

GRASPINNO

Transnational model, strategies and decision support for innovative clusters and business networks towards green growth, focusing on green e-procurement in EE/RES for energy refurbishment of public buildings.

Deliverable: 4.4.1 Report on GRASPINNO Living Lab

Green Fund and Green Policy Living Lab in Italy

Prepared by TLS and CMAB

Date: (31/07/2018)

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List of abbreviations

CAM	Criteri Ambientali Minimi
CMAB	Comunità Montana Alto Basento
DoP	Declaration of Participation
EE	Energy Efficiency
eGPP	electronic Green Public Procurement
ESI Funds	European Structural and Investment Funds
KPI	Key Performance Indicator
LCC	Life Cycle Cost
LL	Living Lab
MEAT	Most Economic Advantageous Tender
PA	Public Authority
PPP	Public Private Partnership
RES	Renewable Energy Sources
SEAP	Sustainable Energy Action Plan
SME	Small and Medium sized Enterprise
TSL	Terre di Siena Lab

1 EXECUTIVE SUMMARY

GRASPINNO project aims to support and strengthen innovative clusters and network for increasing their capacity and competence in green growth and eco-innovation, especially in innovative energy refurbishment and green public procurement. It addresses the challenge of developing effective energy management solutions by improving the capacity of both public and private sector on eco-innovation solutions by adopting Living Lab methodology. Indeed, the Living Lab (LL) presents a specific trend in open innovation approaches that enables co-creation of novel user-oriented solutions. Its role is likewise deployed within GRASPINNO project to change the stance of actors and civil society toward green sustainable growth. The GRASPINNO Living Labs integrate R&I processes and create a user-oriented open innovation ecosystem that will strengthen transnational cooperation and networking among existing clusters and networks of green energy market eco-innovation. The main goal of GRASPINNO LLs is to transfer the knowledge obtained within the project's pilots actions and to exchange experiences or concerns for green growth, especially including end-users, and so setting the base for further actions.

With setting up Green Fund and Green Policy Living Lab in Italy innovative financing procedures were introduced to be shared by all stakeholders (Public and Private Partnership) and to prepare specific policy recommendations.

In Living Lab consists of different actors, GRASPINNO partners as leaders/initiators organising meetings and coordinating the operation where the solutions are a mix of GRASPINNO tools, external contribution of local energy agencies and companies specialized in energy efficiency solutions. Some local bodies have tested the solutions in own buildings.

Various benefits arose for stakeholders participating in Green Fund and Green Policy Living Lab in Italy; GRASPINNO partners, Local Energy Agencies and companies have increased their level of competence and their professional opportunities, companies, Public Bodies had the opportunity to improve the energy efficiency of a great number of their buildings and to decrease energy costs while also improving working conditions for people working or visiting these buildings.

2 INTRODUCTION

The Deliverable 4.4.1 Report on GRASPINNO Living lab consist on two main parts, part I and II. The first part of document presents a short introduction to concept of Living labs and the GRASPINNO methodology used in setting up the Living lab, while the second part presents an overview of actual setting up of the Green Fund Living Lab in Italy.

In part I, the general description and definition of Living Labs is given together with detailed approach on setting up GRASPINNO Living Labs. The set-up of GRASPINNO Living Lab consists of six phases each following several steps, whereas the sequence of this steps within the phases can differ based on the demand or environment of the Living Lab. The deliverable concludes with short but valuable experience of setting up the Living Lab and some valuable conclusions to encourage other interested stakeholders to approach to innovation in field of green energy by adopting Living Lab approach.

In the part II, the setup of Green Fund and Green Policy Living Lab in Italy following the GRASPINNO Living lab methodology is presented. This report is a standalone report and feeds report D4.4.2 Findings from Living labs (together with other GRASPINNO Living Labs reports) where the main conclusions and recommendations deriving from all living labs provide valuable insights for suitability of living labs.

3 PART I: INTRODUCTION TO LIVING LABS

3.1 GENERAL DESCRIPTION AND DEFINITIONS

Living Labs present a specific trend in open innovation approaches. In Living Lab approach, external ideas are resources in innovation process. The aim of the Living Lab approach is to support innovation process with a usable product or service as a result of the innovation process. Different stakeholders are involved in the Living Lab, from researchers, developers and end users with the goal to co-create innovative products and services in a real-world environment. The Living Lab concept is based on a systematic user co-creation and integrating research and innovation processes (bringing together users, R&D institutions, producers, service providers and all relevant stakeholders in focused and integrated development process). These are integrated through the co-creation, exploration, experimentation and evaluation of innovative ideas, scenarios, concepts and related technological artefacts in real life use cases. Such use cases involve user communities, not only as observed subjects but also as a source of creation. This approach allows all involved stakeholders to concurrently consider both, the global performance of a product or service and its potential adoption by users. This consideration may be made at the earlier stage of research and development and through all elements of the product life-cycle, from design up to recycling..

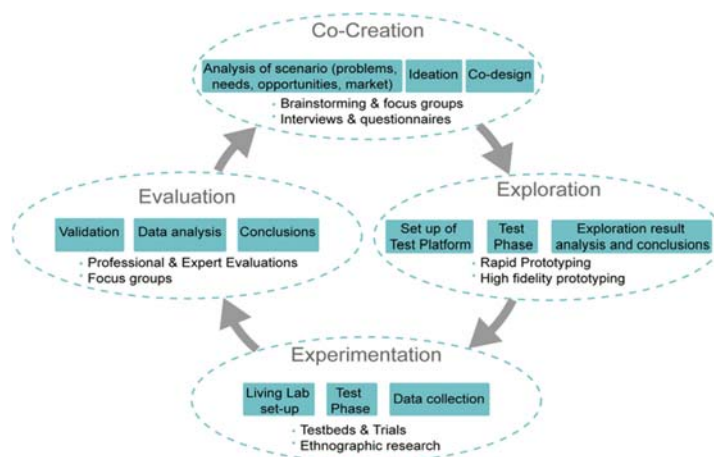


Figure 1: A visual representation of the Living Lab process (Vicini, Bellini, Sanna, SMART 2012)

Living Labs usually exploit opportunities of modern ICT and can be seen as “a large, broadly conceptualized laboratory”. Cooperation of all stakeholders (from users, to companies, ICT providers, developers, government organizations, universities and other involved institutions) is sought.

