



Intelligent Energy Europe

Preliminary version

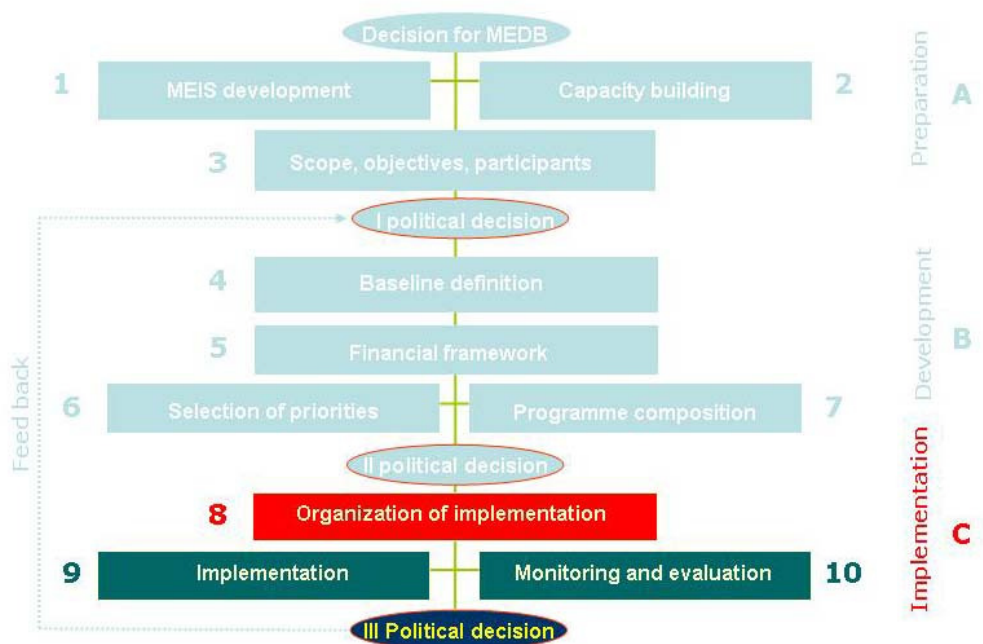
Step 8

Organization of the Implementation

Introduction



Before starting the implementation of the MEP the municipal administration should carefully prepare the next steps. The first one is to set up a Programme Management Unit (PMU) from employees of the municipal administration. In some cases the programme management could be assigned to an external body or specialist. When outsourcing is to be chosen for the selection of the programme management, serious attention should be paid to the preparation of the tender documentation and procedures.



The same approach should be followed for the selection of energy auditing, design and consultancy companies, as well as for the selection of contractors for the execution of the energy efficiency measures (retrofit).

In some countries the involvement of financing institutions in the implementation of MEPs is also a subject of public procurement.

Programme implementation

The programme implementation is the synthesis of all planning and preparative actions from the seven preceding steps, irrespective of whether each of them has been implemented in real terms or not.

The process of programme implementation is something more than a mere application of selected technical measures or an ordinary installation of the envisaged equipment. This step requires high skills and talent on the part of the personnel, who will coordinate the implementation of the programme.

Those responsible should be able to ensure:

- timely delivery of the necessary materials and equipment and availability of labour force for the implementation of the planned measures;
- high quality of workmanship in the implementation of the selected measures;
- survey, analysis and evaluation (monitoring) of the technical, financial and organisational outputs from the implementation of the programme;
- development and carrying out of training programmes for the operating personnel and the end-users;
- timely reporting at the adequate quality level of the results from the implementation of the measures;
- modification and improvement of all aspects in the process of implementation of the programme, whenever this is necessary.



The other participants in the implementation of the municipal energy programme also have important responsibilities, like for instance servicing of the debt or ensuring that the results from the implementation of the programme are adequately reflected in the overall policy of the municipality.

Preliminary tests

Depending on the desirable and established partnerships and the type of the selected measures to be implemented in the framework of the programme, the municipal administration may skip the preliminary tests and proceed directly with the regular implementation.

However, in some cases the uncertainty or the foreseen risks may require partial or overall test of the most critical components of the MEP. Three types of tests are applicable for mitigation of the risks and ensuring of adequate pre-conditions for effective MEP implementation.

Experimental projects

When some of the investment activities are related with a significant uncertainty or when innovative technologies are to be applied, experimental projects may serve to tune up the organization and ensure necessary conditions for successful implementation.

Experimental projects are implemented to check single technical or other solutions before planning or implementing them in practice. Although in some cases experiments may lead to negative results, they are valuable with the lessons learnt, which often protect from unreasonable risks or costly mistakes.

Experimental projects are carried out before or after the programme approval, if further planning or implementation needs such tests.

Demonstration projects

Demonstration projects are to show (demonstrate) the outcomes, effectiveness or impact of an important part of the municipal energy programme. These projects could mobilize political and/or social support for the programme implementation.

They might be carried out before or after the programme approval, when mobilization of support for the programme implementation is most needed.

In order to fulfill their roles, demonstrations should be successful and provide visible and easy-to-understand effects. This is why they should be very carefully selected and prepared before starting their implementation.



Pilot projects Pilot projects are small scale models of critical parts of the programme (or of an important site) that will be repeatedly carried out during the regular programme implementation. They serve to demonstrate the processes and methods of implementation of the programme and to test whether they have been planned and understood correctly by those responsible for their implementation.

Pilot projects are applicable before the start of large scale operations in multiple number of similar sites (for example retrofit of a large number of schools, kindergartens or residential buildings). They are carried out after the programme approval and the eventual execution of experimental and/or demonstration projects.

The implementation of a project with short payback period and high rate of return will be very useful for enhancement of the transparency of the programme and for more rapid winning of public support for it. A well-selected and implemented pilot project may play this role. An early success may have a strong influence for the further advance of the implementation efforts. The same applies to the early failures. Therefore, the first steps in the implementation of the programme are of extreme importance for the final success.

Pilot projects are launched after the specification and testing of the programme through the single demonstrations. Their objective is to perform the final check of the overall functioning of the system for implementation of the programme under real conditions by testing the links and mutual influence among the individual components.

The implementation of pilot projects is not mandatory and may be omitted. It is, however, very useful in the case of programmes that last several years, envisaging implementation of a large number of identical measures on a large scale and in a large number of sites. In the course of the pilot project implementation, it is possible to find out whether the changes planned beforehand are needed prior the launching of the regular implementation on a mass scale.



Partnerships

Types of agreements

The programme implementation needs a wide range of partnerships with local stakeholders. Various types of partnerships are usually applied - with local utilities, with citizens, with local industries (PPP) and NGOs.

Communication strategy

At this stage a strategy for communication with the public should be outlined and accepted. Its objectives could be information exchange or change of selected target groups behaviour or provision of a feed-back for the evaluation of the programme implementation.

Possible target groups of the communication strategy could be local politicians and municipal administration, households, local industries or pupils and children in the kindergartens.

Typical outcomes of the communication with the public could be the achievement of transparency of municipal energy & environmental policy, mutual confidence of municipal administration and local community or stronger social support for the municipal energy programme implementation.

Conclusions



Experimental, demonstration and pilot projects could serve as effective instruments for verification of the MEP indicators and facilitate the programme implementation. Targeted and well structured partnerships of municipalities with local businesses, households and civil society are the base for successful MEP implementation and for achievement of sustainable impact on local development.

The successful communication strategy is the best mechanism for building of social confidence and mobilizing social support for the programme implementation.