



National Peer-Learning Plan for Italy

Deliverable 2.4

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1. Introduction

Peer to peer (P2P) learning is an instrument in which knowledge is transfer between groups, generally horizontally, and in which people who work on similar issues and have similar roles and working backgrounds could share experiences and learn each other. The first step in a peer learning project is define peers, whose role will be to guide learning through an active exchange of ideas.

The objectives of the P2P developed by Legambiente is enhance the development of ambitious SECAPs in municipalities whose haven't currently developed this tools and secondly the development of ambitious actions in the other Administrations. As well as, the objectives also are the exchange of informations, opportunity and knowledges between realities involved in order to provide instruments to transform territories in more climate friendly places. That means to take climate benefits to territory, with tangible and concrete repercussions for the territory, families and citizen.

For this project Legambiente involved 7 municipalities whose will be able to share skills and knowledge to find solution to similar problems, and also learn more about specific and innovative topics, like energy communities, financial instruments, etc...

Participants to P2P will have the opportunity to improve their knowledge and skills in cross-sectoral planning but also to use tools. P2P learning program aims at increasing the capacities of municipal politicians, technical planning staff and communications representatives from 7 municipalities: 3 called Multiply, able to sharing experiences and solutions- - Primiero San Martino di Castrozza (TN), Ferla (SR) e Campi Bisenzio (FI) - and 4 On the Road, interested to improve o develop their Energy Plans: Aprilia (RM), Rocca Canterano (RM), Celle Ligure (SV) e Fluminimaggiore (SU).

The results will be presented at European Exchange Conference in which all european municipalities will be. This event will be the moment in which all participants can share each other their experiences and also an opportunity to explain all good things of their districts.

In its P2P learning approach MULTIPLY addresses three main target groups:

- High level policy maker, as mayor, municipal council delegates. The role of politicians is very important in transformation of the territory and cities. They can drive politics through sustainability, define limits and quality objectives in the process of transformation that involved all territories engaged in the fight against climate change. It will be important to transfert them not only the advantages comes from cross-sectoral policies, but also financing possibility and financing tools, costs and benefits.
- The involvement of technical sectors in essential; they can could be the real engine of an Administration. MULTIPLY want to provide these actors with environmental advisors, project managers, technical details about energy efficiency, renewables energy and mobility. All these elements offer many useful tools for the development of good Integrated Plan.
- Thirdly is important to ensure that the participating municipalities have the necessary support of their citizens for these long-term decisions, gathering such consent requires skillful communication, participative approaches and a sensitive,





integrated planning. MULTIPLY therefore wants to increase the capacity of **communication and public participation staff** (civil servants concerned with public participation) to communicate adequately with the public and to include communities in the planning process.

- So, the third category of actors involved is the staff dealing in participation and communication. To ensure that Municipalities have the necessary support for the development and transformation of different context, citizen participation and communication are fundamental element of success.

The goal of Multiply P2P is to acquire new skills and knowledge capable of helping local authorities to carry out ambitious energy project within their municipalities and district with the support and support of the community

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

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

- Lay the foundation for the realization of ambitious integrate energy and climate plans, with tangible and measurable results in the targeted project areas
- Build horizontal interconnections and sustainable structures for cooperation between political actors and technical staff of municipalities to foster integrated urban planning concepts
- Enable capacity building and knowledge transfer in the field of integrated urban planning concepts among participating local authorities
- Support the development of Integrate and Climate Plans
- Organize a European exchange among all participants of MULTIPLY in order to share the best experience in integrated urban planning and to provide public authorities an additional opportunity of exchange and transfer of knowledge
- Assess the results and the objectives achieved by Municipalities thanks the peer-to-peer exchanges

The P2P exchanges will be implemented in the targeted Municipalities and will involve all the Administrations. This aspect will be crucial because it will facilitate the participation in the workshops, and will highlight the differences existing between the targeted Municipalities. The workshops will stimulate policy makers to discuss about differences of local contexts and will encourage them to find common strategies in order to improve their impact on energy efficiency solutions. So far, only 4 local administrations have developed a PAESC. Thus, the aim of the workshops will be on one hand to stimulate the local municipality still without a Plan, do develop it, on the other hand to deepen the knowledge on relevant themes that will be useful for other municipalities to design their Plan in their own areas.

