



remarkable.
climate leaders

REMARKABLE Climate Leader Programme - Design Proposal

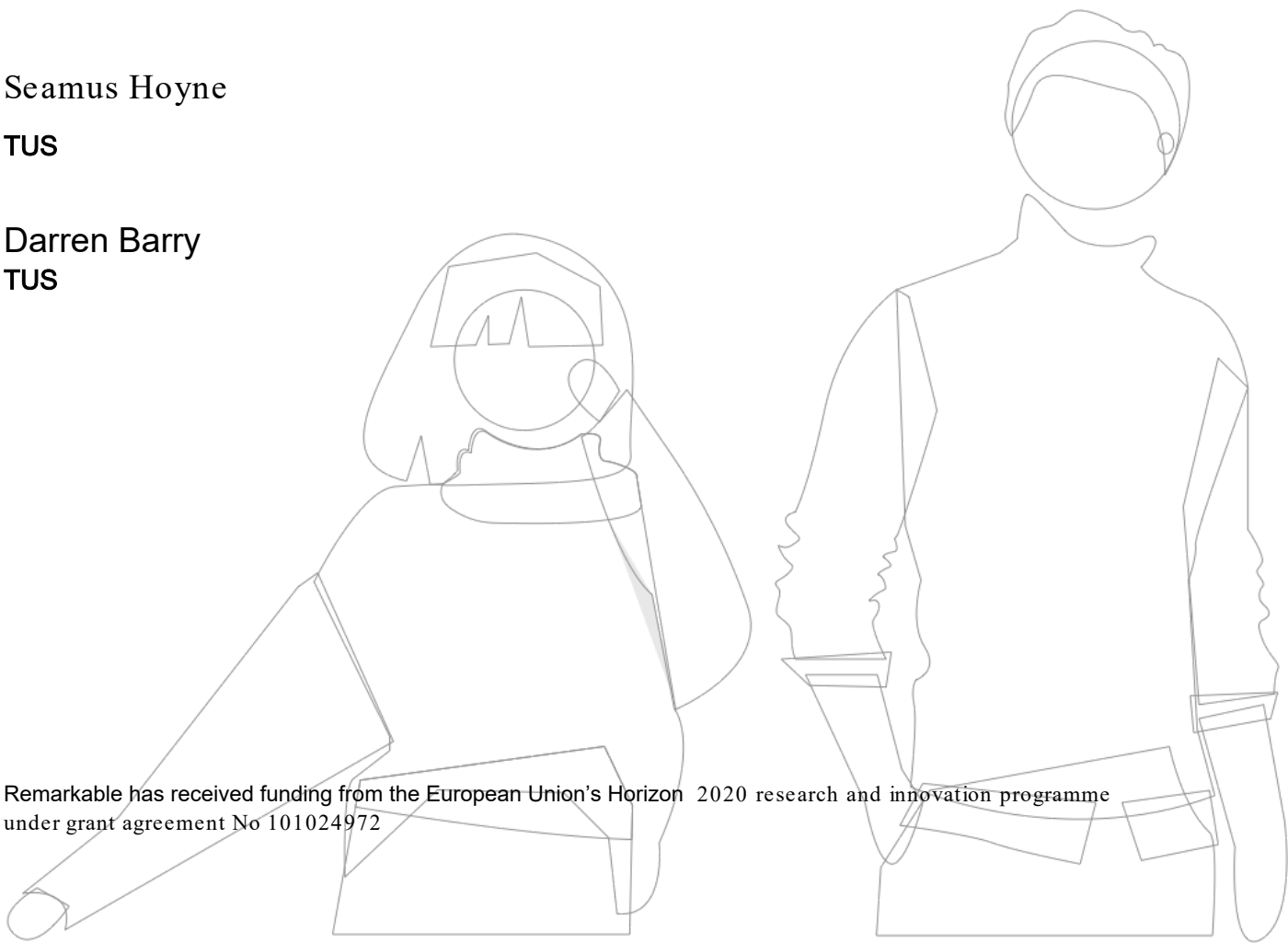
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Seamus Hoyne

TUS

Darren Barry

TUS



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Preface

REMARKABLE will support local leaders to deliver a step-change in progress towards carbon neutrality by 2050 in 7 regions across Europe. REMARKABLE will establish, by 2024, a network of 320 Current and Emerging Climate Leaders who, through their actions and inspiration, will drive their municipalities, public authorities, communities and regions to transform their approaches from ones focused on energy efficiency/renewables to ones focused on the strategic goal of climate neutrality by 2050.

