



Europa.



Mentoring Programme

Report on activities & evaluation

D 4.4



The project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 956649. The publication reflects only the author's view and the European Commission is not responsible for any use that may be made of the information it contains.

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Summary

Background: The EUROPA project implemented a mentoring programme. The following report provides an evaluation of the concept and activities implemented.

Document Purpose: Report on activities, reflection on programme and sharing experience of these with former participants of the programme and other projects using a magazine format.

Document Structure: 1. Introduction; 2. Selection of mentees and building peer groups; 3. The self-directed learning package; 4. The mentoring experience; 5. The mentee experience

Approach Applied: Summarizing the documentation of all activities and editing this into a compact and attractive magazine, gathering input from all Project Partners during group sessions and interviewing mentors using document formats, final editing by all PP's, using D 4.5 to also share the experience of mentees (which is the reason the D 4.4 was published at the same time as D 4.5).

Main Findings and Conclusions: The mentoring programme was successfully implemented and very positively evaluated by both mentors and mentees. Some challenges came up during the process but did not hamper the quality of the programme. The sustainable impact in terms of contacts established and replication potential is clearly confirmed by the participants.

Disclaimer

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1. Introduction

The EUROPA project

EUROPA is a project bringing together the expertise of nine European partners to create a simpler and better deep renovation journey for owners of residential buildings. The project responds to the challenges and barriers house owners and property managers face when planning and implementing renovation projects. Our mission is to accelerate the transition towards carbon neutral and healthy living environments. To simplify the deep renovation journey for all stakeholders involved, we render the journey transparent by building trust and applying the highest calibre of expertise. Furthermore, we will boost the capacity and skills of public authorities through mutual learning programmes to become influential players in the field.

The EUROPA mentoring programme

The mentoring programme of the EUROPA project was designed to transfer knowledge and experiences related to two key and innovative elements of the project: the developed Energy Efficiency Subscription and the five One Stop Shops established, which aim to foster deep energy retrofits of residential buildings at regional level.

Project partners of EUROPA acted as mentors, sharing information and providing guidance. They have all established a One Stop Shop in their region and are experienced stakeholders in consulting and supporting house owners, social housing agencies, condominium owners and property managers regarding various aspects of building renovation and energy efficiency measures. Beyond that, they have experience in collaborating and bringing together other renovation stakeholders such as craftspeople and financial institutions. 30 mentees from 8 countries joined the programme and 24 mentees finished the programme.

23 mentees from 7 countries joined the programme

Peer group mentoring programme

The peer group mentoring included the following main aspects:

- ✓ Matching a mentee-peer group with one of our pilot partners
- ✓ Peer mentoring programme supported by a mentor from March to September 2022
- ✓ Collective kick-off and closing online event
- ✓ Four sessions with mentor and peer group (online)
- ✓ 1,5 days learning meeting in the region of mentor
- ✓ One thematic online session for all mentees
- ✓ A self-directed learning package

The self-directed learning package was based on online resources (video and documents) available exclusively for mentees and published after the end of the programme.

Report on activities and evaluation

This report highlights the approach, activities and results of the mentoring programme. Also project partners, mentors and mentees reflect on lessons learned and their experience throughout the programme. The first chapters focus on the preparation of the programme related to the selection of mentees and development of the self-directed learning package and the last two chapters focus on the execution of the programme and experience by

mentors and mentees.



2. Selection of mentees & building peer groups

Five project partners have set up their own One Stop Shop in the framework of EUROPA. In the mentoring programme they consequently took over the role of mentors in order to share their experiences and provide guidance for organisations interested in starting a similar journey. The mentoring was organised as a peer group mentoring, gathering several mentees and one mentor organisation. The next chapter illustrates how we organised the search for mentees and the matching between mentees and mentors. Besides that it also includes a reflection by Jenny-Claire Keilmann of Climate Alliance, who organized the call.

2.1. Call and selection of mentees & build sound peer groups

Call for participation

The mentors of the mentoring programme being set, EUROPA started to organise the mentoring programme by publishing a call for participation to find suitable mentees. A call for mentees was published beginning of 2022 all over Europe in English and at regional level in local languages. It was supported by an intensive communication campaign. At regional level, the communication focused on the mentoring programme tailored by the respective pilot partner. To that purpose, all project partners acting as mentors additionally recorded and disseminated short promotional videos via social media, motivating to apply for the EUROPA mentoring programme.

Selection of mentees

The successful communication campaign contributed to receive 30 qualified applications from FR, IT, ES, PT, LV, HU and DE. The quality of all applications was good; all applications fulfilled the selection criteria developed by the EUROPA consortium. The criteria were used to assess two main selection aspects: A) The applicants' involvement in the topic of deep energy retrofit and B) their ability and commitment to engage in the mentoring approach underlying the replication process.

