



CLP Pilot Evaluation report

Deliverable 3.4

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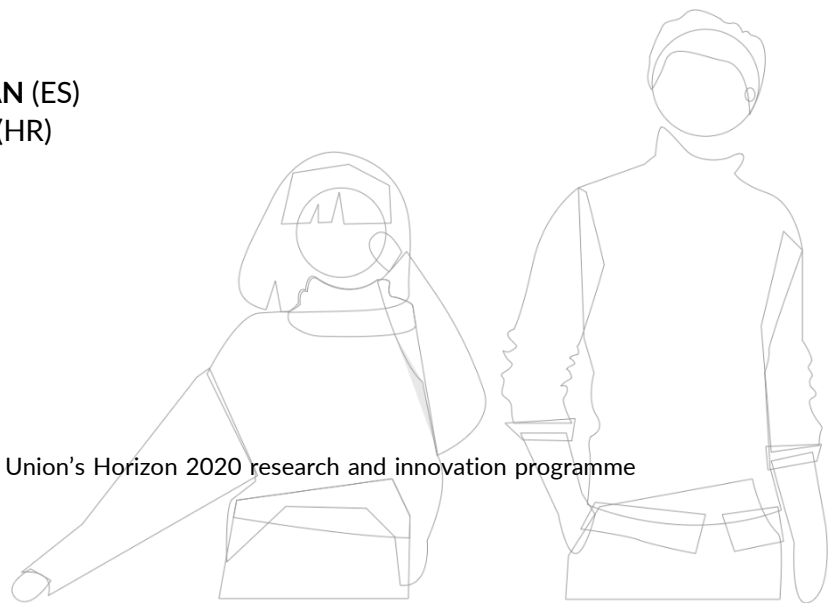
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Preface

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	IE
2	Regionalna Energetska Agencija Sjeverozapadne Hrvatske	REGEA	HR
3	Energiesparverband Oberosterreich	ESV	AT
4	Inovacijsko-razvojni institut Univerze v Ljubljani	IRI UL	SL
5	Auvergne-Rhone-Alpes Energie Environnement	AURA-EE	FR
6	Energikontor Norr Ab	EKNorr	SE
7	Tipperary Energy Agency Limited	TEA	IE
8	Escan SI	ESCAN	ES
9	Energetska Agencija Za Podravje Zavod Za Trajnostno Rabo Energije	ENERGAP	SL
10	Federation Europeenne Des Agences Et Des Regions Pour L'energie Et L'environnement	FEDARENE	BE

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Glossary of terms and acronyms

Term	Acronym	Explanation
Climate Leaders		Climate Leaders are individuals in position to drive their municipalities, public authorities, and communities to meet the EU Climate Neutrality goals by 2050 or earlier. Most importantly, Climate Leaders are individuals characterized by their actions and inspiration. They are focused not simply on energy efficiency and renewables, but rather on strategic goals and actions in the fields of the energy transition that lead to local-level climate neutrality much earlier than 2050. By doing so, Climate Leaders showcase an outstanding level of competency and skill in the areas of local leadership and innovation.
Climate Leadership Programme	CLP	<p>An innovative and unique training programme designed to support local (municipal) Climate Leaders in their efforts to realise ambitious Climate Neutrality goals. It involves both training and co-creation activities, produced and facilitated by the REMARKABLE support team, and is designed to increase the skills and capacities of existing and emerging Climate Leaders.</p> <p>The central issue CLP aims to address is the lack of identifiable Climate Leaders at a municipality level. The programme is intended to enable a widespread robust response to this issue across the EU. It also represents the first concrete step towards implementation of Climate Neutrality actions supported by the REMARKABLE project team and driven by the work of CLP participants.</p>
Climate Neutrality	CN	<p>The EU's conception of Climate Neutrality is defined contextually, as an ambition to transform the EU into an economy with net-zero greenhouse gas emissions by 2050 or earlier.</p> <p>This objective is at the heart of the European Green Deal and in line with the EU's commitment to global climate action under the Paris Agreement. All parts of society and economic sectors will play a role – from the power sector to industry, mobility, construction, agriculture and forestry. The EU can lead the way by investing into realistic technological solutions, empowering citizens and aligning action in key areas such as industrial policy, finance and research, while ensuring social fairness for a just transition.</p>
Climate Neutrality Goals		Climate Neutrality Goals are specific, measurable, achievable, relevant and time-bound goals that lead towards Climate Neutrality by 2050 or earlier.



