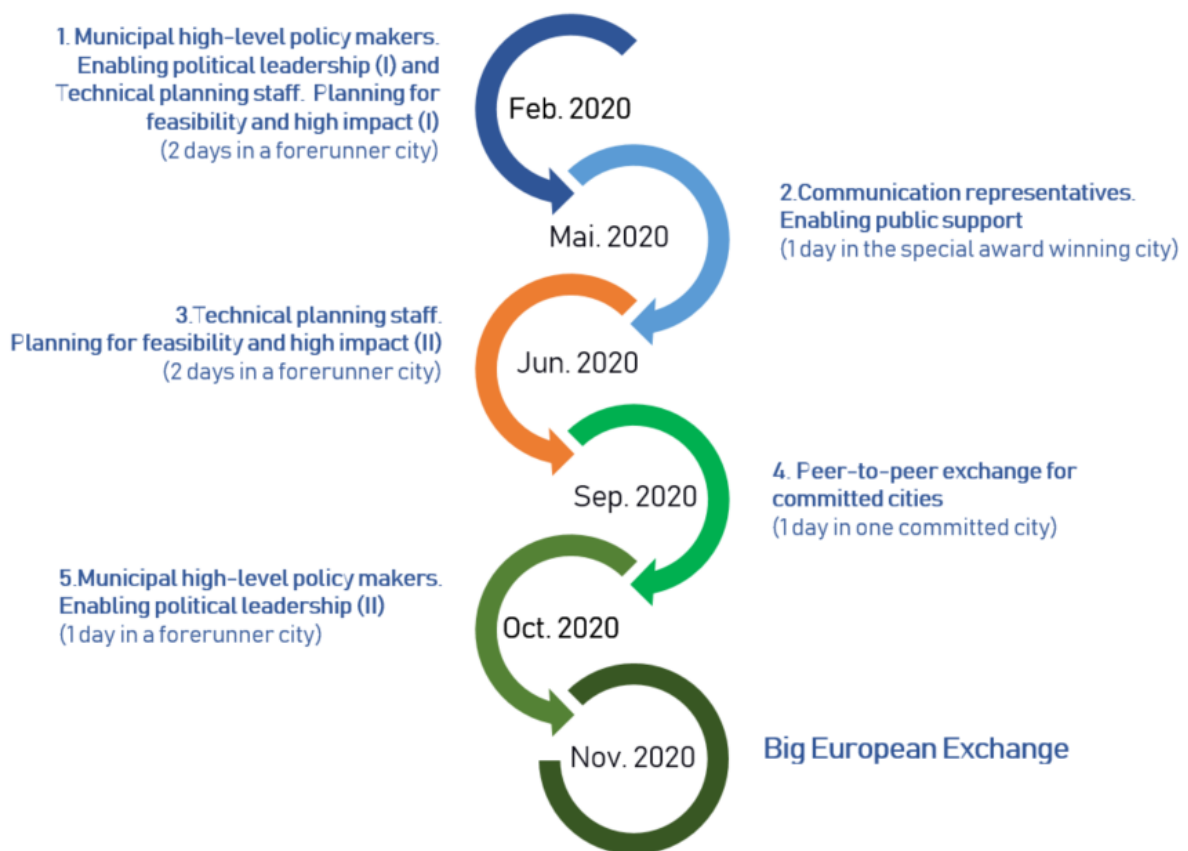
Each Forerunner City (FC) has to attend **4 national peer-learning events** (they also have to support the partners in the preparation and execution of their P2P events) and the European exchange.

One exchange will take place in the **special award-winning city**. Additionally, the special award-winning city (SAW) has to attend 3 national peer-learning exchanges and the European exchange (same as the FC).

The Committed Cities (CC) have to attend **all national peer-learning exchanges** (in addition to the above mentioned P2P events there will be one P2P exchange for the CC exclusively) and the **European exchange**.

This document presents a draft overarching plan for the workshop process in Austria. The workshop process and the detailed contents of each meeting are subject to change before the workshop process is started. The current plan will be adapted to the needs and challenges of the participating cities during in order to ensure best possible results. It will also be adapted to the national guidelines, info packs and energy plan templates in order to ensure that the peer-learning meetings contribute to those deliverables with highly relevant content.