Peer groups composition

The right match between mentors and mentees is crucial for the success of a mentoring programme. Built on developed guiding criteria and after discussion within the consortium, three peer groups implemented the mentoring journey together with four mentors.

2.2. Reflection on selection of mentees and peer groups

What was a key element for a successful call for mentees?

One key aspect for the success of the mentoring journey is to be able to meet the expectations of the participants. For that reason it was important to communicate well the content and opportunities provided by the mentoring programme as from the beginning in the call for participation. Particularly useful were the mentor profiles of all pilot partners describing their experiences, strengths and competences around the topic of deep renovation.

How did you organize sound peer groups, after the call was closed?

The consortium decided that sound mentoring groups should have preferably a similar regional context since the national context and regulation in place have a strong impact on the design and services of a One Stop Shop. This decision shaped the group composition; priority was given to conduct the replication activity in the native language of the mentees. The experiences made in the EUROPA mentoring programme confirmed the lessons learnt of former mentoring programmes: working in the native language is a key success factor to enable a fruitful exchange among peers and create sustainable links among the participants.

How did you deal with unpredicted results from the call?

It turned out to be very valuable in retrospect to accept all 30 qualified mentees, instead of the 20 organisations initially foreseen. In the course of the programme it became clear that giving the possibility to participate in the mentoring programme is not equivalent with the successful participation in the programme of all mentees. Unforeseen problems and drop outs can always jeopardise the programme implementation. With 23 actively participating mentees in the entire programme, we were able to exceed the target of 20.

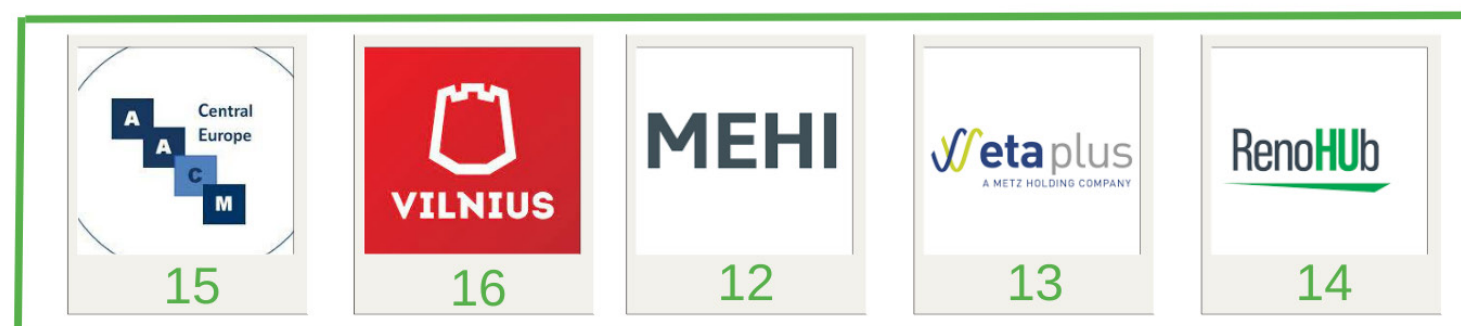
“Working in the native language is a key success factor to enable fruitful exchange.”

- Jenny-Claire Keilmann, Climate Alliance



2.3. Results: overview of mentees and mentors

The programme consisted of three peer groups with mentees from seven different counties. Four mentors facilitated the groups throughout the programme. These pages provide an overview of the peer groups, both mentees and mentors, that were formed for the mentoring programme.



- Regione Piemonte & Environment Park
- Ekubirojs & eza!
- AREANATejo



3. The self-directed learning package

The overall learning package consists of two parts. One for mentors and one for mentees. This chapter focusses on the self-directed learning package for mentees. It consists of a series of short video presentations about One Stop Shops and the Energy Efficiency Subscription. The presentations are provided by Reimarkt, Envipark and F3. This chapter describes the design and starting point, the end result and reflects on the lessons learned through an interview with Josien Kruizinga, Reimarkt. She presents the videos about One Stop Shops.

3.1. The design and starting point

The main challenge for the self-directed learning package was to find a way to make it applicable to the wide variety of mentees, both in stage of development as well as in type of organisation and the challenges they face. Besides that, we looked for a format that was accessible to use regardless of the background of the mentees. Finally, we wanted to create material that would contribute to replication, even after the mentoring programme. All of the above led to the design of a series of short (maximum of 15 minutes) video presentations about One Stop Shops and Energy Efficiency Subscription. These were used during the mentoring programme and shared online to make it accessible for other projects.