		<p>Examples of such goals include:</p> <p>Gas emissions reduction target: EU-wide, economy-wide greenhouse gas emissions reduction target by 2050 compared to 1990 of at least 55% including emissions and removals. Individual member states already set even more ambitious targets (e. g. Sweden net-zero emissions by 2045).</p> <p>Energy efficiency target: Buildings and power generation can make the largest and most cost-efficient emissions reductions, in the order of 60% and more compared to 2015, perused by initiatives, such as the EU Green Deal, and Renovation Wave.</p> <p>Sustainable mobility target: To achieve climate neutrality, a 90% reduction in overall transport emissions by 2050 compared to 1990 levels will be one main objective of the forthcoming Sustainable and Smart Mobility Strategy while addressing recovery of the sector.</p>
<p>Climate Neutrality Roadmap</p>	<p>CNR</p>	<p>A somewhat detailed and practice-oriented step-by-step guide to the implementation of ambitious and specific climate neutrality goals. Among other things, CNRs identify policies, stakeholders, actions, resources and other potential leverages needed to work towards real impact on the ground, and to pave way for the visionary change shared between the Climate Leaders and REMARKABLE support team.</p> <p>Both CNRs and the goals they pursue are a result of collaboration between the local Climate Leaders (principally CLP participants) and the producer and provider of REMARKABLE CLP, CNR and CNSS services. In context of REMARKABLE project duration, developing the CNR concept, including the production and testing of its prototypes, is part of WP4.</p>



Executive summary

This deliverable collates the Climate Leadership Programme (CLP) pilot details from 7 partner countries conducted as a part of REMARKABLE CLP roll-out and collects insights, observations and reflections from the climate leaders as well as partners to promote recommendations for the actual CLP roll-out.

As foreseen in the REMARKABLE grant agreement, CLP pilot ran from Month 12 to Month 22 in the 7 partner countries. The programme witnessed a participation of 88 climate leaders coming together to learn and update their climate leadership skills compared to the foreseen target of 50 climate leaders. The approach and design that REMARKABLE partners took to establish CLP pilot in each country varied extensively and this was reflected in the participant count for the programme from one country to the other. It varied from a minimum of 4 climate leaders in Sweden to a maximum of 30 participants in Spain. A wide variety of topics were covered in the CLP pilot with every partner covering the key topics of climate neutrality, climate leadership and roadmaps. Certain hot topics attracted significantly more attention than others in countries like Croatia, Austria and Spain. The CLP indeed helped participants to better understand their role as leaders and how to use their role to benefit their municipality and the citizens. A total of 24 climate neutrality roadmaps were developed as a part of CLP pilot from the partner countries. The development of Climate neutrality roadmaps saw the climate leaders going through strategic planning to develop a baseline for the region, focus areas and specific actions for the region. The process also included separate discussions over stakeholder mapping to identify potential stakeholders in the climate neutrality journey for the region using SWOT (Strength, Weakness, Opportunities and Threats) analysis.

CLP pilot training also witnessed a good engagement from the participating climate leaders. Partner countries such as Slovenia and Spain witnessed a rising number of participants in workshops of the training programme. The general feedback from all climate leaders across the partner countries was overwhelmingly positive. One of the challenges that all climate leaders agreed on was their lack of access and skills in communicating to the public via social media regarding climate change and carbon neutrality. The programme also faced unexpected challenges in some countries like Ireland, where demography of the climate leaders participating in the CLP pilot changed during the span of the training period, due the retirement of key climate leaders involved programme.