REMARKABLE will build new leadership capacity in 120 actors from 7 countries in Europe through a Climate Leadership Programme (CLP). The CLP will be inspired by ethnographic research and will be designed with and for leaders across public authorities. The REMARKABLE CLP will also facilitate the creation of 60 Roadmaps for public authorities aiming at Climate Neutrality by 2050. These Roadmaps will allow our Climate Leaders to translate strategic aspirations and policy ambitions into concrete and disruptive far-reaching measures stimulating €300m investment by 2030. A Climate and Energy Check Tool will be developed and tested along with a Climate Neutrality Roadmap Guide.

The 7 Regional Energy Agencies involved in REMARKABLE will develop 14 new services to expand their roles as change agents in the Clean Energy Transition and Climate Neutrality challenges. Climate Neutrality Training, Climate One Stop Shops, Financing Solutions are targeted as potential services. REMARKABLE will exploit its outcomes and results through the creation of an EU Climate Leaders Circle, reaching up to 320 members by 2024 including 30 from 7 Observer Regions/Countries. An innovative Climate Neutrality Challenge will be organised for Young Climate Leaders. The REMARKABLE Circle will create synergies with existing networks and initiatives to support and enhance their impacts with the ambition of mobilising 10,000 stakeholders by 2030 (2,000 by 2024).

Project partners

No	Partner	Short Name	Country Code
1	Technological University of the Shannon: Midlands and Midwest	TUS	IR
2	Regionalna Energetska Agencija Sjeverozapadne Hrvatske	REGEA	SI
3	Energiesparverband Oberosterreich	ESV	AU
4	Inovacijsko-razvojni institut Univerze v Ljubljani	IRI UL	SI
5	Auvergne-Rhone-Alpes Energie Environnement	AURA-EE	FR
6	Energikontor Norr Ab	EKNorr	SE
7	Tipperary Energy Agency Limited	TEA	IR
8	Escan Sl	ESCAN	ES
9	Energetska Agencija Za Podravje Zavod Za Trajnostno Rabo Energije Energy Agency Of Podravje Institution For Sustainable Energy Use	ENERGAP	SI
10	Federation Europeenne Des Agences Et Des Regions Pour L'energie Et L'environnement	FEDARENE	BE

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Executive summary

The Climate Leaders Programme (CLP) concept has been developed based on a consideration of Best practice from other similar programmes internationally, input from the ethnographic research conducted as part of REMARKABLE and input from project partners.

The programme has been designed to consider the flexibility needed within the REMARKABLE partner regions, while also seeking to address long term sustainability and overall consistency of approach. The document sets out the following key contents

- CLP Scope and Design
- CLP Training Topics for selection
- CLP Suggested Training Methodologies
- CLP Evaluation Approaches

The CLP partners have agreed a set of Guiding principles which are detailed in the report and the programme consists of a range of topics which the responsible partners will select from to inform their delivery of the programme within their regions. Depending on the needs of the specific CLP participants/municipality/region the depth and scope of content cover can be adjusted. Local partners will provide specific technical training on relevant topics within their own resources or with regional partners as needed.

The CLP programme is designed to be participatory and facilitate the development of the skills and competencies of the participants as Leaders. The core focus and outcome from the CLP will be the Climate Neutrality Roadmaps and thus the CLP aligns closely with the work and frameworks design in Work Package 4 of REMARKABLE.

TUS will provide evaluation tools to the partners to ensure that data from the CLP implementation will be gathered and feed into the full roll out of the CLP within the regions.



1 Introduction

The REMARKABLE Climate Leaders Programme will be developed and implemented by the project partners with a view to its application and utilisation in the target regions of the project. The design of the CLP has to consider inputs from best practice education and training programmes internationally, feedback from the ethnographic research conducted with current leaders in the project regions and also expert input from the project partners. The CLP has to consider the variety of instances and target groups that will engage with the programme in the various regions (and ultimately in regions outside of the project partnership) as well as the variety of social, economic and political drivers that will exist within the regions and countries that it will be applied in.

This document outlines the key principles and overall structure for the CLP. This design has taken into account the various inputs outlined above and also considered the longer term sustainability and exploitation of the CLP.