4. Peer-to-Peer Exchange Overview

1. Municipal high-level policy makers. Enabling political leadership (I) and Technical planning staff. Planning for feasibility and high impact (I)
(2 days in a forerunner city)

Feb. 2020

2. Communication representatives. Enabling public support
(1 day in the special award winning city)

Mai. 2020

3. Technical planning staff. Planning for feasibility and high impact (II)
(2 days in a forerunner city)

Jun. 2020

4. Peer-to-peer exchange for committed cities
(1 day in one committed city)

Sep. 2020

5. Municipal high-level policy makers. Enabling political leadership (II)
(1 day in a forerunner city)

Oct. 2020

Nov. 2020

Big European Exchange

5. Peer-to-Peer Meetings

Meeting 1 Day 1	Municipal high-level policy makers. Technical planning staff

Date
11.02.2020

Duration
2-day exchange

Location
Perchtoldsdorf

Participants day 1
Municipal high-level policy makers:
1 per FC & SAW, 1 per CC=10,
Technical planning staff:
1 per FC & SAW, 2 per CC=16,
Partners:
3 from partner org.
Summery:
29 persons

What to do before
Partners: Send out some questions to the CCs before the workshop in order to make the policy makers start thinking (e.g. existing concepts, involved persons).

CCs: Answer and send back the questions to the partners. They might also need to ask for some information in their departments.

FCs: Prepare one good example to explain the benefits of the cross-sectoral energy planning and one for financing the energy transition.

Target group
This includes the mayor, the head of department (for example city development) or it could also be another decision maker. We know that in some municipalities there can be several departments working within the field of MULTIPLY's scope. In this case, there might be a need to invite more than one person.

Introduction
Step 1
The MULTIPLY-project and the work expected from the CCs and FCs during the two years should be explained by the partners.

Step 2
The participants introduce themselves in short words according to our key questions (name, function and city/district).

Step 3
A clear understanding of the meaning of integrated urban planning should be created among all participants. Every participant should have the opportunity to express her/his ideas.

Content 1
Benefits of the cross-sectoral energy transition
Step 1
The Committed Cities should present existing projects and first ideas of energy planning.

Step 2
Every FC should present one good example in order to show how the policy makers can initiate the energy transition.

Step 3
CCs and FCs create new visions and ideas with an innovative method. We recommend the "Disney method" (s. page 14)

Step 4
The CCs should consider which departments in the municipality and which external planners should be involved in following projects.

| Meeting 1
Day 1 | Municipal high-level policy makers. Technical planning staff |

Content 2

Financing the energy transition

The Committed cities will learn about the available funding and financial tools to implement such projects efficiently.

Step 1

Are there any existing financing methods in the CCs? CAA will give inputs about Austrian energy, mobility and refurbishment subsidies.

Step 2

Every FC should present one good example in order to show how they were financing their projects.

Step 3

Expert speakers will be invited to present current financing possibilities or examples of how financing can be solved.

Step 4

Financial models will be discussed in details at moderated "topic tables", The participants could be grouped according to their interests and specific questions.

Meeting 1
Day 2

Date
12.02.2020

Duration
2-day exchange

Location
Perchtoldsdorf

Participants day 2
Technical planning staff:

1 per FC & SAW, 2 per CC=16,

Partners:

3 from partner org.

Summery:

19 persons

What to do before

CCs: Collect the existing data of energy consumption for different years and find out for which year you have the best data basis.

Partners: Send the network overview (D2.1) to all participants. Encourage contact between the FCs und CCs.

Find out, if there are additional tools in your country.

Technical planning staff

Content 1

Cross-sectoral integration

Planning staff must get an in-depth understanding of the various methods of integrated urban planning. The cross-sectoral integration implies going beyond the mere coordination of policies. It involves joint work among different sectors, with attempts to create synergies between policies, sharing goals for their formulation and responsibility for their implementation. It applies both across the different sectors (horizontally) as well as across the different levels of government (vertically)[3].

Step 1
Figure out the type of expertise of the present participants. It can be interesting to know the different skills of the participants and who can they be asked for specific questions. We recommend the method "Pearl Diver" (s. page 14)

Step 2
The CCs should explain how staff members, involved in the urban development projects, currently work together. They should talk about good and bad experiences concerning cross-sectoral integration.

Step 3
Every FC should present one good example in order to show how Cross-sectoral integration can succeed.

Step 4
The CCs try to find out, how the internal and external staff involved in the MULTIPLY project can work together more effectively.

Meeting 1
Day 2

What to do afterwards

Policy makers:
How can they find financing for the implementation of their energy plans? Inform all relevant persons about the results from the P2P.

Think of whom to invite to the 2nd meeting.

Inform colleagues about the next meetings and tasks.

Partners:
Make a list of ESCOs (energy service companies) – and add them in the network overview list and send it to all participants.

CCs: Start to fill data in the energy template.