The purpose of this document also entails the use of insights, observations and reflections from the CLP pilot to inform modifications and adjustments for the actual CLP. While the document enlists many such useful insights, some of the main recommendations are listed below:

- ❖ Individual Climate Leaders – “fire souls” or “local heroes” – who drive climate action tend to be among the most relevant factors for positive change, regardless the size of municipalities or local authorities.
- ❖ Differences in knowledge background of the CLP participants/climate leaders is a significant factor to consider when tailoring the contents to the needs (and expectations) of participants.
- ❖ Having a competent person as a participant or a facilitator of the CLP training programme is an added value as it can have a positive impact on the overall effect of the programme.

- ❖ Creating a safe space in which participants feel comfortable and positively challenged is important for overall success of the CLP. Hence, sometimes small-scale CLPs have a stronger impact on participants than bigger groups. If the group is bigger, break-out sessions would be beneficial.
- ❖ Constant updates to the CLP contents are and will always be necessary, considering the future rollouts of the programme even after REMARKABLE time frame.

1 Introduction

The REMARKABLE Climate Leadership Programme (CLP) is envisaged to build new leadership capacity in 120 actors from 7 countries and develop necessary skills and capacities of existing and emerging Climate leaders to realise ambitious climate neutrality goals through a cluster of both training and co-creation activities. The programme will be produced and facilitated by the REMARKABLE project team and will also represent the first concrete step towards the implementation of Climate Neutrality actions supported by the REMARKABLE project team and driven by the work and cooperation of engaged Climate Leaders (predominantly representatives of local-level public authorities).

As foreseen in the REMARKABLE grant agreement, the first phase of the CLP programme is a CLP pilot, commencing Month 12, with a group of 50 Current & Emerging Leaders. The application of the CLP in each of the partners regions would differ to some extent reflecting local needs, policy environments and participation from the network of Climate Leaders identified in Task 2.1. Each partner was expected to launch a recruitment campaign, designed with inputs from WP2 and utilising resources, tools and methods defined in WP6, to recruit the 50 Leaders to participate in the programme. The Current Leaders identified and studied in WP2 would also be invited to participate in the Pilot of the CLP. A total of 6-10 participants in each partner region was planned. The pilot programme would balance the involvement of Current and Emerging Leaders thus ensuring that Current Leaders gain new skills and can immediately commence development of their Climate Neutrality Roadmaps, while also informing, influencing and supporting Emerging Leaders.

The purpose of this report, D3.4 CLP Pilot Evaluation report, which is written in Month 22, is to collate the programme details from each of the partner countries to identify what worked and did not work regarding the success of CLP pilot programme. Insights, observations and reflections from this evaluation report will be used to inform modification and adjustments for the actual CLP roll out commencing Month 22/23.

2 CLP Pilot programmes

The original plan for the CLP pilot programme outlined in the REMARKABLE project predicted that each partner country would commence training by Month 12 and run the programme until Month 22. CLPs were to be built around the following 4 pillars.

- **Pillar 1:** What is Climate Neutrality: From EU Ambition to Local Definition; The Science, Structures and Systems relevant to Climate Neutrality; Focus on energy-related aspects of climate neutrality.
- **Pillar 2:** Climate Leadership: Characteristics, Approaches and Tools.
- **Pillar 3:** Community and Stakeholders: Mapping, Mobilising, Encouraging and Engaging stakeholders.
- **Pillar 4:** Climate Neutrality Roadmap: Scoping, Definition and Application.

Under the supervision of TUS, templates and resources necessary for the CLP were developed in Task 3.1. CLP resources included guidelines, tools, presentation templates, external resources etc. gathered and identified during T3.1.1 and T3.1.2, integrated with the Climate Neutrality Guide developed in WP4 and outcomes from WP2, T2.3.