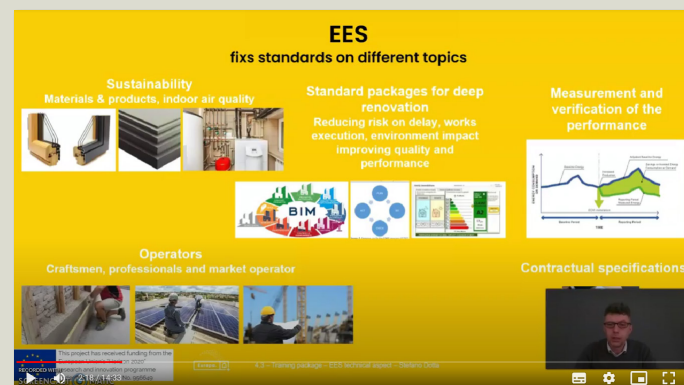
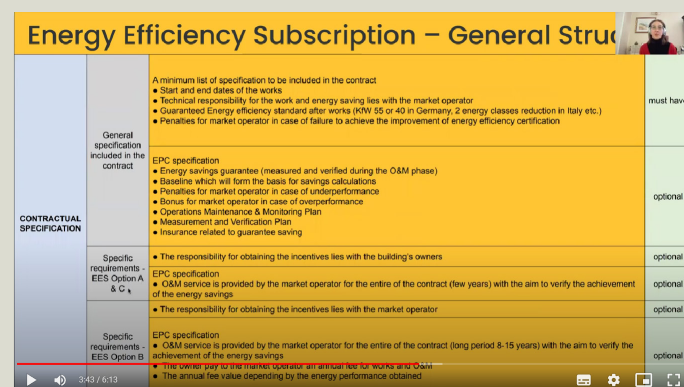
The main topics were divided into specific subjects, so that the mentees specifically could watch the presentations that were relevant for them. For example, the series about One Stop Shops consists of nine different presentations addressing the most important ingredients for a successful One Stop Shop, such as marketing, customer journey, products, monitoring, etc. Also the presentations were designed in such a way, that anyone could follow it, regardless of the level of knowledge of the mentees. To realise this, the presentations use a lot of inspirational examples and lessons learned from practice as well as basic theoretical know how about the specific topic.

3.2. Results

The self-directed learning package resulted in 9 video presentations about One Stop Shops and three video presentations about the Energy Efficiency subscription. All video presentations can be found on the website: <https://europaonestop.eu/replication-page/>

Videos about the Energy Efficiency Subscription

1. Introduction on the Energy Efficiency Subscription
2. Technical aspects of the Energy Efficiency Subscription
3. Financial and contractual aspects of the Energy Efficiency Subscription



3.3. Reflection on self-learning

How did you develop the learning package, not knowing the mentees?

This was a real challenge. In the ideal situation we would first get to know the mentees and their learning needs and only after this develop a learning package that fits their needs. However we knew beforehand that the group of mentees would be diverse in every sense of the word but that their basic need would be learning and sharing about One Stop Shops and the Energy Efficiency Subscription. So we came up with the idea to really focus on these topics and divide the learning package into smaller subjects, such as marketing, monitoring, technical aspects, etc, so mentees only have to watch what is relevant for them.

“Self-learning should be 100% integrated into the mentoring programme.”

- Josien Kruizinga, Reimarkt

How did you do to promote the use?

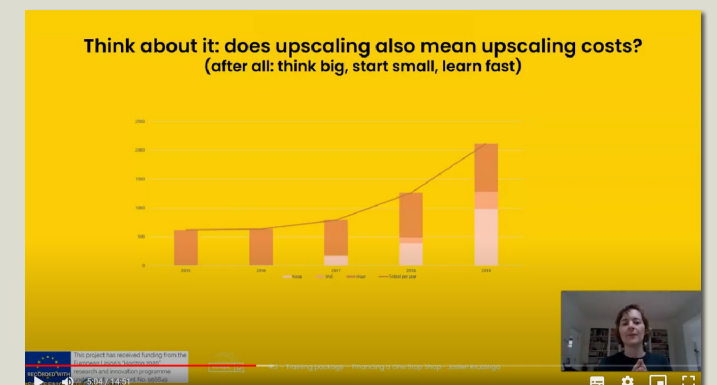
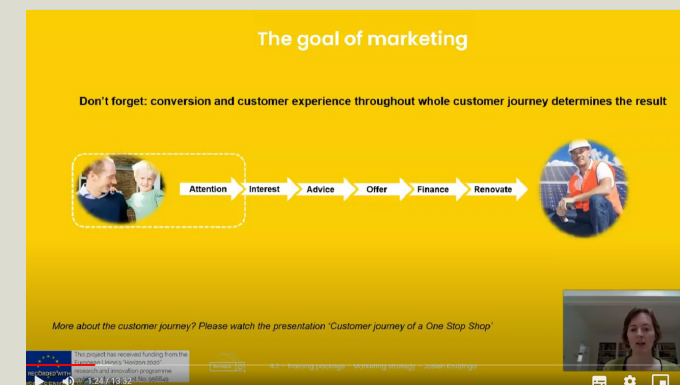
This was also challenging, because the self-learning was not mandatory. It was up to the mentors to apply it in their activities and up to the mentees to use it. First of all the modules were presented to the mentors in an interactive way, so they got to know the content. Also the modules were mentioned in the introduction document for mentees. And most importantly, the modules were addressed by the mentors during the mentoring programme and preferably applied in their activities.