Start to work on the Energy Plans.

Find out training needs for staff members.

Make a list of challenges and send it to the partners so that they can prepare their toolkits for the second work session.

Solve some problems in a local workshop in their city.

Content 2

Technical aspects energy efficiency projects

The Committed Cities have to provide a basic energy balance sheet for the relevant area before the development of the Energy Plan, which will be the baseline for all further measurements and assessments of energy savings. This process is also open to the Forerunner Cities, who can set up – or refine their energy plans[4].

Step 1
Explain how to set the 'baseline': on the one hand the base year has to be defined, on the other hand the quantification of the amount of CO_2 emitted due to energy consumption in the territory has to be calculated. It allows to identify the principal sources of CO_2 emissions and their respective reduction potentials.

Step 2
Workshop on the energy template. (Try to make some changes and see the results) and talk about the aims of the project. FCs could present their existing SECAPs. Maybe make workshops for several target groups.

Step 3
Find out the biggest challenges (E.g. the challenges regarding planning, difficulties with the implementation of solutions, non–CO_2 emission problems that interfere with energy and mobility solutions. The workshops and lectures should provoke the technical staff to think about their situation.

Step 4
Every FC should present one good example in order to explain their technical experiences.

Step 5
Ask the FCs and CCs what are the expectations for meeting 2 and 3. (Are they realistic? Do we need to adjust the workshops to cater to them?)

Study visit

The exchange will be completed with a study visit to practice example of the Forerunner City.

Meeting 2

Communication representatives. Enabling public support

Date
6th of May 2020

Duration
1-day exchange

Location
Weiz, Styria

Participants
1 per FC & SAW, 2 per CC, 3 from partner org. = 19

What to do before

The relevant target groups of the workshop's results need to be defined.
Inwards:
own citizens, technical staff involved with climate/energy issues …
outwards:
technical as well as political staff of other cities, other cities citizens, political decision makers at the federal level responsible for climate/energy issues as well as for research funding.

Partners: Find out, if the FCs and CCs have communication strategies or innovative participatory methods implemented.

Partners (optional): Send the communication strategies of CCs to the FCs, so that they can analyze them and share their main findings, to be discussed at the meeting.

Target group
This includes, inter alia, city marketing personnel, public engagement officers or urban planning staff. It can vary from city to city.

Introduction
Step 1
Partners give an overview of Meeting 1.

Step 2
If the CCs have some problems concerning the energy plans, maybe they can be answered in short words. (If the participants of meeting 2 don't work on the energy plans, they should be briefed).

Content 1
Communication strategies and modern communication tools
The idea of "integrated urban planning" shall be advertised within the own city (inwards) and towards other cities (outwards) via the example of the specific district at hand. This way, the biggest use of the particular best practice example can be made.

Step 1
The cities, who have a comprehensive communication strategy can give a short overview with regards to climate change/mitigation. Links to the concept of "integrated urban planning" should be made. The topic of coordination and cooperation between different departments (for instance urban planning, environment, energy, construction, mobility) should be addressed as well to see whether "silo mentality" exists/can be broken up.

Step 2
Depending on the existence of communication strategies a "peer review process" can be performed. The SAW city as well as the FCs will analyze existing communication strategies of the CCs (before the workshop) and share their main findings or give advice during the workshop.
-If the FCs cannot analyze the communication strategies before the meeting, we suggest the method "Fishbowl" during the workshop.
-If no communication strategies are sent to the partners before the meeting, partners should invite an external expert,

Step 3
In addition to the already discussed communication strategies and the "peer review process" the project partners will give a short input on further possible communication instruments/channels/methods. Also, a first attempt on how to communicate the main benefits of the project from the project partners' point of view will be given (to be refined in subsequent group work).

Step 4
Together, the proposed main benefits from the project partners' point of view will be critically assessed and further developed. The idea is to go out of the workshop with "3 key messages" on the benefits of "integrated urban planning".

Step 5
Another output of the workshop could be a rather general process description (Step-by-step instructions) of how the communication representatives could use the acquired knowledge to bring forward the idea of "integrated urban planning" connected to their specific district example.

Content 2
Participatory methods

Step 1
Consider public participation. How can it be implemented? E.g. via public participation processes for general ideas and/or concrete measures or via innovative financing methods like public participation plants (e.g. PV plants)

Step 2
The SAW-city and the FCs present their participatory methods implemented and used so far.

Step 3
The partners or external experts present additional innovative participatory methods, e.g. an online platform for collecting good ideas from the citizens or a workshop where citizens are invited to bring in their ideas for the energy transition of their district/city.