With this aim, during the workshops, will be use formal and informal learning and transfer methods to share knowledges.





3. Tasks of the different project participants

Legambiente will organize target 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 City on the Road in the elaboration process of Energy Plans.

Each Forerunner City (FC) has to attend **5 national peer-learning events** of which they have to host 2 (they also have to support the partners in the preparation and execution of their P2P events) and the European exchange.

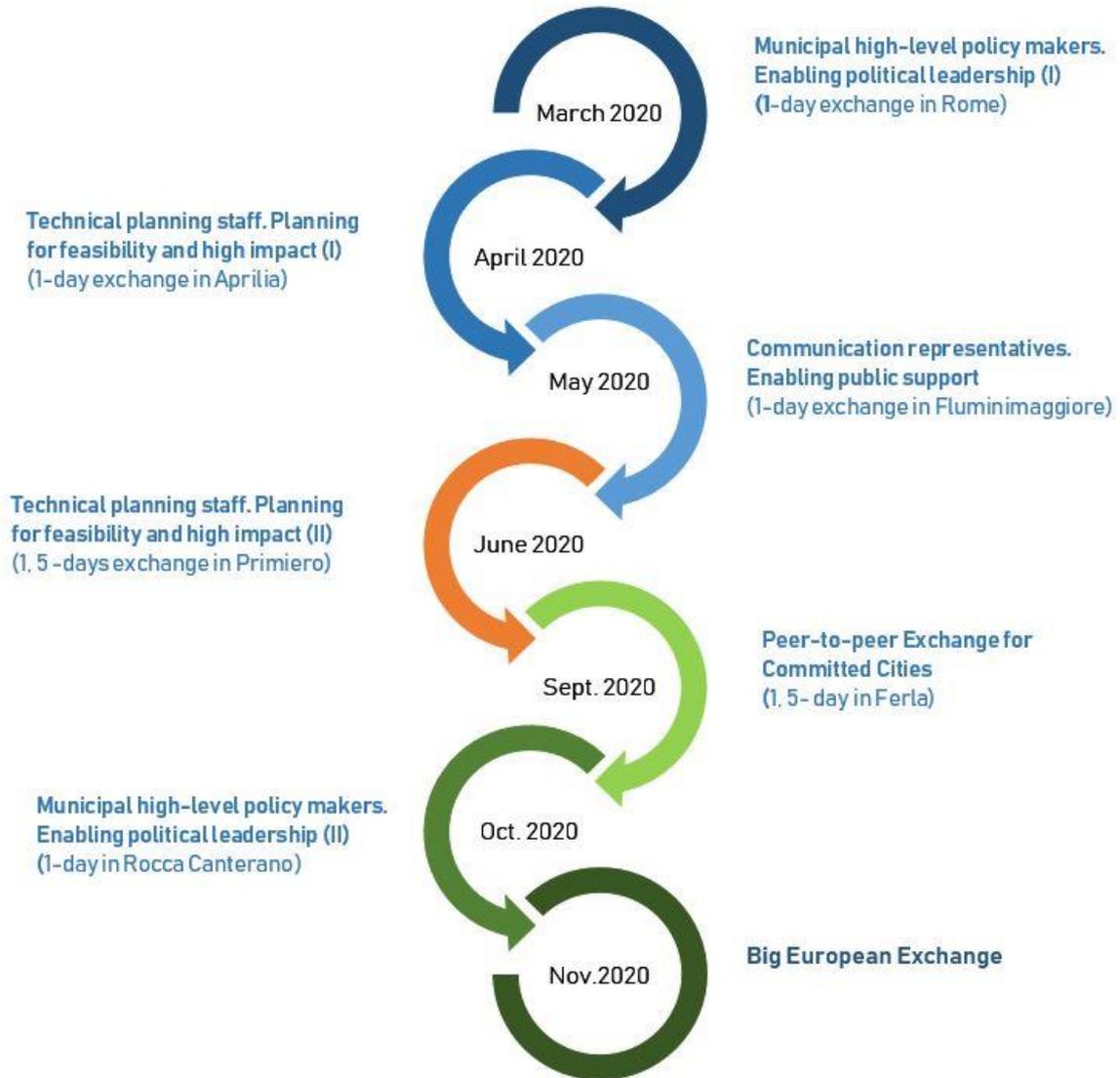
One exchange will take place in the **special award-winning city**. Additionally, the special award-winning city (SAW) has to attend 4 national peer-learning exchanges and the European exchange (same as the FC).