3.2 GRASPINNO LIVING LABS METHODOLOGY

The GRASPINNO Living Lab methodology is applied in each participating country and consists of 6 phases i.e. Connect, Educate and train, Implement, Improve, Evaluate and Disseminate, as shown from Figure 2.

Through Living Lab approach stakeholders (public sector, SMEs as well as other interested participants) are involved as active contributors as well as a source of creation and not only as observed subjects. Namely, innovations (including new approaches and tools) generally face resistance from the users especially if users are not sure about benefits to be gained - this might be especially true for the public sector. Experiential learning is one of the most powerful teaching and learning tools to overcome this reluctance and to facilitate behavioural change. Experiential learning involves: (i) a “reflective learning phase”; (ii) a learning phase coming from the experimentation; and (iii) a learning phase coming from feedback. These phases are well aligned with the phase Educate and train, Implement and Improve of the iterative GRASPINNO Living Lab approach.

Two main types of stakeholders in particular are targeted – namely public sector and product providers (especially SMEs). Beside mentioned, also mentoring/financing experts need to be involved to share their expertise in funding/mentoring opportunities, to invent/produce/use eco-innovative solutions in eGPP/building refurbishment. Additionally, the LL need to involve policy stakeholders with power to design public policies for eco-innovation, action plans for energy refurbishment of public buildings, framework of models, strategies, methods, database and tools to support the green energy MED policies.

In order to implement the Living Lab approach in GRASPINNO procedures were informalized thus the activities of LL are implemented without formalisation in terms of legal commitments, formalisation of procedures and management. The informal establishment of Living Lab, not requiring establishment of new legal entity but only formal commitment to participation (Declaration of Participation or similar) is intended to ease the involvement of stakeholders. Nevertheless, the work in LL is structured and led by project partners following joint methodological approach. One LL per partner country is mobilized bringing together organisations actively involved in GRASPINNO implementation as well as other organisations interested to observe but not to actively participate. The activities follow the phases of Living Lab as shown below. Some activities are open to all participants while other activities (individual consultations and individual support with implementation) are given only to organisations actively participating in GRASPINNO activities.

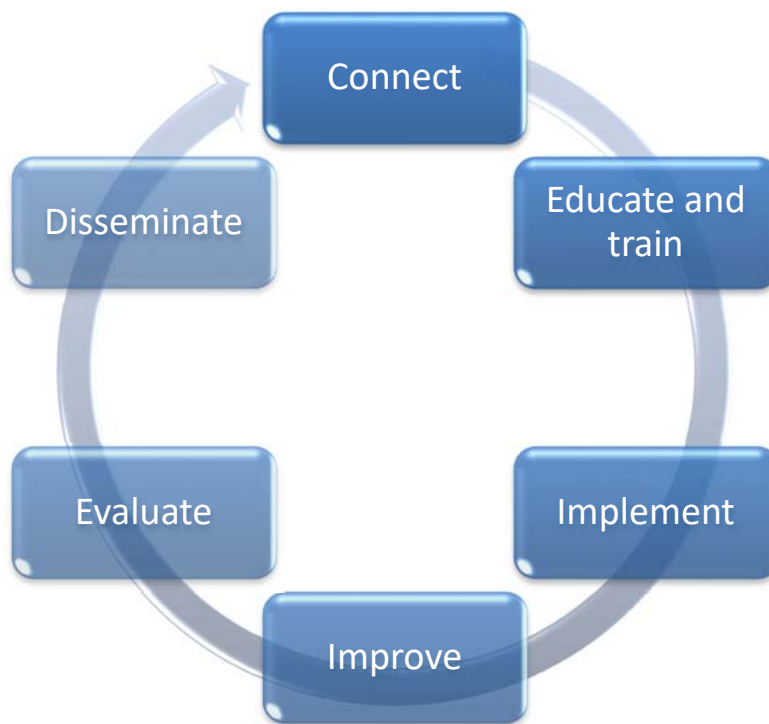


Figure 2: GRASPINNO Living Lab approach

The national Living Labs work together following the same methodology and exchanging experiences. At the same time, the Living Lab implementation methodology is flexible enough to allow for adaptations to national/regional specifics.

4 PART II: SETTING UP GREEN FUND LIVING LAB AND GREEN POLICY LIVING LAB IN ITALY (TOSCANA REGION AND BASILICATA REGION)

4.1 Connect

4.1.1 The leader of Green Fund and Green Policy Living Lab in Italy

The initiators of **Green Fund and Green Policy Living Lab** are CMAB and TSL. The organisations have worked on the same topics with different local stakeholders while organizing joint events and workshops in Toscana Region and Basilicata Region of Italy. The contact details of the main responsible persons for the Green Fund and Green Policy Living Lab are presented below:

Table 1: Contacts of responsible persons

Acronym	Organisation	Contact person	e-mail
TSL	Terre di Siena Lab	Alessio Bucciarelli	bucciarelli@terredisienalab.it
		Massimo Ianniciello	ianniciello@terredisienalab.it
CMAB	Comunità Montana Alto Basento	Rocco Coronato	rocco.coronato@rete.basilicata.it
		Nicola Vita	vita.nicola@yahoo.it

4.1.2 Potential Green Fund and Green Policy Living Lab stakeholders

The stakeholders are mainly private and public stakeholders with a concrete interest in innovative policies in the field of EE and RES. The stakeholders are of two types:

- institutional stakeholders,
- private stakeholders.

Different approach for each type of stakeholder was used, institutional stakeholders were informally informed and invited to participate in LL while private stakeholders were selected through public procedure. Stakeholders participating in LL have signed Declaration of Participation in order to formalize their engagement.

As specified before, CMAB and TSL addressed around 35 different stakeholders. It is expected, that during the LL process and even after the project end, additional stakeholders will be contacted to participate in LL.

Potential stakeholders to participate in the “Green Fund Living Lab and Green Policy Living Lab” are listed in the table below.