What are most important lessons learned regarding self-learning?

The learning module was positively received by both mentors and mentees. Also the form made it easy to share it online or implement it in activities. However, only mentioning the modules turned out to be insufficient for optimal use. Also, it could have better fit the needs of mentees when the production would have started after the selection of mentees. Self-learning only becomes successful when it is deeply integrated into the overall mentoring programme by making it part of the collective activities and by partly fitting it to the specific needs of mentees.

Videos about the One Stop Shop

1. Introduction of a One Stop Shop
2. Setting-up a One Stop Shop
3. Financing a One Stop Shop
4. Different types of One Stop Shops
5. Marketing Strategy of a One Stop Shop
6. Customer journey of a One Stop Shop
7. Products and Suppliers of a One Stop Shop
8. Monitoring of a One Stop Shop
9. Lessons Learned from practice



4. The mentoring experience

This chapter provides an overview of the activities of the mentoring programme. It includes both collective activities as well as activities organized within the mentoring groups. Also the best and worst experiences, most important lessons learned and reflections on replication potential of the different mentors are shared in the following paragraphs.

4.1. Overview of activities

The mentoring programme consisted of some collective activities, such as the kick-off and closing event. Besides that, every peer group organized a series of group activities both online and offline, such as a site visit or online mentoring meetings. Also the mentees were invited to other thematic events, such as mutual learnings and conferences, such as Retro Talks. This way, the mentees gained access to both the EUROPA network as well as the knowledge provided by external experts.

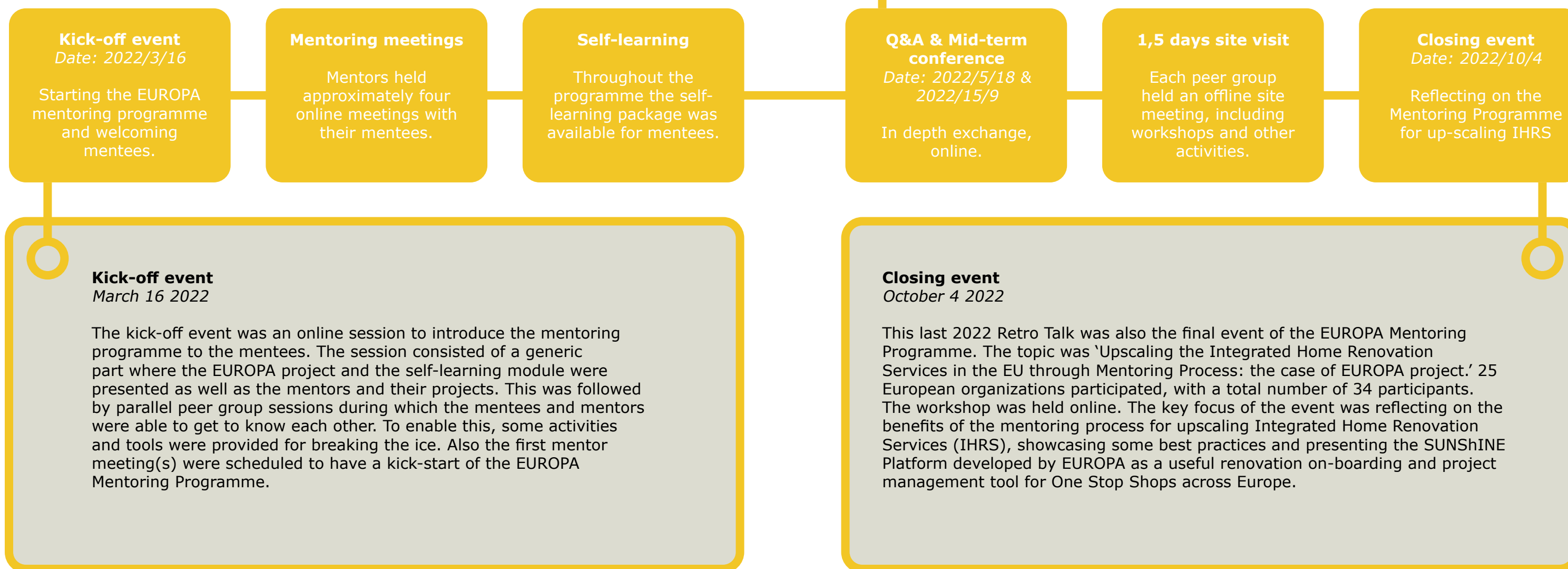
The objective of the activities was a combination of both getting to know each other as well as sharing and learning from each others experiences in an interactive way. Team building was considered to be an essential part of all activities, because trust is a boundary condition for an optimal learning experience. All activities were interactive, using energizers, discussions, case-studies, and tools such as a Jam Board.