The Committed Cities (CC) have to attend **all 6 national peer-learning exchanges** (in addition to the five above mentioned P2P events there will be one P2P exchange for the CC exclusively) and the **European exchange**.

The differences between municipalities, both because of size and characteristics means that participants can be different or that the same representative can represent his municipality for all workshop. However, in other situations may be necessary invite more people.



4. Peer-to-Peer Exchange Overview





5. Peer-to-Peer Meetings

Meeting 1

Municipal high-level policy makers. Enabling political leadership (I)

Date

Marzo 2020

Duration

1-day exchange

Location

Roma

No Participants

1 x FC&SAW and 1 x CC
13 from other
Municipalities
3 from partner
Total.= 23

What to do before

Before good practices presentation participants will receive a questionnaire. The municipalities involved will return the filled form before start of workshop.

What to do afterwards

Policymakers: Participants will receive a daily report equipped with all documents and information discussed in the workshop.

Target group

The first workshop provides the basis. Infact, the main theme will be the reach and use of the tools available to Administration to transform their Municipalities and make them resilient to climate change. The workshop will be in Roma, central and easily accessible from all participants municipality. This first event is aimed to High level municipal policy makers and is a good opportunity for dealing the energy transition with knowledges in the energy policies and plans, financing tools, participation and communication. Topics will be in-depth during the presentations of good practices. Furthermore, this first meeting will take place in conjunction with a secondary event organized within the project Life Plan UP workshop *Piano Energia e Clima. Riflessioni e proposte per il raggiungimento degli obiettivi al 2030 alla luce del nuovo piano*. In this way there will be an opportunity to discuss the MULTIPLY workshop results with the institutional representatives hosting the 'Life Project Event'.

Introduction

The workshop will open with a presentation of the multiply project by Legambiente, followed by a presentation of the participants.

Content 1 e 2

Step 1

Benefits and opportunity of the cross-sectoral energy transition

The following spoke:

Piero Pellizzaro, Chief Resilience Officer, Milano Municipality's

The centrality of climate policies and the definition of measurable objectives

Ing Francesco Marinelli, expert in energy policies

Communication strategies and participation in building local resilience

Ivan Stomeo, Anci

The value of the intersectoral nature of local policies

Vincenzo Ventricelli, AzeroCO2

Economic opportunities to finance adaptation policies

Step 2

Good examples: advantages and opportunities for territories

The following spoke:

Simone Canteri, Mayor of Primiero Municipality

Giorgia Salvatori, Environment Councillor of Campi Bisenzio Municipality

Step 3

Open discussion between experts and administrations involved in the event

Step 4

Summary and discussion with institutional stakeholders



Meeting 2

Technical planning staff. Planning for feasibility and high impact (I)

Date

end of April 2020

Duration

1 day exchange

Location

Aprilia

No Participants

1 per FC & SAW, 2 per CC, 3 from partner org. = **Total 13**

What to do before

Ask to On the Road City and to the municipalities who's not developed a SECAP what are their critical issues in the development of a plan in their territory and what issues could be discussed during the workshop.

All this informations will be sent to Multiply Cities, whose will talk about their experiences in overcoming issues.

Ask for Energy balance at municipal level.

What to do afterwards?

All the materials produced will be send to all participating Administrations.

Target group: The target group consist of technical planning staff from municipal authorities

Introduction

Step 1

-Welcome and presentation of MULTIPLY project; presentation of day goals and the results from the first meeting. The participants introduce themselves and their roles in the municipalities.

Step 2

-Expert present: Definition and integrated urban planning methods.
-Discussion between participants.

Content 1: Cross-sectoral integration

For developing an integrated urban plan at the best, it's important to knows the methodology and the techniques to overcome barriers in organizational capacity building.

So, a lot of qualified staff capacity is needed for the overall management of cross-sectoral integrated development and is also needed interaction and cooperation between sectors (horizontally) and at different levels of decision makers (vertically).