Table 2: Green Fund Living Lab and Green Policy Living Lab potential stakeholders

TYPE	DESCRIPTION	ADDRESS
INITIATORS (GRASPINNO PARTNERS)	1. Terre di Siena LAB	Piazza Duomo, 9 (c/o Provincia di Siena) 53100 SIENA
	2. Comunità Montana Alto Basento	Via Maestri del Lavoro, 19 - 85100 Potenza
	3. Provincia di Potenza	Piazza Mario Pagano, 1 - 85100 Potenza
	4. Provincia di Siena	Via Del Capitano 14 - 53100 Siena SI
	5. Comune di Albano di Lucania	Via Provinciale, 53, 85010 Albano di Lucania PZ
	6. Comune di Atella	Piazza Matteotti, 1, 85020 Atella PZ
	7. Comune di Avigliano	Corso Emanuele Gianturco, 85021 Avigliano (PZ)
	8. Comune di Balvano	Piazza Camillo Benso Conte di Cavour, 1, 85050 Balvano PZ
	9. Comune di Baragiano	Corso Giuseppe Garibaldi, 18, 85050 Baragiano PZ
	10. Comune di Brindisi di Montagna	Via V. Veneto 6 85010 Brindisi Montagna PZ
	11. Comune di Campomaggiore	Via Regina Margherita, 52, 85010 Campomaggiore PZ
	12. Comune di Cancellara	Via Salvatore Basile, 1, 85010 Cancellara PZ
	13. Comune di Filiano	Corso Giovanni XXIII, 10, 85020 Filiano PZ
PUBLIC BODIES	14. Comune di Marsico Nuovo	Piazza dell'Unità d'Italia, 1 Marsico Nuovo PZ
	15. Comune di Muro Lucano	Via Roma 39 85054 Muro Lucano PZ
	16. Comune di Picerno	Via G. Albin, 2, 85055 Picerno PZ
	17. Comune di Pietragalla	Via Cadorna, 6, 85016 Pietragalla PZ
	18. Comune di Pietrapertosa	Via della Speranza, 159, 85010 Pietrapertosa PZ
	19. Comune di Pignola	Via Risorgimento, 1, 85010 Pignola PZ
	20. Comune di Ruvo del Monte	Viale della Repubblica, 1, 85020 Ruvo del Monte PZ
	21. Comune di San Chirico Nuovo	Via Guglielmo Marconi, 1, 85010 San Chirico Nuovo PZ
	22. Comune di San Fele	Via Mazzini, 9, 85020 San Fele PZ
	23. Comune di Tolve	Via A. de Gasperi, 4, 85017 Tolve PZ
	24. Comune di Trivigno	Piazza Plebiscito, 1, 85018 Trivigno PZ
	25. Comune di Vaglio Basilicata	Via Carmine, 106, 85010 Vaglio Basilicata PZ
	26. Comune di Siena	Piazza del Campo 1 53100 Siena SI

TYPE	DESCRIPTION	ADDRESS
INSTITUTIONAL PLAYERS IN THE FIELD OF ENERGY POLICIES AND MANAGEMENT	27. Comune di Poggibonsi	Piazza Camillo Benso Conte di Cavour, 2, 53036 SI
	28. Comune di Monteroni D'Arbia	Via Roma n. 87 - 53014 Monteroni d'Arbia SI
	29. Consorzio Energia Toscana	Piazza della Indipendenza, 16, 50129 Firenze FI
	30. Società Energetica Lucana	Corso Umberto I, 28, 85100 Potenza PZ
	31. Ecoclima Sas Di Vincenzo Mattiace & Co	Via Macchia San Luca, 68i, 85100 Potenza PZ
COMPANIES	32. Lyte & Lyte Soc. Coop.	Via Luigi Galvani, 5, 20054 Nova Milanese MB
	33. Giuzio Rocco E Salvatore Srl	Contrada Rossellino, 85100 Potenza PZ
	34. Siena CNA network	Via Simone Martini, 18, 53100 Siena SI
	35. Terramadre (Siena companies network)	n.a.

The majority of stakeholders which were contacted to participate in Green Fund and Green Policy Living Lab are local PAs that normally cooperate with CMAB and TSL for the implementation of local development measures. For instance, in the case of CMAB, the institutional players selected are partners of the Central Purchasing Body of the Programme Area Basento Bradano Camastra.

TLS engaged "Consorzio Energia Toscana" which is the most important institutional players of the Toscana Region. TSL has furthermore contacted some companies (see the list above) to take part in a series of training sessions

The type of contacted stakeholders are shown in figure 3 below.

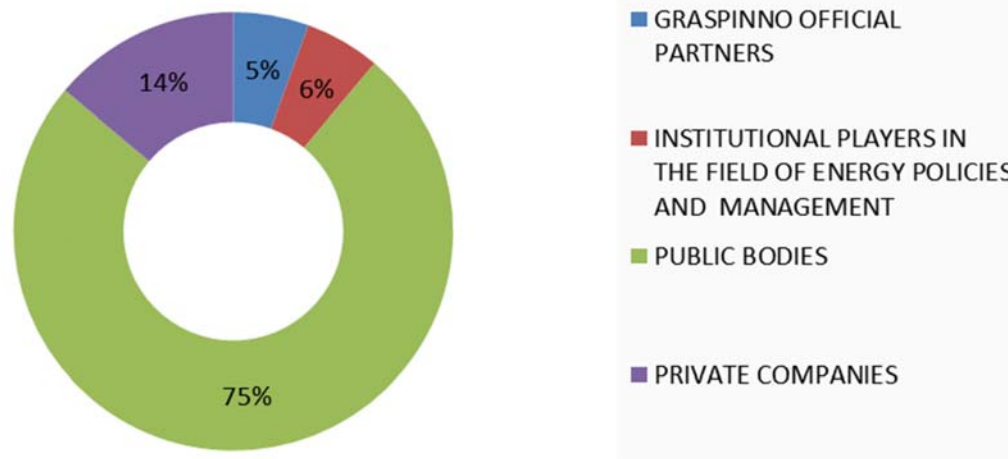


Figure 3: Potential LL stakeholders of Green Fund and Green Policy Living Lab

4.1.3 The Green Fund and Green Policy Living Lab scope

The Green Fund and Green Policy Living Lab in Italy addresses obstacles for the energy refurbishment of public buildings because the resources (when available) mainly concern the final part (interventions) of a long and complicated process. This process is composed by more steps and a correct approach should grant that available finances cover all stages. With downturn of available public finances, it is becoming harder to ensure adequate financing of all steps and more often public finances are activated only for the final part of the refurbishment process. Consequently, only larger municipalities are able to overcome this problem thus only few buildings are refurbished because many public bodies are unable to complete initial steps of the process. In fact, without investing own resources for energy audits, projects cannot be prepared and many small and rural municipalities cannot gain access to available public finances for the refurbishment. For this reason, a Public-Private Partnership (PPP) is proposed in order to finance preliminary steps. Considering the size and characteristics of the involved territories the selected topic is very important for local institutional players. Furthermore, the LL topic is in line with some of the most important development policies implemented by Toscana Region and Basilicata Region at regional level having the aim to involve private sector in the refurbishment of public buildings (even using ESI funds). Moreover, the involved stakeholders (especially PA) intend to cooperate to set-up new local governance model, in order to improve the local capacity building and the joint management of energy policies.