Critical outcomes from the CLP as well as CLP pilot for each of the participants would be:

- Completed Stakeholder Mapping for their public authority/municipality.
- Development of Climate Neutrality Roadmap commenced (connected with WP4).
- Formally joined the REMARKABLE Climate Leaders Network (connected with WP5).

The CLP pilot programme commenced in each of the partner countries as a part of REMARKABLE project and is described in detail below:

2.1 Ireland (TEA)

In Ireland, TEA hosted a CLP pilot as part of the REMARKABLE project, supporting and training 8 actors mainly involved with Tipperary County Council. The participants included councillors, climate action officers, senior engineers, and a politician. More information regarding the training is listed in table 1.

Table 1: Information regarding CLP pilot in Ireland

Number of Participants	8 participants
Mode of the workshops	Physical meeting at Tipperary County Council and 2 online workshops
Workshop themes	<ul style="list-style-type: none"> • Introduction to Climate Leadership • Climate Neutrality projects • Climate Neutrality roadmaps
CNRs developed	3 roadmaps



Figure 1: REMARKABLE CLP pilot programme in Ireland

2.2 Slovenia (ENERGAP)

In Slovenia, ENERGAP hosted the CLP pilot as a part of the REMARKABLE project with a participation ranging from 15 to more than 40 actors in different sessions. More information regarding the training is listed in table 2.

Table 2: Information regarding CLP pilot in Slovenia

Number of Participants	15 participants
Mode of the workshops	Physical meetings at Selnica ob Dravi and Maribor
Workshop themes	<ul style="list-style-type: none"> • Introduction to Climate change. • EU, national and local legal and strategical frameworks for reaching Climate neutrality goals. • Importance of stakeholder involvement, climate neutrality actions and best practice examples.
CNRs developed	3 roadmaps

2.3 France (AURA-EE)

In France, AURA-EE hosted the CLP pilot as a part of the REMARKABLE project, supporting and training 14 actors including elected officials, municipal technical staff, directors of regional/local support structures. More information regarding the training is listed in table 3.

Table 3: Information regarding CLP pilot in France

Number of Participants	14 participants
Mode of the workshops	Physical meeting (full day workshop)
Workshop themes	<p>Focussing as 2 sub-target groups</p> <ul style="list-style-type: none"> • For current leaders <ul style="list-style-type: none"> - Involving them as key experts • For emerging leaders <ul style="list-style-type: none"> - Creation of platform for cooperating and sharing resources
CNRs developed	4 roadmaps



Figure 2: REMARKABLE CLP pilot programme in France

2.4 Austria (ESV)

In Austria, ESV hosted the CLP pilot programme with participation from 11 leaders. Unique cooperation was developed between ESV and the municipalities, based on strong personal involvement of the mayor, the head of municipal administration and other key staff members during the pilot. More information regarding the pilot programme is listed in table 4.

Table 4: Information regarding CLP pilot in Austria

Number of Participants	11 participants
Mode of the workshops	Physical meetings and Online workshops
Workshop themes	<ul style="list-style-type: none"> • Renewable residential space heating • Energy transition in local businesses • Energy efficiency and renewables in public buildings and infrastructure • PV & energy communities • E-mobility
CNRs developed	4 roadmaps



Figure 3: REMARKABLE CLP pilot programme in Austria

2.5 Spain (ESCAN)

In Spain, ESCAN hosted the CLP pilot as part of the REMARKABLE project with participation from nearly 30 participants. Participants included:

- Town and municipal mayors and deputy mayors
- Heads of Innovation and Communication of the municipality
- Coordinator of Agenda for Sustainable Development 2030
- Manager in the Regional Government of Castilla y León (EREN)

More information regarding the training is listed in table 5.