Overall goal
Communication/dissemination to other departments/citizens and to other cities. All of the before-mentioned should lead to communication efforts to make "integrated urban planning" known to a wider audience.

Study visit

The exchange will be completed with a study visit to a chosen best practice example of the Forerunner City.

Date
15th and 16th June 2020

Duration
1,5-day exchange

Location
Rankweil, Voralberg

Participants
1 per FC & SAW, 2 per CC, 3 from partner org. + POSAD-Maxwan = 20

What to do before
CCs: Prepare the list of challenges and intermediate results of the energy plan.

What to do afterwards
CCs: Continue working till Meeting 4.

Introduction
Step 1
Partners give an overview of the meeting 1 and 2.

Content 1
Impact monitoring
The technical planning staff will work on the issue of "impact monitoring" focusing on the implementation of energy efficiency measures and their actual benefits. This accurate information is also important in order to know the energy savings through the new energy plans. The monitoring will not only cover quantitative information but also qualitative information, to get a comprehensive understanding of the project's effects and collateral benefits. This way, results of the project will be exhaustive, transparent and comparable. Moreover, the committed cities will present their intermediate results of the Energy Plans.

Step 1
CCs present the intermediate results of the energy plans.

Step 2
Workshop on the energy template (compare the energy- and CO_2-savings of the developed measures among the participating CCs). Maybe the planned savings can be compared with the real savings in the FCs.

Content 2
Technical peer-review of Energy Plans
Step 1
CCs and FCs make a list of all currently existing challenges.

Step 2
Posad Maxwan will give input (good examples, tools).

Step 3
The FCs and the CCs try to find solutions together or build workgroups between FCs and CCs for different challenges. We recommend the method "World Café" or "Disney method" (see page 14).

Step 4
Summarizing the solutions on flipcharts and presenting them.

Study visit
The exchange will be completed with a study visit to a chosen best practice example of the Forerunner City.

Meeting 4

Date
September 2020

Duration
1-day exchange

Location
In one Committed City

Participants
2 per CC, 3 from partner
org. = 15

What to do before

Partners: Prepare some questions to the CCs 3 weeks before the meeting like:
What have you done till now? Where do you need help?

CCs: Answer the questions 2 weeks before the meeting. Prepare a status quo of your defined measures in order to present them at the meeting

Partners: Collect the problems and decide who can help from inside (FC) or outside (experts)

What to do afterwards

CCs: Last problems must be solved afterwards and the energy plans must be finished.

Introduction

Step 1
Presentation of the results of the 3ᵗʰ meeting.

Content

Peer-review of Energy Plans among committed cities

In this P2P exchange just the Committed Cities will take part. The last inputs and feedbacks will be discussed to improve and complete the Energy Plans.

Step 1
Presentation of the good ideas of each city on flipchart.
Presentation of the problems on flipchart. Or use the method "graphic recording" if it is not too expensive.

Step 2
The CCs try to find solutions together or built workgroups for different challenges. We recommend the method "World Café" (see page 14).

Step 3
Present solutions on flipcharts.

Study visit

The exchange will be completed with a study visit to a chosen best practice example of the Committed City where the meeting is taking place.

| Meeting **5** | Municipal high-level policy makers. Enabling political leadership (II) |

Date
October 2020

Duration
1,5-day exchange

Place
In one Forerunner City

Participants
1 per FC & SAW, 2 per CC, 3 from partner org. = 19

What to do before
CCs: Energy plans communication strategy (or a draft) should be ready to be presented

What to do afterwards
CCs: Prepare the results for the big European exchange

Introduction
Step 1
Presentation of the results of the 2nd and 4th. meeting.

Content
Political communication
The acceptance of new projects is sometimes difficult. How to communicate and involve the citizens in the project is a key factor. This is why a good communication strategy is essential to ensure the success of the project implementation. This is the second workshop for the policy makers and the last workshop of the national peer-to peer meetings.

Step 1
The Committed Cities present the energy plans and the communication strategy in short words, especially, as far as the needs of communication are concerned.

Step 2
FCs give practical tips on how to talk about the topic, how to be prepared for bad reactions and how to deal with it. We recommend the method "Headstand method" (s. page 14).

Step 3
It is recommended to invite an external speaker to give input.

Step 4
Training on how the issue of Energy Plan/SECAP etc. can be made interesting and catchy for the inhabitants.

Step 5
Press conference

Study visit
The exchange will be completed with a study visit to a chosen best practice example of the Forerunner City.

6. Peer-to-peer Methods

Pearl diver

The knowledge of all participants in the room is first collected on cards. The topics of interest are then presented in more detail by the experts.