4.1.4 Green Fund and Green Policy Living Lab plan

4.1.4.1 *Green Fund Living Lab and Green Policy Living Lab objectives*

Green Fund and Green Policy Living Lab introduces innovative financing procedures shared by all the stakeholders (Public and Private Partnership) and shapes specific policy recommendations in order to have a correct approach in terms of buildings' refurbishment planning. A further effort should be done to include results in the local procurement platform.

Green Fund and Green Policy Living Lab in Italy offers new services in the energy sector for the associated local public bodies that will be part of the local procurement platforms, and are focused on the refurbishment of the buildings. Different but complementary goals have been chosen with the strategy to offer modular and pragmatic solutions; each of them can be considered individually or as a whole in which any solution can be considered a step of a planned path.

The general idea is to analyse the entire process, starting from the preliminary information flow needed to select energy actions and measures, buildings and financial solutions, passing from audit and planning. This can be represented in the following figure, where local public bodies can be in any of the stages of the process. The LL should recognize the position of every single public body leading it towards the final target (energy refurbishment).



Figure 4: The whole process of energy refurbishment of the buildings

4.1.4.2 Green Fund and Green Policy Living Lab activities

The different activities include a SEAP path implementation, the identification of specific buildings together with the public administrations and local energy companies, a formal competitive dialogue with companies in which a PPP will be designed, a second round with improved proposals and a sort of measurement and a dissemination to be represented through different forms, for instance, a call for tender or an approved and implemented tool/service in a local procurement platform.

The LL activities are part of the path showed in the previous [Figure 4](#); after a first contact with specific meetings, energy data on buildings is collected and re-elaborated to define the “screening” step. This is followed by the training phase for a correct “planning” step using also LCC tools.

The core activity of LL is to create formal or informal (it depends on TSL or CMAB) dialogue (including competitive dialogue) between different stakeholders (mainly PA and companies) to find specific financial solutions that should be able to cover all the steps: analysis, planning, financing and refurbishment. The competitive dialogue is a European procedure adopted by the national legislation for the public procurement that coincides with the implementation phase of LL. During this phase, companies present proposals respecting indications/information provided by the other stakeholders. It allows a public entity, pursuing predefined outcome but not knowing how best to achieve it, to discuss possible solutions in the dialogue in confidential dialogue phase of the tender process with short listed bidders before calling for final bids. After a first round, the received proposals need to be improved with further indications (improvement phase of the LL) and assessed (evaluation phase) to conclude with a dissemination that could include a publication of a final tender with real bids (formal solution) or recommendations containing suggestions to be included in local public procurement platform (informal solution).

4.1.4.3 Stakeholders role and responsibilities

TSL and CMAB as LL initiators organize the meetings, training sessions and lead the cooperation process. LL members test the solutions, discuss experiences, propose solutions and work together to joint recommendations for improvements. The stakeholders of this LL are presented in the table below. The agreements will be formal and they will have to respect the European and national compulsory regulation needed to start a PPP. A regular notice will be needed and it can be identified with the first phase of implementation.

Table 3: Green Fund and Green Policy Living Lab Members' and their roles

Nr.	Stakeholder	Government/SMEs/Organization/ etc.	Role
1	Terre di Siena LAB (TSL)	Public developmental agency	Co-Leader/initiator of the Green Fund and Green Policy Living Lab (ITALY)
2	Comunità Montana Alto Basento (CMAB)	Government	Co-Leader/initiator of the Green Fund and Green Policy Living Lab (ITALY)
3	Provincia di Potenza	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
4	Provincia di Siena	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
5	Comune di Albano di Lucania	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
6	Comune di Atella	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
7	Comune di Avigliano	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
8	Comune di Balvano	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
10	Comune di Baragiano	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
11	Comune di Brindisi di Montagna	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
12	Comune di Campomaggiore	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
13	Comune di Cancellara	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
14	Comune di Filiano	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
15	Comune di Marsico Nuovo	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
16	Comune di Muro Lucano	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
17	Comune di Picerno	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
18	Comune di Pietragalla	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
19	Comune di Pietrapertosa	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
20	Comune di Pignola	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies

Nr.	Stakeholder	Government/SMEs/Organization/ etc.	Role
21	Comune di Ruvo del Monte	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
22	Comune di San Chirico Nuovo	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
23	Comune di San Fele	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
24	Comune di Tolve	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
25	Comune di Trivigno	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
26	Comune di Vaglio Basilicata	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
27	Comune di Siena	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
28	Comune di Castelnuovo Berardenga	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
29	Comune di Poggibonsi	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
30	Comune di Monteroni D'Arbia	Government : public authority – local level	Public stakeholder: public buildings for energy refurbishment and set-up of local common EE policies
31	Consorzio Energia Toscana	Competent Authority for GPP (in the field of EE / RES)	Central Purchasing Body in the field of EE / RES
32	Società Energetica Lucana	Competent Authority for GPP (in the field of EE / RES)	Central Purchasing Body in the field of EE / RES
33	Ecoclina Sas Di Vincenzo Mattiace & Co	SME	RES / EE company
34	Lyte & Lyte Soc. Coop.	SME	RES / EE company
35	Giuzio Rocco E Salvatore Srl	SME	RES / EE company
36	Siena CNA network	Companies network	Stakeholder able to represent several companies with a concrete interest in EE / RES
37	Plurigest	Companies network	Stakeholder able to represent several companies with a concrete interest in EE / RES
38	Roncalli	Secondary School	Users' training for the reduction of energy consumption

4.1.4.4 LL Cost issues

Costs of setting-up and functioning of LL are covered by GRASPINNO partners for the duration of the project, for the sustainable long-term financing after project end solutions will be sought through a dialogue among stakeholders, also eventual new projects to be identified. Possibility of PPP will be explored in a general framework of energy costs of the buildings; living lab should be able to quantify the costs of the interventions and to understand if an equal share of them through a PPP system can remove the obstacles to the energy refurbishment of public buildings. With a complete success, new contracts for a PPP procedure should be signed between PA and companies, including costs of LL operation. No profits are expected from the activities of the Living Lab.