Table 5: Information regarding CLP pilot in Spain

Number of Participants	30 participants
Mode of the workshops	2 physical workshops
Workshop themes	<ul style="list-style-type: none"> • Climate Science and Neutrality • Climate leadership • Engagement and communication • Climate Neutrality roadmap • Independent topics (selected by leaders)
CNRs developed	4 roadmaps



Figure 4: REMARKABLE CLP pilot programme in Spain

2.6 Croatia (REGEA)

In Croatia, REGEA hosted the CLP pilot for the REMARKABLE project with participation from 6 climate leaders. The workshops were set out as a short workshop (1 hour) at first involving only mayors and directors, followed by 3 longer workshops (>2 hours) involving mayors, directors as well as their staff.

More information regarding the training is listed below in table 6.

Table 6: Information on CLP pilot in Croatia

Number of Participants	6 participants
Mode of the workshops	4 online workshops
Workshop themes	<ul style="list-style-type: none"> • Introduction to climate change • Climate finance • Climate Neutrality roadmaps
CNRs developed	3 roadmaps

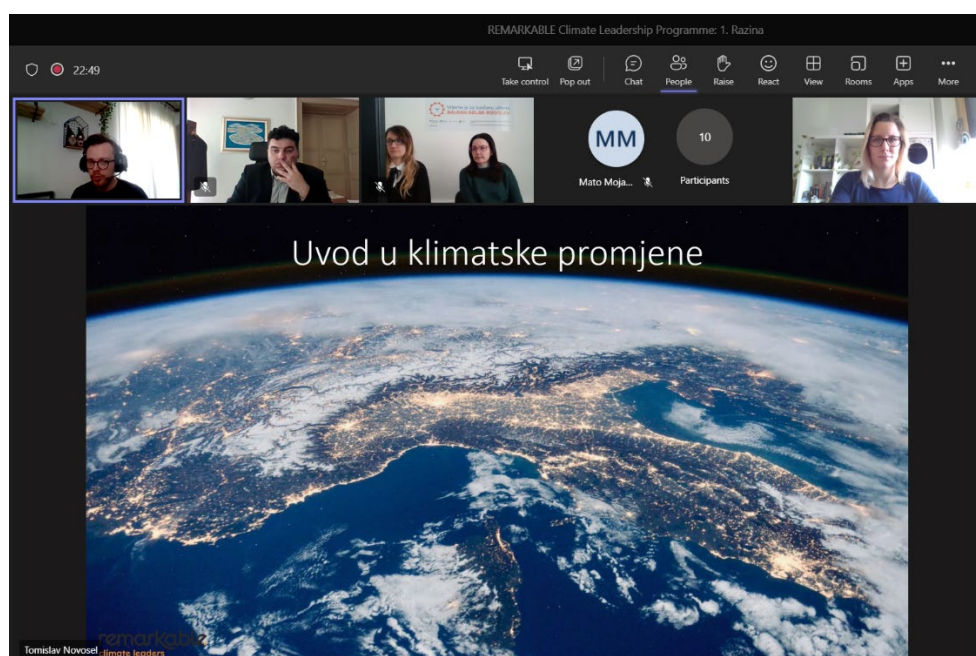


Figure 5: REMARKABLE CLP pilot programme in Croatia

2.7 Sweden (EKNorr)

In Sweden, EKNorr hosted the CLP pilot for the REMARKABLE project with a participation from 4 climate leaders.

More information regarding the training is listed in table 7.

Table 7: Information regarding CLP pilot in Sweden

Number of Participants	4 participants
Mode of the workshops	4 physical workshops
Workshop themes	<ul style="list-style-type: none"> • Climate science and climate leadership • Engagement and communication • Climate Neutrality roadmaps • Roadmaps and tech training
CNRs developed	3 roadmaps



Figure 6: REMARKABLE CLP pilot programme in Sweden

3 Insights, Observations and Reflections

Table 8 evaluates the success of REMARKABLE CLP pilots hosted in the 7 partner countries by different criteria to identify the similarities and diversities as well as the reflections from participants.