This process will be support by ad hoc workshop.

Step 1

Participants will divide in workgroups (**world café method**). In the first phase, the objective will be developed an urban planning templates; in the second phase the aims will be find solutions to overcome barriers about phase one. The results will be discussed with the expert.

Step 2

Presentation of Good practices for Integrated Urban Planning

Step 2

Open question-and-answer session with the expert.

Content 2: Technical aspects energy and efficiency projects

For the development of god Integrated Plan, it's necessary that technical staff know in depth all opportunities for the development of renewables source and news energy models.

Step 1

The following spoke:

Expert: news energy models and the development opportunity of renewables sources

Expert o Good Practices Advantages of a new energy model

Step 2

Open debate with experts: critical issues and solutions

Step 3

Ask the FCs and CCs what are the expectations for next meeting.



Meeting 3

Communication representatives. Enabling public support

Date

End of May 2020

Duration

1-day exchange

Location

Fluminimaggiore

No Participants

1 per FC & SAW, 1 per CC, 2 from partner org. = 9

What to do before

To identify who participates at the event and what possible communication plans might be.

What to do afterwards

A communication Plan model will be prepared.

Also, a process participation model will prepare too.

Both will be discussed in the last meeting.

Target group: Communication and public participation staff, including city marketing personnel, public engagement officers or urban planning staff. It can vary from city to city.

Introduction

Step 1

An overview of projects and paths developed in 1 and 2 Meeting. Definition of "Integrated Energy Plan (IPE)"

Step 2

The participants introduce themselves

Content 1: Communication strategies and modern communication tools

The changing and development on local planning for upgrading urban areas require the consent of the people, whose also could improve the Plan. Participation and social debate, moreover, creates opportunities for social consensus that could support the planning project.

For all above reason, an "Integrated Urban Planning" project should be adequately publicised in their own city (*from outside to inside*) and to other cities (*from inside out*).

Step 1

In this phase, through the communication and participation experience of the Municipalities or others, will be provide knowledge about the tools necessary to implement strategies communication on the district level (necessity, advantages and necessary tools);

Step 2

The following spoke:

Expert: Types of communication strategies;

Step 3

Open debate and discussion with experts: critical issues, solutions and other possible tools/channels/methods of communication; First debate on how communicate first project's advantages from partner point of view.

Step 4

The following spoke:

Expert: How to build a Communication Plan.

Content 2: Participatory methods

Step 1

Open debate between participants: What is the role of the local participation in development of projects?

Step 2

Participatory methods and tools of Campi Bisenzio Municipality;

Step 3

More Good Practices;

An expert will define what participatory processes are e what the advantages are.

Overall goal

Participants will be divide in different work groups. The aim will be to develop of a campaign communication and participation for an Integrated Urban Plan. Results will be present and discuss with the expert.



Meeting 4

Technical planning staff. Planning for feasibility and high impact (II)

Date

June 2020

Duration

1,5-days exchange

Location

Primiero

No Participants

1 per Multiply Special Award, 2 Comuni On the Road, 2 altro. + Posad Maxwan = 14

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 5.

Introduction

Partners give an overview of the meeting 2 and 3.

Content 1: Impact monitoring

The technical planning staff will work during the workshop on energy efficiency, in particular 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. Participants will present their intermediate results of the Energy Plans for their Municipalities.

Step 1

The following spoke:
Expert: The value of energy efficiency in construction.
Open discussion between participants;

Step 2

Municipalities Examples: Energy Efficiency in in Energy Plan

Content 2: Technical peer-review of Energy Plans

Step 1

Participants make a list of all the currently existing challenges;

Step 2

Posad Maxwan will give input (good examples, tools);

Step 3

Participants try to find solutions together or build workgroups between them for different challenges. Probably will use "World Café" method";

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 5

Peer-to-peer Exchange for Committed Cities

Date

September 2020

Duration

1.5-days exchange

Location

Ferla

No Participants

2 per CC, 2 from partner
org. = 10

What to do before

Prepare some questions
for Municipalities on the
state of art of Plans and of
sectors whose need help.

What to do afterwards

Provide Administrations
with all produced
materials.