4.1.4.5 Risk issues

The main risk could be a low interest for LL. In case of high costs for heavy foreseen interventions the high expenditure could force PA or companies to renounce. A great part of the living lab is finalized to find a specific agreement on costs share and solutions to minimize them. The introduction of a PPP procedure has this aim. Anyway, CMAB ad TLS will do their best to ensure the best engagement of the identified stakeholders.

Another possible risk is that CMAB and TLS need public invitations to involve private companies and it takes a lot of time and effort.

4.1.4.6 Time plan (Gantt)

The time plan of Green Fund and Green Policy Living Lab is will follow the timeline presented below)

Table 4: Green Fund and Green Policy Living Lab time plan

	01.18	02.18	03.18	04.18	05.18	06.18	07.18	08.18	09.18	10.18	11.18	12.18
Connect												
Educate and train												
Implement												
Improve												
Evaluate												
Dissemination												

4.1.5 Declaration of participation

The selected stakeholders were not formally involved in project (only a preliminary contact has been carried out), but their participation to the GRASPINNO LL has been formalized with signing the DOP. The signed DoP are in Appendix 1: Declaration of Participation.

4.1.6 Key Performance Indicators

In order to measure overall performance and effectiveness of LL and proposed solutions/opportunities assorted Key Performance indicators (KPIs) have been specified (presented in Table below). These KPIs will be measured on level of Living Lab coordinator while different set of indicators will be used on level of LL participants.

Table 5: Living Lab Key Performance Indicators (KPIs)

Area	No.	Performance indicator name	Metric	Description of performance indicator
Potential stakeholders (identification phase)	1	Number of potential PAs	No.	The indicator measures the number of potential PAs contacted by LL initiator to be involved in LL activities.
	2	Number of potential SMEs	No.	The indicator measures the number of potential SMEs contacted by LL initiator to be involved in LL activities.
	3	Number of potential higher education and research organizations	No.	The indicator measures the number of potential higher education and research organizations contacted by LL initiator to be involved in LL activities.
	4	Number of potential business support organisations	No.	The indicator measures the number of potential business support organizations contacted by LL initiator to be involved in LL activities.
	5	Number of potential other organizations	No.	The indicator measures the number of potential other organizations contacted by LL initiator to be involved in LL activities.
Participating stakeholders (connect phase)	6	Number of PAs	No.	The indicator measures the number of PAs involved in Living lab activities by signing the DoP.
	7	Number of SMEs	No.	The indicator measures the number of SMEs involved in Living lab activities by signing the DoP.
	8	Number of higher education and research organizations	No.	The indicator measures the number of higher education and research organizations involved in Living lab activities by signing the DoP.
	9	Number of business support organisations	No.	The indicator measures the number of business support organizations involved in Living lab activities by signing the DoP.
	10	Number of other organizations	No.	The indicator measures the number of other organizations involved in Living lab activities by signing the DoP.

Area	No.	Performance indicator name	Metric	Description of performance indicator
LL meetings	11	Number of individual meetings	No.	The indicator measures the number of individual/one-on-one meetings (for example between LL coordinator and other stakeholders, or between two stakeholders).
	12	Number of joint LL meetings	No.	The indicator measures the number of joint LL meetings (meetings held among all or almost all stakeholders).
	13	Number of participants on joint LL meetings	No.	The indicator measures the average number of participants per joint meetings.
	14	Number of meetings between LL coordinators	No.	The indicator measures the number of meetings organized between LL coordinators in case where more LL coordinators have been identified.
	15	Number of unique participants	No.	The indicator measures the number of unique (distinct, individual) participant (individual participant participating in two meetings is only counted once).
	16	Average duration of joint meetings	min	The indicator measures the average duration of joint meetings (in minutes).
Themes presented	17	Number of best practices	No.	The indicator measures the number of best practices (funding, procurement, energy savings, energy efficiency, building refurbishment etc....) presented within LL activities by LL coordinator or participants.
	18	Number of tools	No.	The indicator measures the number of tools (funding, procurement, energy savings, energy efficiency, building refurbishment etc....) presented within LL activities by LL coordinator or participants.
	19	Number of funding possibilities for green investments	No.	The indicator measures the number of funding possibilities for green investments presented within LL activities.

Area	No.	Performance indicator name	Metric	Description of performance indicator
Benefits gained	20	Co-creation of novel user-oriented solutions	Likert scale	The indicator measures if LL enables co-creation of novel user-oriented solutions.
	21	Strengthen the cooperation and trust between public and economic operators	Likert scale	The indicator measures if LL strengthen the cooperation and trust between public and economic operators.
	22	Strengthen cooperation among LL stakeholders	Likert scale	The indicator measures if LL support and strengthen cooperation among LL stakeholders.
	23	Strengthen stakeholders transnational cooperation and networking	Likert scale	The indicator measures if LL strengthen stakeholder's transnational cooperation and networking with other organizations (PA's, SME's, clusters etc....).
	24	Exchange experiences or concerns for green growth	Likert scale	The indicator measures if LL enables to exchange experiences or concerns for green growth among LL stakeholders.
	25	More positive attitude towards green sustainable growth	Likert scale	The indicator measures if LL enables more positive attitude towards green sustainable growth among LL stakeholders.
	26	Development and promotion of innovative products	Likert scale	The indicator measures if participation in GRASPINNO LL has enabled SMEs to better develop and promote innovative products.
	27	Improving knowledge and implementation of effective measures for energy management	Likert scale	The indicator measures if PA's, with participation in GRASPINNO LL, can improve their knowledge/understanding of energy management and can develop/implement effective measures.
	28	Partnerships in the field of green refurbishment of buildings and green public procurement	Likert scale	The indicator measures if PA's can benefit from different types of partnerships in the field of green refurbishment of their buildings and green public procurement.
	29	Effective policy recommendations for green energy innovation, green public procurement and energy refurbishment	Likert scale	The indicator measures if Policy makers, with participating in GRASPINNO LL, feel more competent in field of effective policy recommendations for green energy innovation, green public procurement and energy refurbishment.