World Café

3-4 groups are built and placed around a table. Each group discusses one topic for 20-30 minutes and write some keywords on a flipchart. After that, one host stays at the table, All the others go to the next table. The hosts present the newcomers the results of previous rounds. They can find completely new solutions or agree.

"Headstand method"

A certain challenge is defined together.

Example Challenge: What do we need to create a successful concept?

Example of the headstand method: What do we have to do to fail with the new concept? "

All participants write their answers on cards. The cards are collected in the middle of the table and read out loud. The next step should now be to turn the generated "negative ideas" back into positive and to use them as a direct source of inspiration for the "right" ideas.

Disney method

It is useful to create new visions. The creative process unlocks the mind's capabilities to dream and form unexpected ideas and solutions for existing problems. In the Disney method, the participants change their characters three times, like in a role game:

1. the dreamers who develop new, crazy ideas.

2. the realists who are thinking about the concrete implementation of the ideas.

3. the critics who carefully review the ideas and point out any risks.

The dreamer

In this phase, the participants should spin around as they wish and develop completely devious ideas. All should work quietly for ten minutes and then exchange ten minutes as a group. The ideas are collected on cards. Possible questions to ask yourself during this phase:

▪ What would be nice?

▪ What is the ideal situation?

- What is my dream about this?

- What would be totally crazy?

The realist

In the second phase the participants change into the area of the realist. There they should search for realistic solutions for selected ideas from the first phase. The starting point is that these ideas have already been decided. It is about taking care of the concrete implementation. Possible questions for this phase:

- What is needed for the implementation?

- What information are missing?

- Who could take care of it?

The critic

In the final phase, the players slip into the role of the critic. They can consider the following questions:

- Where are the weaknesses?

- What cannot work?

- What are the risks?

The weak points and questions thus identified can be worked through in a second round through the different phases. The ideas are refined and passed on – until all participants are satisfied with the solution.

Fishbowl

A fishbowl conversation is a form of dialog that can be used when discussing topics within large groups. Fishbowl conversations are sometimes also used in participatory events such as unconferences. The advantage of fishbowl is that it allows the entire group to participate in a conversation. Several people can join the discussion.

Four to five chairs are arranged in an inner circle. This is the fishbowl. The remaining chairs are arranged in concentric circles outside the fishbowl. A few participants are selected to fill the fishbowl, while the rest of the group sit on the chairs outside the fishbowl. In an open fishbowl, one chair is left empty. In a closed fishbowl, all chairs are filled. The moderator introduces the topic and the participants start discussing the topic. The audience outside the fishbowl listen in on the discussion.

When someone in the audience wants to join the two-way conversation, they come forward and tap the shoulder of the person they want to replace, at some point when they are not talking. The

tapped speaker must then return to the outer circles, being replaced by the new speaker, who carries on the conversation in their place.
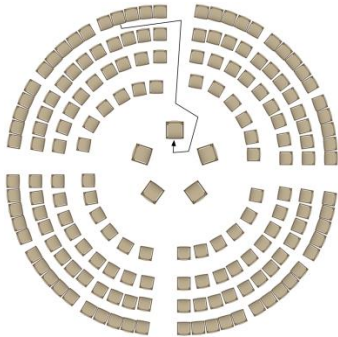
https://en.wikipedia.org/wiki/Fishbowl_(conversation)

Graphic recording

Graphic facilitation/recording is the use of large scale imagery to lead groups and individuals towards a goal. The method is used in various processes such as meetings, seminars, workshops and conferences. This visual process is conducted by a graphic facilitator, who supports the workshop moderation.

https://www.youtube.com/watch?v=Kilgcoc7Wqg

Planning for Real

Planning for Real is especially useful for community planning, neighborhood regeneration. It is a method that supports communities to identify issues in their neighborhoods and work together, and in partnership with decision makers, to think about how to change or improve their neighborhood.

Planning for Real is also often used to build local community capacity and promote social cohesion. There is evidence that people who have been involved in these projects go on to play a more active role in community life

https://www.involve.org.uk/resources/methods/planning-real

7. References

1 Grant agreement, Annex I page 2

2 Grant agreement, Annex I – Part B page 2

3 Bošnjaković, B. & EST Consultancy (2004) page 7.

   Cross-sectoral policy integration – energy, environment and transport

4 Grant agreement, Annex I page 8

5 A Guide to Peer-to-Peer Learning
(https://www.effectiveinstitutions.org/media/The_EIP_P_to_P_Learning_Guide.pdf)

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