Q&A session & Mid-term conference Retro Talks

May 18 2022 & September 15 2022

In relation to the self-learning module, there were two dates scheduled for two online Q&A sessions about the videos on May 18th and 25th 2022. These were optional meeting and, as a preparation, mentees could submit questions beforehand. Due to a lack of interest, the meetings were reduced to one meeting.

After reviewing the outcome, the concept was changed for another meeting: the Retro Talk series - the EUROPA mid-term conference on September 15th 2022. This session was held together with the ouPHit project and had a topic "Quality and impact of deep energy retrofits." Instead of a Q&A-format we used statements to stimulate discussion and exchange between participants. The statements were pre-formulated and shared during the meeting. A lively discussion followed and experiences between different projects were exchanged. It turned out to be a successful format.



4.2. Mentoring experience of Piemonte Region & Envipark

Piemonte Region, coordinator of the EUROPA project, and Environment Park set up the OSS supporting the Piemonte territory and were responsible for the mentoring programme aimed at involving several organisations throughout Italy. We interviewed Silvio De Nigris, the EUROPA project manager, who coordinated the organisation of the mentoring programme. The programme in Italy was particularly successful and as many as 11 mentees, with more or less experience joined the training sessions with interest. After collecting learning needs, mentees partners have been involved in an interactive and proactive journey, also based on mutual exchange of experiences, aimed at exploring the operation of different OSS models and addressing the definition of a Business Model Canvas for the implementation of an OSS. Opportunities as well as critical aspects were analysed and as a main result, mentors and mentees decided to work together for the creation of an Italian OSS network.

What was your expectation of the programme beforehand?

We really wanted this to be an opportunity to shine a light on the OSS issue in Italy and to start a path that will have to continue even after the mentoring process and the EUROPA project itself. We were also interested in collecting all the lessons and constructive ideas that could derive from a process like this. We can say that we were a little worried but also really excited by the challenge!

To what extent did the programme meet your expectations?

We can truly say that our expectations have been quite fulfilled. Most of the mentees consistently participated in all the activities of the mentorship programme making their contribution in a constructive way. Some of the mentees had already dealt with an experience of designing and implementing an OSS, but nonetheless participated because they were interested in discussing and expanding their skills.

What did it mean to be a mentor?

We envisioned leading a process in which we interactively transfer the experience gained from designing and activating our OSS to a diverse group of interested individuals based on their training needs. Not only that, we have also put to good use what the mentees could bring as knowledge and direct experience. We therefore tried to build a path that adapted as much as possible to the inputs received and that was flexible, shaping it from during the process on the basis of the outcomes that gradually emerged.

How did you give your mentees the optimal experience?

The programme has been structured to capture the attention of the mentees, always proposing interactive activities with the use of tools such as online dashboards. The contributions of some industry experts were then the premise for an interesting discussion with the mentees on the problems and opportunities of today's market of the building renovation and the role that an OSS can play in it. The need to establish an Italian OSSs network in the coming months clearly emerged and was further discussed during the last online meeting.

"Most of the mentees consistently participated in all the activities."

- Silvio De Nigris, Piemonte Region

Highlights of activities!

The Business Model Canvas Workshop

The exploration of the Business Model Canvas and its application for the design of the OSS development was the object of the workshop organised in Torino. The theoretical part presented by Professor Landoni of the Polytechnic of Torino was followed by a group exercise that enabled a brainstorming process in order to stimulate reflections about potential business models for the development of OSS.



Final open discussion

Thanks to a round table with key stakeholders and a presentation by expert lawyers in the field of energy efficiency contracts, the onsite meeting in Torino promoted the debate on the problems and opportunities of today's market and the role that an OSS can play in it. Important inputs emerged from the discussion: mainly the need to network, either among the Italian OSS already in operation, and with all the stakeholders involved in the energy requalification process of the residential building stock, sharing the work implemented across Italy.



Best experience: The fact that some of the mentees already had experience in setting up and managing an OSS led to a more extensive comparison of experiences, which allowed us to really go beyond a mere mentorship programme.

Worst experience: No bad experiences at all! Just keep in mind that it is a demanding activity that requires a lot of effort in order to do a good job.

Lessons learned: Online meetings can be functional for the presentation of partners and the collection of inputs, experiences and food for thought. But an onsite visit is essential to foster personal knowledge, team building, and an exchange of opinions and proposals that can really allow you to set up the conditions for the creation of further collaborations in the future.

Replication potential: In particular, I believe that the creation of a regional network with professionals and market operators can be replicated elsewhere and maintained alive in the future.