Table 8: Insights, observations and reflections arising from CLP pilots in partner countries

Number of participants:

REMARKABLE saw the participation of **88 climate leaders**, coming together to learn and upskill their climate leadership through the CLP pilot programme compared to the targeted 50 climate leaders.

The approach and design that REMARKABLE partners took to establish the CLP pilot in each country varied extensively and this was reflected in the participant count for the programme between countries. It varied from a minimum of 4 climate leaders in Sweden to a maximum of 30 participants in Spain. All countries except Ireland, Croatia and Sweden, had more than 10 climate leaders participating in the programme.

Some partners preferred smaller groups for the CLP pilot to facilitate in-person meetings and workshops, aiming for stronger impact. In contrast, other partners preferred larger groups to promote aspects of climate neutrality across various levels of local authority. Additionally, climate leaders in most partner countries expressed concerns about their limited time and resources for climate action and leadership programmes, making it challenging for all partners to maintain consistent participation throughout the programme.

Workshops and Topics covered:

A wide variety of topics were covered as a part of CLP pilot implementation in the partner countries. The CLP indeed helped participants to better understand their role as leaders and how to use their role to benefit their municipality and the citizens. In general, all the partner countries were able to cover the pillars of the CLP in their CLP pilot, including:

- **Introduction to climate neutrality**
- **Climate leadership and engagement**
- **Climate Neutrality Roadmaps**

Certain hot topics attracted significantly more attention than others in the CLP pilot. For example, Croatian partner REGEA identified Climate finance as a hot topic that excited their participants and consequently conducted a separate workshop to discuss this topic in detail. Similarly, Austrian partners ESV and Spanish partners ESCAN conducted separate workshops on potential renewable energy sources and E-mobility aspects in their respective countries to make the CLP attractive for local climate leaders.

The CLP pilot programme was conducted flexibly across partner countries, offering physical workshops, online workshops or a combination of both depending on the climate leaders' preference. In partner countries such as Slovenia (ENERGAP), France (AURA-EE), Spain (ESCAN) and Sweden (EKNorr), physical workshops were conducted, whereas Croatia (REGEA) opted for online workshops exclusively. In countries such as Ireland (TEA) and

Austria (ESV), partners preferred a combination of offline and online workshops to conduct training.

Climate Neutrality Roadmaps

One of the objectives of the CLP pilot was the successful development of Climate Neutrality Roadmaps by climate leaders for their local authority/municipality with support and training from REMARKABLE partners.

A total of **24 Climate Neutrality Roadmaps** were developed as a part of the CLP pilot across partner countries. The development of Climate Neutrality Roadmaps saw climate leaders developing a baseline for the region and identifying **focus** areas and specific actions for the region. The process also included separate discussions on stakeholder mapping, utilizing SWOT analysis to identify potential stakeholders in the region’s climate neutrality journey. In countries like Ireland, local authorities had previously conducted a similar process to develop their own Climate Action Plans or SECAP in previous years, hence the baseline data and mitigation actions were highly influenced by those documents. The table below summarises the number of Climate Neutrality Roadmaps that were developed in each partner country as a result of the CLP pilot.

Ireland	Spain	Austria	Croatia	Slovenia	Sweden	France
3	4	4	3	3	3	4

Level of engagement from participants:

CLP pilot training in partner countries saw good engagement from participating climate leaders. The partner countries Slovenia and Spain witnessed a rising number of participants in later workshops of the training programme.

In France, AURA-EE sought the help of an online platform to share knowledge between current and emerging climate leaders which helped to maintain engagement throughout the course of the programme (Link [here](#)).

In Ireland, the demographics of participating climate leaders changed during the span of the training period, which was unexpected. Some key climate leaders involved in the CLP pilot since the programme’s inception retired during its duration, resulting in a higher proportion of emerging leaders than anticipated by the end of the programme. However, the retired climate leaders effectively transferred their knowledge to emerging leaders, supporting them in developing Climate Neutrality Roadmaps thereby easing the handover process.