Area	No.	Performance indicator name	Metric	Description of performance indicator
Knowledge	30	Knowledge on green policies (EU, national, local)	Likert scale	The indicator measures level of knowledge of LL stakeholder on EU, national and local green policies for eco-innovations and energy refurbishment of buildings before and after participating in GRASPINNO living lab activities.
	31	Knowledge on available mentoring mechanisms	Likert scale	The indicator measures level of knowledge of LL stakeholder on mentoring mechanisms for eco-innovations and energy refurbishment of buildings before and after participating in GRASPINNO living lab activities.
	32	Knowledge on funding possibilities for green investments	Likert scale	The indicator measures level of knowledge of LL stakeholder on funding possibilities for green investments, eco innovations and energy refurbishment of buildings before and after participating in GRASPINNO living lab activities.
	33	Knowledge on green public procurement (competence, skills)	Likert scale	The indicator measures level of knowledge of LL stakeholder on green public procurement before and after participating in GRASPINNO living lab activities.
	34	Knowledge on best practices	Likert scale	The indicator measures level of knowledge of LL stakeholder on best practices on funding, procurement, energy savings, energy efficiency, building refurbishment before and after participating in GRASPINNO living lab activities.
	35	Knowledge on GRASPINNO Living Lab concept	Likert scale	The indicator measures level of knowledge of LL stakeholder on GRASPINNO Living lab concept before and after participating in GRASPINNO living lab activities.
	36	Knowledge on GRASPINNO pilots actions in field of green energy	Likert scale	The indicator measures level of knowledge of LL stakeholder on pilot's actions in field of green energy before and after participating in GRASPINNO living lab activities.
	37	Knowledge on GRASPINNO eGPP tool (public procurement)	Likert scale	The indicator measures level of knowledge of LL stakeholder on GRASPINNO eGPP tool (public procurement) before and after participating in GRASPINNO living lab activities.

Area	No.	Performance indicator name	Metric	Description of performance indicator
GREEN POLICY	38	Development policies for involving private sector	Likert scale	The indicator measures if new ideas for policies involving SMEs in the refurbishment of buildings (e.g. using ESI/public funds) were proposed during the Living Labs activities.
	39	New policy recommendations, measures and actions for energy refurbishment of buildings	Likert scale	The indicator measures new policy recommendations for refurbishment of buildings were raised during the Living Labs activities.
	40	Recommendations for SEAP	Likert scale	The indicator measures if any new recommendations for Sustainable Energy Action Plan (SEAP) were proposed, especially in field of refurbishment of buildings, during the Living Labs activities.
	41	Recommendations for green public procurement	Likert scale	The indicator measures if any new policy recommendations for refurbishment of buildings were proposed during the Living Labs activities.
	42	Recommendation for eco-innovation	Likert scale	The indicator measures if any new policy recommendations for eco-innovation were proposed during the Living Labs activities.
	43	New local governance model	Likert scale	The indicator measures if any kind of new local governance model to improve local capacity and joint management of energy policies have been proposed during the Living Labs activities.

4.2 Educate and train

4.2.1 Educate stakeholders

Terre di Siena Lab organized in Siena an information and educational session on 6th March 2018 addressed to the representatives of several local schools (school managers, administrative personnel), Local Public entities (Poggibonsi, Province of Siena) and representatives of local SMEs and CET (CONSORZIO ENERGIA TOSCANA).

The objectives of the Educational seminar were:

- to present the methodology and tools (LCC ex ante) to implement the tenders,
- to discuss about the steps related to the public refurbishments of the buildings.

An introduction on the process of the analysis and monitoring of the building energy consumption has been done to explain the importance of them to identify the buildings and the opportunities related to PPP to deal with the financial problems of the owners of the buildings) to carry out the implementation of the refurbishment.

The workshop took place in Siena, Palazzo del Governatore, 22 stakeholders have participated. The educational session was very successful and the participating stakeholders asked to have further individual events in months of May and June. The event was in the form of an information seminar to provide the participants with the basic information about the topic of Energy Saving in the buildings and about the main tools to be used to implement the process of Energy Efficiency. The main topic discussed were:

- The GRASPINNO project and the monitoring of the energy consumption of public buildings;
- The analysis of the effective consumption recorded in the buildings belonging to the Province of Siena : analysis of current situation and the related opportunities;
- How to build a participatory path in the framework of the energy saving in the schools.

All participants were interested in understanding the topic of the energy saving and in crossing this topic with the lack of financial resources in the scholastic institutions.

LL initiator TSL made available educational material developed within GRASPINNO explaining the use of the project's tools with emphasis on LCC tool and the basic information about measures to improve energy efficiency and reduce the dependency on fossil fuels by using renewable energies. Each measure was not described in depth, but rather by using a collection of references and links to more specific documents from reliable sources of GRASPINNO.



Figure 5: Educational event for Local Stakeholders realised in Siena by TSL

BUILDING		Legenda:	
Location - Street/Square		Values to be filled in	
Cadastral references (Sheet/parcel)		Values chosen by a drop-down menu	
Phone		Calculated Values	
Municipality		To be found in the WEB	
Province (NUTS III)			
Region (NUTS III)			
Country			
Height above mean sea level (mt)	322		
Day-degree C°	1943		
Climatic zone	D		
Days with heating turned on	167		
Hours with heating turned on	12		
Solar belt	2		
CO2-emissions	0,404652		
Kind of building	2		
Kind of construction	1	2. Sport	
Building shape	2	1. Reinforced concrete	
Year of construction	5	2. Open block	
Presence of recent refurbishments	2	5. Until 1991	
Age of the thermal plant	3	7. Reeling	
Gross Volume heated/cooled (cm)	4.500	3. between 10 and 15 years	
Net Volume (cm)	4.500		
Heated usable surface (sm)	1.500		
Cooled usable surface (sm)	1.500		
Dispersing surface D (sm)	1.000		
Glass Surface G (sm)	200		

Figure 6: Example of the use of LCC for building illustrated during the event

4.2.2 Train stakeholders

As specified before, CMAB and TSL involved a significant number of local stakeholders but it was not easy to engage all of them in the LL sessions / events. As some of the stakeholders were already involved in several GRASPINNO activities (events, open day, training, signing of several agreements, DOPs, pilots, etc..) it was easy to persuade them to invest further efforts in training sessions. It is a very important lesson learned by the project partners.

For these reasons, the training phase was mainly implemented together with the educate phase and events, in order to make a better use of time. The covered topics were:

- monitoring of the energy consumption of public buildings;
- analysis of the effective consumptions;
- how to build a participatory path in the framework of the energy saving.

It's important to highlight that the transfer of knowledge to the involved stakeholders continued in the frame of the following LL phases and the final step was the delivery of the Training Material (Del. 4.3.1) developed by CMAB and TSL. These documents have been provided to the stakeholders during July 2018 (in Italian language).