The document sets out the following key contents

- CLP Scope and Design
- CLP Training Topics for selection
- CLP Suggested Training Methodologies
- CLP Evaluation Approaches

The resources and tools which will be utilised in the delivery of the CLP will be developed separately by the project partners and captured in an additional report, and made available on the project website.

2 CLP Scoping and Design

2.1 Insights from Ethnographic Research

During the ethnographic research conducted by project partners with existing climate leaders valuable insights were gathered on the CLP, Climate Neutrality Roadmaps and the overall ambitions of the REMARKABLE project. The final report on this research (Deliverable 2.1 Ethnographic Study Results) has been considered and key themes which emerged include

- The CLP needs to be seen as an “enabling space” and not just a training programme. It should facilitate debate, engagement, discussion and form structures at a local level which can deliver the substantial change required
- The CLP should keep a sharp focus on Climate Neutrality – many leaders mentioned the complex and diverse range of issues they have to deal with. Focusing on Climate Neutrality and keeping simple messages e.g. Climate Neutrality = Elimination of Fossil Fuels by 2050 (or before).
- The CLP must not only focus on public sector but address all sectors
- The CLP must convert the sometimes intangible EU/National/Regional ambitions into tangible actions, facts and opportunities
- The CLP should encourage breaking down silos and collaboration and co-production of solutions and outcomes



- The CLP should be seen as mark of quality and engaging in the CLP demonstrates that you are a “selected leader”
- As well as addressing the Climate Neutrality agenda (and development of the roadmap) the CLP should facilitate the participants to grow as leaders, engage with others and determine how they can contribute to the climate neutrality agenda in their organisation/ region
- Communication skills (and how to communicate the message of climate neutrality) are important aspects to consider the group work on this aspects between leaders should be facilitated.
- Key resources which should be included in the CLP
 - Definitions of key “notions”: Climate Leadership, Climate Neutrality etc (see IRI-UL) section of report
 - Central lists of key EU initiatives and projects on Climate Neutrality
 - Case Studies, Best Practice and inspirational stores
- Diverse groupings involved in the CLP should be encouraged to avoid group think and stimulate innovation and debate
- Problem based learning methodologies should be used where participants can, together, tackle complex problems which may be broken down into a series of realistic tasks
- Values, attitudes and vision are important aspects for the participants to consider and a differentiator of the existing climate leaders that engaged in the study was their conviction, vision and motivation to address the climate issues
- Potential content suggested for inclusion in the CLP
 - Risk Management
 - Negotiation Skills
 - Stakeholder mapping and collaboration
 - Communication Strategies
 - Change Management
 - Enabling community action and energy communities

2.2 Guiding Principles

To ensure that the CLP meets the needs of the project, but also aligns with the ambitions for exploitation and development of the programme for scaling across the EU, a set of guiding principles have been developed and agreed which should inform both the project partners and also others in the use of the programme.

Principle 1: Training and Capacity Building Focus

The CLP is designed primarily as a capacity building programme to support municipalities, local authorities, communities and their stakeholders to address climate action and climate challenges in an innovative and proactive way. As such while following robust training approaches it is not strictly bound by the rigours of academic programmes. CLP trainers should therefore have flexibility to adjust the focus and priority of the training to meet the respective needs of the relevant target group



Principle 2: Primary Target Group are Public Organisations

The concept for REMARKABLE arose from the need to support municipalities, local authorities and other public organisations to raise their ambitions and aim for climate neutrality by 2050. These organisations have particular characteristics, operational models and legal, political and administrative considerations to consider when developing strategies and action plans. However, the overall programme can be adjusted and utilised to engage other stakeholders such as communities, enterprises and others if needed

Principle 3: Solution and Engagement Focused

The CLP is not designed as a series of lectures and specific content to be covered but more as a suite of topics to be covered and for the participants to be facilitated to engage and address specific topics. Therefore, the training methodologies and approaches suggested are designed to enable the leaders taking the CLP to be active participants and to encourage them to identify solutions and propose innovations, along with highlighting potential challenges and obstacles.

Principle 4: Responsive to policy

The rapidly changing environment in which EU, National and Regional policies relevant to climate action and associated topics (energy, mobility, fuel poverty etc.) can result in training resources becoming quickly outdated. Therefore, a limited suite of resources are proposed to be provided for trainers to focus on the policy areas. Trainers will be directed to relevant EU resources where up to date resources can be accessed and encouraged to direct participants to the relevant National and Regional resources which are of most interest to the topic.