Introduction

Step 1

If there are new personalities, short presentation of project and participants.
Presentation of the results of the 4th 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

Municipalities present and describe critical issues without solutions;

Step 2

Participants will be divide in 2 work groups or more, if there will be the possibility, and they discuss possible solutions;

Step 3

Discussion of the results.

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 6

Municipal high-level policy makers. Enabling political leadership (II)

Date

October 2020

Duration

1- day exchange

Place

In Rocca Canterano

No Participants

1 per FC & SAW 2 per CC, 2 from partner org. = 13

What to do before

Submission of Energy plans to the municipalities that have been developed it or who have thought about new actions to be introduced.

What to do afterwards

Prepare the results for the big European exchange

Introduction

Step 1

If there are new personalities, short presentation of project and participants. Presentation of the results of the 3. and 5. 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 policymakers and the last workshop of the national peer-to peer meetings.

Step 1

The Cities whose have elaborated Energy Plans will present it. Plans will be discussed in workshop in which will be elaborate the communication strategies and participating processes for the development of the Plan.

Results will be discussed jointly to plans previously prepared.

Step 3

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

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.

Brainstorming

Brainstorming is a well-loved group technique, ideal for developing ideas based on spontaneous creativity and without filters. The basic concept of training the brain to trigger "a storm of ideas" and bring them back uncensored on paper was first formulated in 1939 by the American author Alex F. Osborn and further developed by management theorist Charles Hutchison Clark. The brainstorming method aims at the rapid and unfiltered collection of ideas, for example by asking the participants simply to "throw their ideas onto the table". By brainstorming we mean a method of searching for ideas during which the participants of the group contribute their own ideas, without order and without filters. These proposals are initially collected without evaluations and without censorship, to then be analyzed and deepened later.

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>





Metaplan

Metaplan is a moderation tool capable of activating participation processes to explore new perspectives starting from the contribution of group members. It can be used to define action plans and to reach shared decisions.

Born in the seventies in Germany from an idea of the Schnelle brothers, the Metaplan (it is also a registered trademark of an organization that operates within the company) is based on the collection of opinions of the participants through the use of visualization techniques and their subsequent organization in logical blocks up to the formulation of plans in which the detected problems and possible solutions are highlighted.

The participants are gathered in a hall and are equipped with a series of work materials: cards, cards in the shape of geometric figures, colored markers, adhesive stickers, pins, etc., through which everyone can express their considerations on large panels hanging on the walls that gradually represent the whole work process of the group.

In general, the activity follows a coded sequence divided into two blocks, the first in which the moment of creativity and selectivity develops, the second in which they investigate specific problems and establish the actions to be taken.

In practice, a workshop that uses the metaplan technique is divided into the following phases:

1. the working methodology is shared
2. through a brainstorming, the participants' opinions on the topic of the discussion are reported on colored cards that will be attached to the panels and therefore visible to all
3. the opinions expressed individually are aggregated and selected
4. starting from each aggregation, working groups are formed with the task of analyzing, proposing ideas and solutions, and bringing out problematic elements related to the aspect on which you have chosen to work
5. if necessary, the further ideas generated by the working groups can initiate further subgroups which will deepen more and more particular aspects
6. the work of the groups is shared through a presentation in plenary which leads to the eventual definition of the action plan





7. References

- 1 <https://blog.continu.co/peer-to-peer-learning/> page 2
- 2 Grant agreement, Annex I page 2
- 3 Grant agreement, Annex I - Part B page 2
- 4 Bošnjaković, B. & EST Consultancy (2004) page 7.
Cross-sectoral policy integration – energy, environment and transport
- 5 Grant agreement, Annex I page 8
- 6 A Guide to Peer-to-Peer Learning
(https://www.effectiveinstitutions.org/media/The_EIP_P_to_P_Learning_Guide.pdf)
- 7 <https://www.dors.it/documentazione/testo/201911/Metaplan%20-%20191025.pdf>





Annex

Guideline collecting information for the National Guidelines

This document has been developed as a guide for planning the meetings in the Peer Learning Plan in order to be able to collect relevant information for the National Guidelines.