4.3. Mentoring experience of Ekubirojs and eza!

This Mentoring Group was led by two EUROPA partners, namely Ekubirojs (pilot country in Latvia working on deep renovation of multi-family buildings) and eza! (pilot country in Germany working in the Allgau region to promote energy efficiency measures). We interviewed Luigia D'Alessandro, Communications and Dissemination Expert at Ekubirojs, who highlighted key takeaways from all gatherings. The Group was very diverse - mentors were Latvian, Italian and German, while mentees were Hungarian and Lithuanian. Both online and offline activities took place - 3 online meetings and 1 on-site meeting including a site visit in Valmiera, Latvia, where mentors and mentees went visit a building deeply renovated 15 years ago and checked the optimal status compared to another building that was renovated in different steps and had a poor energy performance. The online meetings mostly focused on how to set-up a financially sustainable One Stop Shop for building renovation in Europe, how to use the soon-to-be-launched SUNShINE Platform powered by EUROPA to ease the renovation journey of residents and minimise transaction costs and risks for market operators, and what kind of business model canvas can be adopted for each One Stop Shop in each country.

What was your expectation of the programme beforehand?

I was initially scared about the mentor/mentee relationship because I was unsure about how ready both Ekubirojs and eza! were to lead a Mentoring Programme and provide advice and roadmaps to other organisations knowing that both One Stop Shops were launched a few months before the start of the Programme. We really stressed the need to learn from each other, identifying common challenges and issues and sharing solutions to scale building renovation and creating financially-stable One Stop Shops. I have to admit that adopting this approach proved to be successful as all mentees felt empowered and, consequently, the exchange and knowledge sharing was fostered and intensified.

What did it mean to be a mentor?

During the first online meeting, we collected the learning needs and expected outcomes from the mentees and we developed and implemented a Mentoring journey well-targeted for the mentees and their expectations. I was expecting some reluctance in engaging with the Programme and I was surprised positively to witness engagement and proactive participation. However, I would have turned some voluntary activities into compulsory ones to maximise their learning and have hands-on guides for the future.

How did you give your mentees the optimal experience?

A combination of tools were used during all the meetings. The online meetings always started with a nice ice-breaker to increase the energy level of the participants and to create a comfortable environment. In addition, all the meetings included both theoretical/learning and brainstorming/sharing sessions. During the first half of the meetings, both mentors and mentees were presenting case studies, the Energy Efficiency Subscription model, business model canvas, platforms for building renovation using PowerPoint presentations. After the break, there were interactive sessions using Jamboards. In the on-site meeting, key points were reported in an interactive board and a site visit of a deeply renovated building excited all mentees who also went to check the rooftop and took nice pictures of the view. Mentoring experience of Ekubirojs and eza!

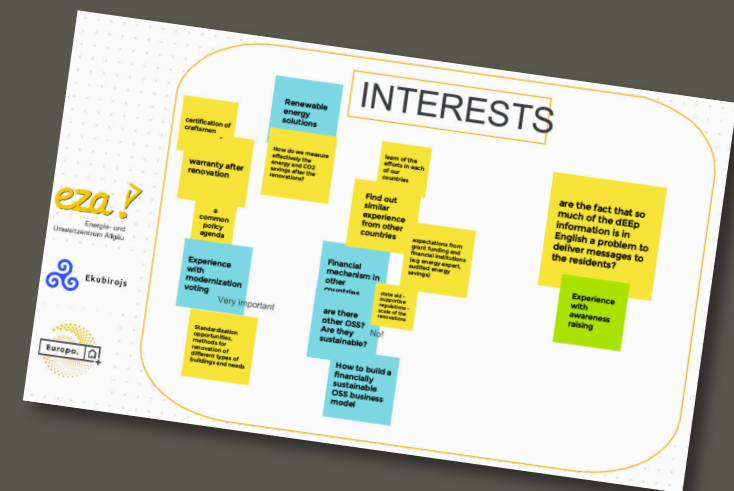
"I would have turned some voluntary activities into compulsory ones"

- Luigia D'Alessandro, Ekubirojs

Highlights of activities!

Identification of Programme needs

During the second meeting, there was an interactive session dedicated to the identification of needs, interests and expectation of mentees. We had designed a simple but colourful template using Jamboard and asked all mentees to name key topics that they were expecting to cover throughout the Programme.



Visit of building in Valmiera, LV

During Day 2 of the on-site meeting, the Group drove to Valmiera, a city located 2.5 hours away from Riga, where some buildings had been deeply renovated using EU funds from another H2020 project - SUNShINE. The building manager, Martin, led the tour starting from the ground floor with the heat pumps, then up through the stairs while explaining the intervention to the windows and the ventilation system, until the rooftop, where he showed the building insulation and the roof. It was also a nice moment where the whole group took a group picture and started taking videos and pictures of the awesome view from the rooftop.

Best experience: The best experience was to learn so much from the mentees and broaden my understanding of the current social, economic and political situation of different countries.

Worst experience: It is not easy to organise, mentor, and follow-up a group of 10/12 people. Yet, thanks to the support of eza!, we were able to manage the whole Programme with no problems, splitting tasks, preparing for the meetings, and writing down reports.