Principle 5: Resource and Time efficient

By their nature the climate leaders to be engaged in the CLP are anticipated to be people with busy agendas and thus can be expected to be time poor. As a result, the CLP programme will need to consider how to maximise their input and bring added value to them. The CLP programme delivery and approach will vary from region to region but a consistent approach to maximising the participants time through activities and tasks which are of value to them will be maintained.

3 CLP Topics

The CLP programme content will consist of a suite of resources grouped within a number of topics which the CLP trainers can utilise for delivery. These topics can be utilised in a variety of approaches and guidance is provided on Core content which must be covered. The core content and additional content is outlined for each pillar.

Topic 1 : Climate Science and Climate Neutrality

The purpose of this pillar is to provide the participants with the core knowledge and competence in relation to climate science and the ambition to achieve climate neutrality. This topic will provide an overall background to the issue of Climate Change and Climate Neutrality.

The depth to which the content needs to be covered within the target group will vary depending on needs of the municipality/region. In regions where there is a clear policy agenda on Climate Neutrality and there is limited need to give background information this Topic can be dealt with in a short presentation and discussion. This in particular may apply to the initial training provided to Existing leaders (who have relevant experience, knowledge and understanding). For emerging leaders and others who are developing into the space more detailed content may need to be covered.

Topic Area	Indicative Content	Core (Y/N)
Climate Science	Key principles and drivers of climate change Global warming impacts Key Resources to use for data Climate Science in your region/country	Y
Climate Neutrality	EU Ambition to Local Definition . Climate Neutrality in EU Examples of Climate Neutrality Country/Region/Industry/Home REPowerEU Plan	Y
Climate Mitigation & Climate Adaptation	Definitions and relevance to target audience/region	Y
Climate Neutrality & Energy	Key definitions and terminology (Tonnes CO ₂ , GWh, Toe etc Energy component of Carbon Emissions	N

Topic 2: Climate Leadership: Characteristics, Approaches and Tools

This topic is developed to contribute to the effort to build a Climate Leaders Circle and share experiences, knowledge and understanding on the topic of Climate Leaders. For existing leaders who are deemed, by the regional partners, to have sufficient knowledge of Climate Leadership this Topic may not be of significant relevance and can be dealt with through a short summary. For emerging leaders and those who could be considered to need further development in the field of climate leadership this Topic can provide guidance, insights and examples which can support those emerging leaders in their ambitions.

Topic Area	Indicative Content	Core (Y/N)
Climate Leaders – Some Examples	Examples from REMARKABLE Ethnographic Research Group work to identify local/regional/national Climate Leaders & their characteristics	N
Climate Leaders Characteristics	Characteristics from Ethnographic research	N
Climate Leadership	Approaches Methodologies Challenges (use resources from internal planning session)	N

Topic 3: Engagement and Communications

Climate Leaders will need to ensure that they consider each of the relevant stakeholders in their municipalities, regions and organisations. Identification of stakeholders, their role in



delivering/supporting Climate Neutrality ambitions and how they can be engaged with needs to be considered. A range of tools and methodologies for stakeholder analysis and segmentation will be provided. A short overview of approaches to communication will be provided but

Topic Area	Indicative Content	Core (Y/N)
Stakeholder Mapping	identifying stakeholders Stakeholder needs and requirements "Role play"	N
Mobilising, Encouraging and Engaging stakeholders		N
Communications & Narratives	An overview of key issues to consider when communicating Climate Neutrality Provision of examples and resources which could be used for Communication Campaigns Understanding the concept of Narratives	

Topic 4: Climate Neutrality Roadmap: Scoping, Definition and Application

This topic will not specifically require a suite of content to be provided in training but instead will be a facilitated process (through workshops, meetings etc) where the regional partner will work with the municipality, public organisation to develop the Climate Neutrality roadmap. The process will result in a roadmap being agreed which will follow the overall structure agreed and developed within REMARKABLE Workpackage 4.