The structure of the guidelines is based around a number of examples of how the districts work with integrated energy solutions, divided into:

- Goals and Monitoring
- Financing and Business Models
- Integrated Energy Planning
- Collaboration and Communication

The DoW (WP3) states that the National Guidelines should encourage further multiplication of integrated district approaches, by presenting integrated energy efficiency solutions and model districts in the forerunner and committed cities.

In order to be able to collect relevant examples and useful information regarding the examples from the participating districts it is of key importance to plan the meetings in the Peer Learning Plan in order to get the right type of input for the guidelines. The suggestion is that this information is mainly gathered through presentations held by the participating district on selected topics. In order to get the type of information needed for the guidelines from the presentation, a PPT-template that the participants can use to present their examples will be developed further on.

After each meeting in the Peer Learning Plan every country will be responsible for sending in a draft of their National Guidelines including the information collected at the meeting to IVL.

Planning meetings to get relevant information for the guidelines

In order to gather the relevant information for the guidelines during the meetings, it is important to ensure that the meetings include presentations from the participating districts regarding all of the topics presented above.

The table below shows the overall suggested structure on what guidelines topics that can be included when planning the structure and presentations for different meetings and meeting contents.

Different guidelines topics may appear under one or several meeting contents. This is because different meetings have different target groups and focuses, which may result in different perspectives on the guidelines topics. Depending on the interest of the participants and how you decide to plan the meetings, you may choose to focus on only parts of the suggested guidelines topics for each meeting. That being said, it is important that each guideline topic is discussed in relation to at least one meeting content, in order to gain the necessary input for the guidelines.





Guideline Topics	Meeting (Peer Learning Plan)	Content (Peer Learning Plan)	Target Group (Peer Learning Plan)
Goals and Monitoring	Meeting 1	Content 1	Municipal high-level policy makers
	Meeting 2	Content 2	Technical planning staff
	Meeting 4	Content 1	
		Content 2	
Financing and Business Models	Meeting 1	Content 2	Municipal high-level policy makers
Integrated Energy Planning	Meeting 1	Content 1	Municipal high-level policy makers
	Meeting 2	Content 1	Technical planning staff
		Content 2	
	Meeting 4	Content 1	
Content 2			
Collaboration and Communication	Meeting 1	Content 1	Municipal high-level policy makers
	Meeting 2	Content 1	Technical planning staff
	Meeting 3	Content 1	Communication representatives
		Content 2	
Meeting 6	Content	Municipal high-level policy makers	

In the following pages each meeting listed the Peer Learning Plan is presented, including what possible topics from the guideline to incorporate in the different meetings. The list can be used when planning the meetings and meeting contents.

Meeting 1. Municipal high-level policy makers. Enabling political leadership.

Content 1. Benefits of the cross-sectoral energy transition

Relevant guideline sections to collect information on:

- Integrated Energy Planning
- Goals and Monitoring
- Collaboration and Communication

Content 2. Financing the energy transition

Relevant guideline sections to collect information on:

- Financing and Business Models





Meeting 2. Technical planning staff. Planning for feasibility and high impact.

Content 1. Cross-sectoral integration

Relevant guideline sections to collect information on:

- Integrated Energy Planning
- Collaboration and Communication

Content 2. Technical aspects of energy efficiency projects

Relevant guideline sections to collect information on:

- Integrated Energy Planning
- Goals and Monitoring

Meeting 3. Communication representatives. Enabling public support.

Content 1. Communication strategies and modern communication tools

Relevant guideline sections to collect information on:

- Collaboration and Communication

Content 2. Participatory methods

Relevant guideline sections to collect information on:

- Collaboration and Communication

Meeting 4. Technical planning staff. Planning for feasibility and high impact.

Content 1. Impact monitoring

Relevant guideline sections to collect information on:

- Integrated Energy Planning
- Goals and Monitoring

Content 2. Technical peer-review of Energy Plans

Relevant guideline sections to collect information on:

- Integrated Energy Planning
- Goals and Monitoring

Meeting 5. Peer-to-peer Exchange for Committed Cities.

Focus on Energy Plans. Not judged to be relevant in the context of guidelines.

Meeting 6. Municipal high-level policy makers. Enabling political leadership.

Content. Political communication

Relevant guideline sections to collect information on:

- Collaboration and Communication





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