Lessons learned: Diversity is a source of enrichment, but I think that our group was too diverse. The level of English of some mentees was not sufficient and therefore some information was not shared due to the language barrier. Also it would have been nice for all EUROPA mentors to work on some templates on how to engage with stakeholders. Finally the self-learning module should have been compulsory and applied in our meetings, because it was hardly used.

Replication potential: The Energy Efficiency Subscription meant as the set of standards and requirements for operators and craftsman working in the building renovation and energy efficiency fields can be easily adapted to all countries



4.4. Mentoring experience of AREANATEjo

AREANATEjo is the Portuguese regional partner, setting up an OSS in Alto Alentejo region and were responsible for the mentoring programme within organisations in Portugal and Spain. The interviewed is Hugo Saldanha, project coordinator, environment and renewable energies engineer. The mentoring programme in Portugal had the participation of mentees from 7 entities (5 Portuguese and 2 Spanish), with special focus on energy agencies, public administration bodies, national authority/entity and cooperatives. The mentoring programme was structured by AREANATEjo and consisted in 3 online workshops/meetings and 1 on site meeting together with study visits to two success stories in the scope of deep renovation of buildings and other infrastructures. Mentee partners were very interested in the presented thematic taking into consideration the possibility to develop their own OSS model.

What was your expectation of the programme beforehand?

As mentors of the mentoring programme, our initial idea was to provide the best way to share knowledge and experiences between the various entities involved. However, it should be noted that one of the mentees, as a reference entity at national level, already had an OSS implemented and in full operation since 2019, with a high level of maturity and experience. This fact constituted a challenge for us insofar as we were also interested in collecting all the lessons and constructive ideas that could derive from the programme.

What did it mean for you to be a mentor?

Being a mentor made it possible to exchange experiences with entities whose areas of activity have different needs and whose intervention strategy is adapted to them. This fact made it possible to analyze the implementations in terms of improving energy efficiency in each of these areas. Based on all the tasks developed, it was possible to identify some methodologies and approaches that could be replicated in our area of expertise.

“Being a mentor made it possible to exchange experiences”

- Hugo Saldanha, AREANATEjo

Were your expectations met?

We can say that the success of the mentoring programme can be based on two different aspects. The sharing of knowledge, experience and know-how enabled, with great success, the creation of a group with a high level of interest and with the potential to continue, in the future, the established contacts. However, there is a very negative aspect to be highlighted, which consisted of the impossibility of properly showing the EUROPA project platform and its consequent matchmaking in terms of intervention needs in relation to existing market offers, an aspect for which some mentees demonstrated their displeasure, not having met expectations as a whole.

How did you give your mentees the optimal experience?

During the mentoring programme, several practical/interactive activities were developed using the Jamboard platform, with special emphasis on: 1) expectations at the level of the programme itself; 2) main training needs identified by mentees; 3) the role of each entity in its region and its interventions in terms of energy efficiency and profound renovations of buildings; 4) interpretation for development of a model/diagram of an OSS; 5) main results of the programme. Throughout the various meetings, examples of OSS in Europe for home renovation services, stimulating reflections and discussions.

Highlights of activities!

Training and capacity building activities related to the workshop

Promoted under the scope of the Technical Workshop “Deep Renovation in Residential Buildings”, and having as starting point a blank scheme, mentees were requested to talk to each other and share some ideas regarding the 5 main items that a Guide to energy recovery of buildings should contain and the result was the scheme in the image.



Key takeaways from Regional Visits in Portugal (July 2022)

During Day 2 of the on-site meeting, the Portuguese mentee group set off to visit: (1) Social Housing buildings (in Cunheira, Alter do Chão), where works of rehabilitation/renovation were promoted; and (2) Gavião Municipal Swimming Pool, where several interventions were made regarding deep renovation: thermal insulation on facades and roofs, glazing replacement, installation of pellet boiler, installation of solar thermal system (for heating), installation of photovoltaic solar system and lighting replacement (for LED).

Best experience: We consider that the mentoring programme was very dynamic and that mentees (and also we, as mentor) had the chance to find common understandings and learn with each other's.

Replication potential: In general, we consider that the mentoring programme can be replicated in any region. In particular, the Spanish mentees showed great interest in evaluating the methodologies for implementing an OSS in order to promote the development of a similar structure in their regions, with special emphasis on how to articulate contacts and establish local partnerships.

Worst experience: The less positive point was the challenge to find ways to keep mentees interested and to follow all the programme, namely in what concerns the developing of a Business Model Canvas of their own.

Lessons learned: Online sessions allowed to gather the maximum of participations and the sharing of the technical component of the regional study visit was very interesting (on-site visit of the interventions). Also we became aware of the similarity of the need to improve comfort and efficiency between large urban areas and more inner areas. Finally, the programme made it possible to assess the difficulties felt by local bodies in the application of renovation measures.