Topic Area	Indicative Content	Core (Y/N)
Energy and Carbon Profile	Developing an Energy/ Carbon profile for the Municipality/Region	Y
Roadmap development	Facilitated discussion on key sectors, approaches and	Y

Topic 5: Technical Training

The REMARKABLE project will not develop specific technical training resources on relevant energy topics (PV, etc.). There are multiple local, regional, national and EU Resources available tackling issues which are of relevance to the respective municipality. Each of the regional partners will work within their leaders to agree specific training needs and respond accordingly. The critical topics covered (technical, financial, regulatory etc) will be noted by the regional partner

Topic Area	Indicative Content	Core (Y/N)
Each partner may consider provision of additional technical training on relevant topics	PV, Biomass, DH, Retrofitting etc.	N

Other areas may emerge at a local/regional level which could be considered relevant for the wider REMARKABLE. These topics will be considered following a review of the CLP after its first iteration (with the existing leaders). Revisions and modifications to the CLP Topics and content will be considered at that stage. Other topics which may emerge include Financing Climate Neutrality, Energy Communities etc.

4 CLP Methodology and Resources

4.1 Methodology

The CLP is proposed to follow a workshop type structure and completed over a period of time, rather than in one step. This is important as a means to facilitate engagement and also allow for the participants to complete tasks between the individual sessions, reflection on the content and, where necessary, review resources, conduct research and engage with colleagues or stakeholders.

The delivery of the CLP should reflect the following key components

- Total CLP duration of between 8 – 16 hrs depending on the needs and requirements of the participants. These would be split over a period of weeks as each participant will be encouraged to complete work during the intervening periods between workshops.
- Typically include a minimum of 2 workshops each of 2-3 hrs duration.
- Delivery mode – it is anticipated that all of the workshops will be delivered in face to face mode given the interactive nature of the programme and small groups envisaged. However, provision will be made for delivery of content on-line where required and alternative solutions put in place during content design so that resources and activities can be completed in an on-line format.
- A specific workshop (or component of a workshop) is required on the Climate Neutrality Roadmap. This should be a facilitated workshop which will commence the Roadmap development process. Energy Agency partners will then do follow up engagements with participants to finalise the roadmaps post the completion of the CLP content.

4.2 CLP Resources and Support

CLP resources will be prepared and provided to the partners (and the participants) via the REMARKABLE Website. This will include

- Training content e.g. PPT slides
- Workshop activity sheets and guidance
- Agenda templates
- Participant sign in sheets
- Programme overview and dissemination materials

There will be a specific section available for each partner region. Each partner EA delivering the CLP will also provide additional resources to the participants which is relevant to that specific region/country. Where appropriate and of value this content can also be hosted on the REMARKABLE Website.

The following facilities are anticipated to be required

- Flat room with ability for working groups of 3-4 people

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- Flip Charts or similar to facilitate capturing participants inputs
- Projector and PC for presentations
- Good lighting, ventilation
- Provision of catering

Emerging from the ethnographic research it was also noted that the CLP delivery should adopt sustainable approaches also. This should include for example car-pooling to training venue, use of local/organic food, minimising waste, recycling/re-use of materials and resources. This should be a virtue of the programme. Guidance on approaches can be provided from local/regional guidelines or the European Commission’s “Guidelines on organising sustainable meeting and events at the Commission” approved by the Eco-Management and Audit Scheme (EMAS) Steering Committee.

5 CLP Evaluation

Each participant in the CLP will complete a short evaluation upon completion of the programme. It will focus specifically on the value of the CLP to them as Climate Leaders, with short quantitative assessment of the different topics covered. Recommendations for modification, adjustment and improvement will be invited and will feed into future delivery of the CLP.

6 Conclusion

The REMARKABLE CLP is designed to balance the needs for flexibility (to meet the requirements of local and regional leaders) as well as being focused and consistent in approach. The suite of Topics which are contained within the CLP contain two Core Topics (Topic 1: Introduction to Climate Science/Neutrality and Topic 4: Climate Neutrality Roadmaps as well as a 3 other optional Topics. For Topic 1 the Local/Regional Energy Agency will determine the depth in which this topic has to be covered. In all cases specific technical training on topics of relevant to the municipality will be the responsibility of the local/regional energy agency who have the relevant knowledge, expertise in these fields.

Topic 4 on the Climate Neutrality Roadmaps will be the core of the CLP programme and involve the local/regional energy agency facilitating the Climate Leaders to put together their roadmap in an efficient manner.

The CLP delivery methodology is based on a series of workshops which will maximise engagement and participation of the climate leaders. This is a clear recommendation of the research done on best practice programmes on the topic of Climate Leadership (Deliverable 3.1) and also within WP2 Ethnographic Research. The CLP is envisaged to create an “enabling space” for those existing leaders to take the next major steps towards climate neutrality. For emerging and future leaders it should provide a structure, and confidence (through networks and best practice) of how they can develop and speed up deliver.