It was also observed in countries like Sweden that ritualisation of the CLP can be beneficial in attracting climate leaders to training programmes. For instance, the partner EKNorr successfully attracted participants by providing books focused on climate change and leadership as part of the training programme.

Feedback from participants:



The general feedback from all climate leaders across the partner countries was overwhelmingly positive. One of the challenges that all the climate leaders across the partner countries agreed on was their lack of access and skills in communicating to the public via social media regarding climate change and carbon neutrality.

In Ireland, leaders commented that they were gratified to be involved in the CLP pilot and receive climate leadership training. They also noted that this training aligns well with county councils' current needs, as the lessons learnt from the workshops can be used to influence the 2024 Climate Action Plans, which are currently being developed at a county level..

In Slovenia, participants suggested that additional information and educational activities are needed due to the complexity of climate change. They called for the urgent development of national regulations. The positive impact of pilot **activities** was reflected in the stakeholders' desire for more frequent meetings and discussions. **However**, participants also mentioned their time constraints and expressed concerns about workshops exceeding 2 hours.

In Croatia, the feedback was largely positive. Climate leaders showed genuine motivation and a sincere interest in climate change and carbon neutrality, with the training providing additional insights into these topics.

4 Conclusion and Recommendations

From the evaluation of CLP pilots rolled out in the 7 partner countries, it can be concluded that the pilot was successful in terms of the workshop quality and the outcomes. The CLP pilot witnessed a participation of 88 climate leaders coming together to learn and upskill their climate leadership skills compared to the foreseen target of 50 climate leaders. A wide variety of topics were covered in the CLP pilot with every partner covering the core topics of climate neutrality, climate leadership and roadmaps. The CLP indeed helped participants to better understand their role as leaders and how to use their role to benefit their municipality and the citizens. In addition to acquiring new skills in climate leadership, climate leaders developed Climate Neutrality Roadmaps for their regions with support from REMARKABLE partners. A total of 24 Climate Neutrality Roadmaps were developed as a part of the CLP pilot roll out across partner countries. The development of Climate Neutrality Roadmaps saw climate leaders developing a baseline for the region and identifying focus areas and specific actions for the region. The process also included separate discussions on stakeholder mapping, utilizing SWOT analysis to identify potential stakeholders in the region’s climate neutrality journey. It was foreseen in the REMARKABLE grant agreement that the insights, observations and reflections from the CLP pilot would be gathered and used to inform modifications and adjustments for the full CLP which would be rolled out in Month 22 – Month 33. Below are the key learnings from the CLP pilot to be considered before the complete roll-out of CLP programme.

1.	Individual Climate Leaders – “fire souls” or “local heroes” – who drive climate action tend to be among the most relevant factors for positive change, regardless of the size of municipalities or local authorities.
2.	The CLP is an opportunity to consolidate local networks and support for Climate Neutrality Goals. Hence, it should be delivered as a reciprocal exchange programme, by which local authorities would also gain from the training programmes.
3.	Differences in knowledge background of the CLP participants/climate leaders is a significant factor to consider when tailoring the contents to the needs (and expectations) of participants. The programme must always create value for its participants, therefore the needs and expectations of participants should be considered in the content planning.
4.	Having a competent person as a participant or a facilitator of the CLP training programme is an added value as it can have a positive impact on the overall effect of the programme.
5.	Certain hot topics attract significantly more attention than others and can thus be mobilised to build interest and motivation in participants by including them in the training schedule.

6.	Comparisons between regional/national municipalities is an important aspect of the CLP training, particularly for leaders holding a municipal function (more so than international comparisons).
7.	Creating a safe space in which all participants feel comfortable and positively challenged is important for the overall success of the CLP. Hence, sometimes small-scale CLPs have a stronger impact on participants than bigger groups. If the group is bigger, break-out sessions would be beneficial.
8.	Constant updates to the CLP contents are and will always be necessary, considering the future rollouts of the programme even after the REMARKABLE time frame.