Anyway, as specified in the previous paragraph, a big focus was made on LCC (ex ante and ex post), even with practical demonstrations of the GRASPINNO platform (LCC Tool) and excel files (in order to quickly show the developed algorithms).

Finally, the education and train activities were carried out with the support of very high skilled experts in the field of EE and Public Procurement. During the education / training phase some technical deliverables, developed in the frame of GRASPINNO project (eg. Del. 3.1.2, 3.9.1, etc.), were presented. The LL members were very interested in:

- GPP EU and national policies and strategies;
- Green criteria;
- Best practices in the field of tenders for EE / RES;
- Innovative public services in the field of energy management;
- Funding opportunities to develop new strategies, solutions and tools (eg. CTE, H2020, etc..);
- Funding opportunities for local investment (territorial development, EE / RES interventions).

These findings were very useful in order to ensure a correct approach to the following LL stages.

4.3 Implement

4.3.1 Process of implementing the Green Fund and Green Policy Living Lab

The implementation process is focused on two main topics:

Table 6: Implementation main topics

MAIN TOPICS	PROBLEMS	WHY LL?
1. Removing the obstacles for the energy refurbishment of public buildings	Lack of financial resources (which are usually available just in the final part of interventions)	To encourage PPP in order to finance preliminary steps
2. Improving the governance model in the field of EE/RES	Small and rural villages can't plan and manage mid and long term EE/RES strategies (lack of funds and lack of specific competences)	To encourage the joint management of the EE/RES energy policies and interventions

The Topic n.1 has the following specific objective: "Introducing innovative financing procedures (Public and Private Partnership) and preparing specific recommendations for public and private players"

The Topic n.2 has the following specific objective: "Promoting green and smart growth in rural areas by introducing new public services (e.g. energy management, eGPP) and boosting cooperation between local institutions. Proposals, ideas and findings will be provided as recommendations"

The implementation phase was carried out through several meetings with stakeholders, workshops and public events. Concerning Basilicata territory, the idea was to realise meetings to exchange of best practices with local stakeholders involved in other EU projects in the field of EE / RES (identified project: Locarbo Project (Interreg Europe), Prioritee Project (Interreg Med) and an innovative event concerning:

- Technical project specifications including the CAM (in the executive project at the basis of the tender);
- Professional and technical capacities and expertise including CAM (documents of the tender)
- The Valorization of the CAM in the Most Economic Advantageous Tender (MEAT) in the assessment of the projects (in terms of points /values for the CAM in the economic and technical offer provided by the company).

Training on technical project specifications with CAM and related role of Life Cycle Costs (LCC) in the identification of the best offer in economic and environmental terms and how it can be used by Public Administrations to implement correctly the MEAT was done.

Regarding the territory of the Siena area, the TSL organized several meetings with local schools (already involved in the education and training phase) in order to:

- design and implement with them a sort of “vademecum” for schools about the correct behaviors to save energy;
- collect proposals by schools by means of a participatory process to define a rewarding system to valorize the correct behavior of energy saving. The living lab is suitable environment to share and spread these proposals with all the stakeholders.

Some difficulties were faced in the implementation phase mainly related to event timings due to high number of involved stakeholders (it was difficult to schedule a meeting with all stakeholders at once). Anyway, two large events were organized. The first one “*I servizi di ingegneria ed architettura*” organized by CMAB and Ordine degli Ingegneri (Associated Partner) took place in Potenza at the Biblioteca Provinciale. The event was attended by more than 100 engineers and representatives of 12 local municipalities. The main topic was the award of contracts for engineering and architecture services, which play a key role the “design” the territorial development. During this event best practice was presented: Basilicata Region and Ordine degli Ingegneri established a revolving fund to support engineering and architecture design services with the aim of improving the quality of the project development and ensure the proper implementation of procurement procedures. Finally, the revolving fund will ensure the necessary financial support the local PAs which usually suffer lack of funding.



Figure 7: Rocco Coronato (CMAB) during the event

The second event Green Public Procurement BEST Event in Matera (25/052018) was organized by the Basilicata Region. The Event was organized in several working session where GRASPINNO was presented. At the end of the event the regional authorities proposed to create a new regional platform in order to promote the best practices and the tools developed within these and other similar projects carried out by local organizations.



Figure 8: Rocco Coronato (CMAB) during the GPP Best event

Concerning the events within the implementation phase carried out by TSL, n. **4 meetings** have been realised with the aim to present the need for behavioural change to reduce energy consumption:

- **8 May 2018** :Valdelsa Area (schools: Liceo A.Volta – S.G. Bosco - Roncalli Poggibonsi); *location: Liceo A.Volta – Colle V.E. 11.00-12.30*
- **15 May 2018** : Siena Area (schools: Liceo e Istituto Sarrocchi – B.Ricasoli e altre scuole ancora in fase di conferma); *location: Istituto Sarrocchi - Siena 9.30-12.00*
- **22 May 2018** : Valdichiana Area: (Liceo Poliziano- Marconi e Enaudi Chiusi – Redi Montepulciano – Artusi Chianciano); *location: Liceo Poliziano - Montepulciano 9.30-12.00*
- **29 May 2018** : Amiata Area; *location/school: Istituto Avogadro –9.30-12.00*

Contents :

- Presentation of a decalogue of best practices for the reduction of energy consumption through users' behavioral change
- Communication activity to increase the knowledge of the decalogue among school users
- Presentation of the energy consumption monitoring system to verify the improvements reached by each participating school
- Final sessions with questions and answers.

The stakeholders involved were school managers and administrative directors interested to receive concrete inputs and approaches for saving energy and to adopting Energy Efficiency solutions. Their final goal was to encourage Public Administrations to improve Energy Efficiency in their buildings also by involving users in energy management.

Actually, the Living Lab has become an ideal context to discuss with stakeholders with different levels of knowledge how to:

- strengthen their competences together;
- reducing disparities and promote actions on both the supply and demand side when planning Energy Efficiency in public buildings
- to know the SEAP tool



Figure 9: External expert Roberto Gambassi (Terre di Siena Lab) explaining SEAP during the events with schools



Figure 10: Local stakeholders from schools participating to the meetings realised by TSL

4.3.2 Measurement of Key performance indicators

In order to measure overall performance and effectiveness of LL and proposed solutions/opportunities assorted Key Performance indicators (KPIs) have been specified. These KPIs were measured on level of Living Lab coordinator while different set of indicators will be used on level of LL participants.