5. The mentees experience

How did mentees experience the programme? At the end of the programme an evaluation was held. To this more than half of the mentees responded with useful insights in their experience. This chapter highlights some of these experiences and reflections on the programme by the mentees using diagrams and some quotes. First of all some improvements are shared regarding activities and content, after which a schematic overview of their overall experience is provided.

"In order to achieve transformation, it is very important to exchange experiences."



Suggestions for improving the EUROPA Mentoring Programme by mentees:

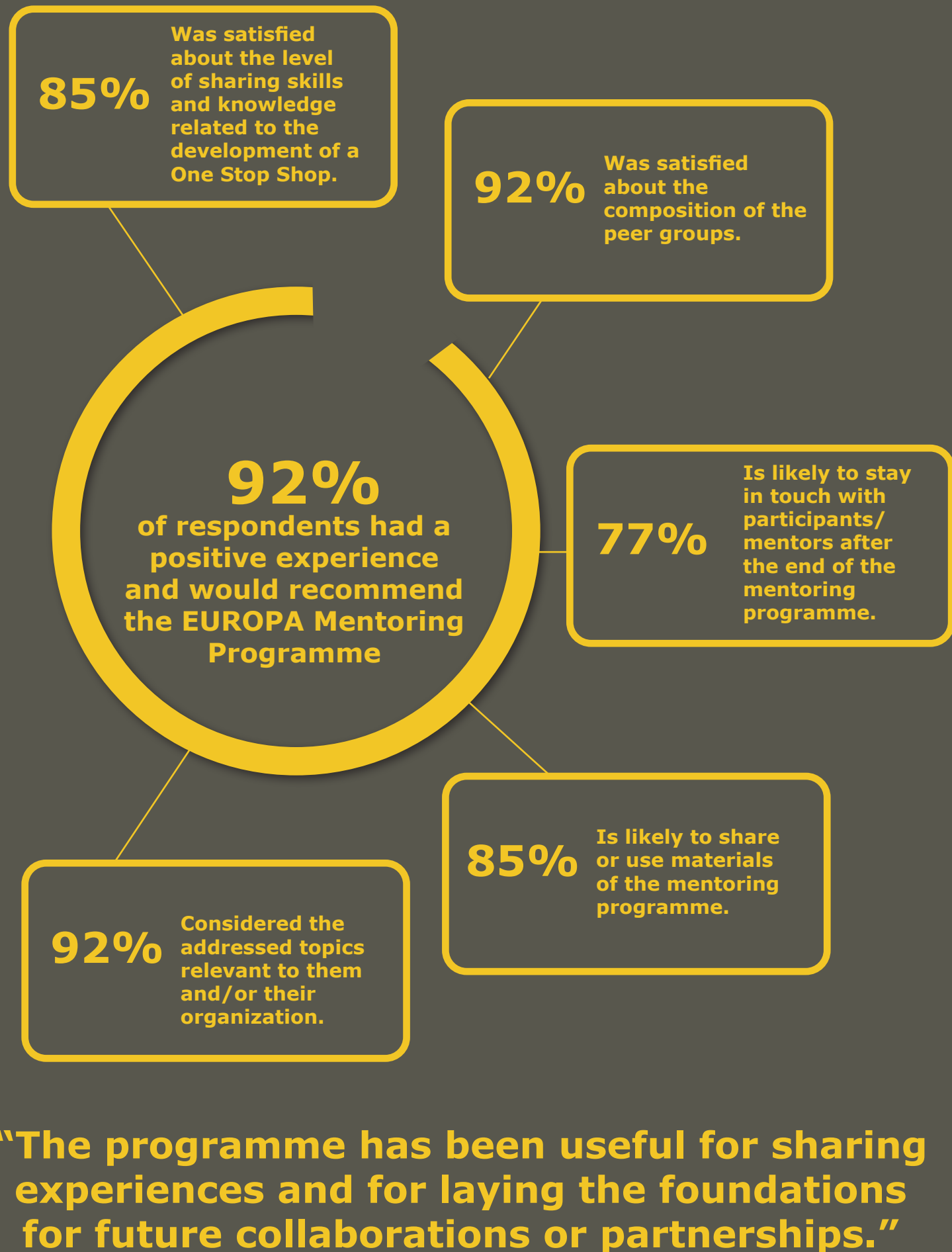
- ✓ Also focus on how to improve established One Stop Shops
- ✓ Provide more examples of successful One Stop Shops
- ✓ Share more practical knowledge and workshops
- ✓ Organize more in-person meetings
- ✓ Also focus on financial viability and examples

"Well developed and delivered programme of activities and webinars."



Suggestions for additional content of the EUROPA Mentoring Programme by mentees:

- ✓ Focus on suppliers in relation to the One Stop Shop
- ✓ Provide visions of a One Stop Shop out of Europe
- ✓ Practical knowledge and more examples of One Stop Shops
- ✓ What is needed for a local PA to develop a One Stop Shop?





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