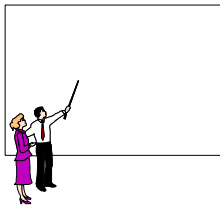


Preliminary version

## Step 2

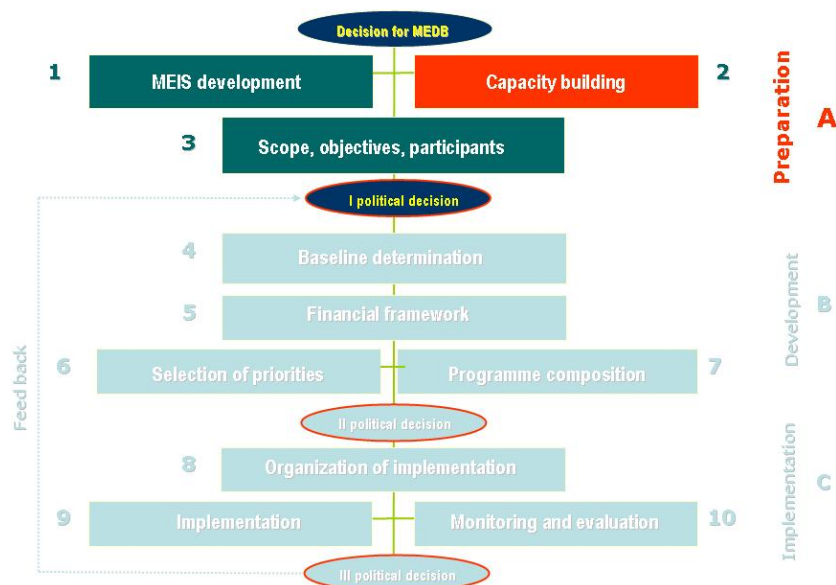
# Capacity Building

### Introduction



Municipal energy planning is an interdisciplinary process. It requires expert knowledge and experience in different sectors – energy, economy, territorial planning, financing, management, data processing, etc. Knowledge about current legislation and the political and administrative organization of the local self-government is also needed.

Many of the municipalities, and the smaller ones in particular, do not with dispose of such capacity. This does not mean that municipal energy planning is not suitable for them. Different forms for building or mobilization of the existing capacity are available.



The building of local capacity is a permanent process which starts with the first management decision for the development of a municipal energy information system taken and goes on during the whole process of the energy planning. Due to its specificity this activity is part of the preparatory stage of the process in spite of the fact that it usually continues during the development and implementation of the programme also.

## Players in energy management



There are different participants in the energy sector of a municipality; some of them have influence over its planning and management. These are the different public institutions, private companies, NGOs, specialists and citizens. The level of their preparation to participate in this process is different; different are also the interests they defend in the process of planning and management. This is the reason why the capacity building of the participants in the municipal planning is a complicated and long process.

### Central and local authorities

The more centralized an energy system, the higher the ties of decision-making about its development. Parliaments and governments usually formulate the energy strategy of the countries and make concrete decisions concerning the development of the energy systems. The role of municipalities in this process is quite limited. Municipalities, however, are those who bear the full gravity of all hardships and crises in the energy system – the rising prices of fuels and energy, the fuel shortages, the overloading of the national power grid, etc. This is the reason why wide public participation in these processes under different forms is gaining an ever-growing importance.

### Municipal administration

If we limit ourselves to framework of one single municipality, we will find that the different activities in the energy sector are connected with different actors.

Municipal administrations are directly responsible for the management of energy consumption in school buildings, hospitals, kindergartens and the municipal

administrative buildings. They are also responsible for the state and the operation of the street lighting systems and the public urban and local transport in the population centres on the area of the municipality.

**Wide range of public circles**

Besides the municipal administrations, a wide range of public circles, companies and organizations are concerned with and participate directly in the formulation and implementation of the policy for public works on the area of the population centre. For instance, fostering economic development, construction of roads, building of the technical infrastructure etc. are areas, in which the activities of many stakeholders intersect. A number of technical solutions in these spheres influence directly or indirectly energy efficiency.

**Energy end-users**

Energy end-users (households, enterprises and companies) form another group of actors, which is very little dependent on the municipal administration. Their behaviour is formed mainly on the basis of their economic interest and the incentives provided by the legislation, and have a strong impact on the general picture of energy consumption. Therefore, their behaviour is also the object of public concern.

**Energy producers**

Energy producers and state-owned, municipal or private (wherever they exist) energy supply companies play a role in the process of energy production, transportation and distribution. In some European countries individual end-users play simultaneously also the role of independent energy producers.

The art to communicate with the different actors and to build and mobilize their capacity is an important condition for the success of the municipal administration in compiling and implementing an energy strategy enjoying broad public support.

The success of any municipal energy policy depends to a large extent on the ability of the municipal administration to involve in the process of its formulation and implementation of the broadest possible circle of actors and stakeholders and to mobilize their knowledge and skills.

## Training needs



Building of local capacity should be based on an objective estimation of the needs of training for each of the participants in the process. This estimation is made in result of the non-technical data of the information system. It characterizes the state of the institutions and specialists engaged in the energy planning and management activities.

The analyses and assessments of the capacity of the municipality to work out and implement an energy efficiency programme aim at identifying the capacity of the local authority to influence the selected target groups or individual sites. The larger portion of these assessments might be realized by the experts from the municipal administration. There are some assessments, however, which require higher specific skills level. In these instances it would be feasible to attract external consultants to perform them. In any case, when some of the assessments are assigned to external contractors, the municipal administration should preserve its leading role in the management and co-ordination of activities like:

- how to mobilize political support to municipal energy planning;
- how to organize the municipal energy planning process;
- how to identify the needs of external technical assistance;
- how to evaluate the impact of external consultants;
- how to mobilize funding for the development and implementation of the municipal energy programme;
- how to mobilize social support to energy programme implementation.

Building or mobilization of the existing capacity is done in two main directions: building of institutional capacity and development of expert capacity.



## Institutional capacity

Institutional and human capacity building may precede the elaboration and implementation of the energy programme, although it may be also one of its tasks

The activities connected with municipal energy planning can be executed wholly by the municipal administration as well as by outside institutions or experts. Often both approaches are combined and mixed working units of municipal administration specialists and outside experts are created. In spite of the concrete decision of the municipality, an employee from the municipal administration should be specially appointed to coordinate the work of the different participants and to be responsible for these activities. It is desirable that this employee holds a higher post in the municipal hierarchy that will give him/her the opportunity not only to coordinate but also to control these activities being in direct contact with the administrative and political management of the municipality.

Here follow examples of some of the most frequent decisions each of which requires specific approach for the building of the necessary knowledge and skills as well as for mobilization of the existing capacity.

### Municipal energy agency

This is one of the widely used forms in the EU countries, which is encouraged by its programmes and is applied in big and medium size municipalities. Activities that are habitual for the municipal energy agencies are energy audits of municipal sites, awareness raising on energy efficiency issues, and fund raising, energy efficiency



projects implementation, etc. In some EU countries the municipal energy agencies are organized in national associations while in the framework of the Union they are uniting in networks that are used for active exchange of information and useful practices. The well staffed and functioning municipal energy agency is the best partner of the municipal administration in the preparation, development and implementation of the municipal energy program.

**Municipal energy unit (working group)**

Some of the municipalities create specialized energy units (working groups) that support the municipal administrations in the formulation and implementation of their energy policy. These units normally carry out monitoring and control on the supply and consumption of fuels and energy. The members of these units may vary from one person to complex teams of municipal specialists (in the larger municipalities). These teams can be independent units of the municipal administration or to be composed by specialist from different departments of the administration – technical, financial, investment. In case of need external specialist can be involved in these activities.

The municipal energy units can carry out functions that are similar to those of the municipal energy agencies. As they are staffed by municipal employees their activities are usually limited to the fulfillment of their immediate tasks while municipal planning and management should be the basic subject of activities of such units.

It is highly desirable that the members of these units should pass a specialized training in municipal energy planning and management, which will introduce them to the energy efficiency issues, to the development, financing and implementation of municipal energy efficiency projects and promotion of energy efficiency among citizens and enterprises on the territory of the municipality. Support for such training can be afforded by the national energy agencies, by NGOs. as well as by national and international programmes.

**Municipal  
energy  
manager**

The municipal energy manager in the general case is an employee of the municipality, with technical background and is responsible for the realization of the energy policy of the municipality, monitors the state of the municipal energy consumers, the quantity of fuels and energy consumed by them, initiates and develops projects related to the efficient use of energy and looks for sources for their financing. A template of the energy manager's job description is given in Annex 1.

It is possible that the energy manager could be an external expert or an energy service company. Such company can ensure the energy management of several municipalities simultaneously. This is the reason why this can be applied for small neighbor municipalities, with limited local capacity and small number of sites, subject of municipal energy planning, predominantly.

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The training of the participants in the process of municipal energy planning can be conducted under different forms – from the classical lectures to the contemporary forms of distance or correspondence learning based on specially prepared for the purpose electronic tools. To facilitate the training auxiliary training materials are enclosed to this Instruction list – Guide for municipal decision-makers and experts. Municipal energy planning; specialized lectures in Power Point presentations and a list of reference materials on the topic.

## Annexes

### Annex 1

Sample job description of a municipal energy manager / municipal energy unit (draft)

### Annex 2

Municipal Energy Planning. Guide for municipal decision makers and experts (English). EnEffect, Sofia, 2004 г.

### Annex 3

Lectures on municipal energy planning (presentations in Power Point and PDF formats)

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