Concerning the general involvement of the potential stakeholders of both Italian territories, the LL experience was very successful. All the contacted actors, in particular Public Administrations showed a great interest towards the topics discussed within the Green Fund and Green Policy Living Lab. In fact, at the beginning the LL obtained a strong informal adhesion from all contacted stakeholders who participated to almost all organised events. Such adhesion unfortunately did not come a formal subscription of the DoP: only n. 27 stakeholders out of n. 38 accepted to sign it.

Concerning the meetings, six on to one meeting were effectively realised between the two LL coordinators and the Local Municipalities and schools involved. In particular, CMAB had two individual meetings with PAs, with the involvement of engineers and architectures, and TSL had four meetings with local secondary schools (teachers, school managers and administrative staff and students' representatives). On average meetings were attended meetings by 15 to 20 persons, average duration of such event was approximatively about four hours. Concerning the best practices in field of funding procurement, energy saving and efficiency, the LL in Basilicata was more focused on the results coming from other INTERREG projects as LOCARBO and PRIORITEE in order to attract additional investments and to encourage good energy saving behaviour. Regarding the joint meetings, CMAB and TSL have organized one joint Living Lab event in Rome lasting two days, with aim of:

- a) introducing innovative financing procedures (Public and Private Partnership) and preparing specific recommendations for public and private players;
- b) promoting green and smart growth in rural areas by introducing new public services (e.g. energy management, eGPP) and boosting cooperation between local institutions.

About benefits achieved, in particular, the majority of the stakeholders agreed that LL have strengthened the cooperation and trust between public and economic operators, and among LL stakeholders. LL had enabled exchange of experiences or concerns for green growth and they strongly agreed LL enables more positive attitude towards green sustainable growth while PA's can benefit from the different types of partnerships in the field of green refurbishment of their buildings and green public procurement. The reasons of this feedback is related to the fact that in Italy the Public Administrations are not very prepared on these topics and they don't have concrete opportunities to follow specific training and educational activities because of a general lack specific expertise and money to invest in it.

4.4 Improve

4.4.1 Generation of potential improvements of Green Fund and Green Policy Living Lab

The final objective of the Living Lab was finding new solutions for energy efficiency and to reduce consumption of public buildings through the participation of all the actors involved.

At the local level, the Living Lab has been developed taking into consideration two complementary and integrated aspects:

- a. **Energy efficiency of buildings:** analysis and discussion on the possible obstacles to efficiency that are found, using financial instruments and ordinary procedures, proposing possible solution. Opportunity of a Public-Private Partnership (PPP) was introduced in order to solve the problem of lack of energy audits and intervention projects that are the preliminary and essential steps without which restructuring cannot take place. The discussion on data of the energy consumption of public buildings provided through GRASPINNO has been crucial. It has produced an official proposal of refurbishment for 5 school buildings of the Province of Siena with a PPP solution that allows the retrieval of financial resources, minimizing the impact on public budgets.
- b. **User behaviour and energy use in buildings:** energy consumption of buildings is significantly impacted by users' behaviour. With deployment of energy team composed of users (teachers, students and custodians in public schools) who spread and put into practice the activities of a sort of Energy Decalogue. In this regard, a series of meetings were organized with the schools of the Province of Siena, showing the current consumption of the building and possible actions to improve energy efficiency. An operational phase was proposed to set up a competition between schools to encourage change of habits aimed at saving energy. Up to now, 6 schools have signed the agreement and are committed to continuing this project.

The improvement phase includes a signed memorandum of understanding among Province and Schools (improvement phase). After the signature, the participant schools will start an energy saving competition. Within the competition participating schools will receive a certificate of achievement concerning the reduction of energy consumption obtained with the application of the Energy Decalogue. The participants will have the opportunity to use a part of savings for the needs of the school. It is the principal's duty, therefore, to establish together with the Province how this money can be used.

The "Improve" phase of the Green Funding and Green Policy Living Lab was carried out by CMAB with the aim of **testing and establishing a new local governance system** in the frame of EE / RES management.

This approach is in accordance with the main results of the “Implement” phase of the Living Labs, during which the involved stakeholders proposed some issues and improvements. The table below shows the main critical issues and the required improvements collected by CMAB.

Table 7: Critical issues and required improvements

N.	Main critical issues	Required improvements
1	Lack of skills of local PAs in the field of Green Public Procurement	More and focused training activities for PAs' users
2	Lack of funds for the implementation of effective local energy policies	More funding opportunities, even through innovative financial instruments
3	Cooperation between local PAs limited to certain sectors	More cooperation opportunities. New and innovative approach by the local authorities.
4	Lack of staff for the proper provision of public services to the local communities	More funds for staff or external experts

As CMAB was not established to provide financial resources to the other local PAs for the implementation of development policies or for the staff recruitment. Therefore, CMAB is not able to support its public stakeholders in the implementation of these improvements, except through a deeper involvement of the regional authorities. On the other hand, CMAB is perfectly able to provide its support for **improving the user's skills in the field of GPP** (also in the frame of GRASPINNO Living Labs) and **boosting the cooperation** between local public players.

With regard to this last point, **CMAB proposed a very interesting solution**, thanks to which the local stakeholders could be able to **increase their local networking capacity** and to **improve the implementation of the local energy policies**. The premise is that CMAB's stakeholders are in the most of the cases **very small and rural villages**, with a low average number of inhabitants (around 1500 / 2000). Their Mayors are mainly engaged in managing **social policies for slowing down the depopulation** of their territories. Moreover, they have to deal with the **lack of funding and the lack of staff**. These are the reasons why these public players are often not able to correctly face some challenges which could contribute to a sustainable and smart development.

As specified in several GRASPINNO Deliverables, **CMAB works on behalf of these municipalities as Central Purchasing Body** (Public Procurer) and it provides a strong support for the proper implementation of the local development policies (especially in the field of public works and waste management). Over years, CMAB managed to become **reference point for these stakeholders**, not only for tenders and administrative procedures, but even as a **“strategic connector”** between these players, especially with regard to the **joint management of public services**, which now more than ever assume a key role for the territorial development.

Therefore, CMAB, taking into account the **required improvements collected** during the phase “Implement” decided to propose to its stakeholders to establish a **District Energy Manager** in order to support the municipalities in the implementation of the **local strategies in the field of energy management**. This profile could be established at CMAB – Central Purchasing Body and could take care about the implementation of the activities provided by the Italian Law n. 10/91, art. n. 19. Specifically, *“identification of actions, interventions, procedures and anything else necessary to promote the rational use of energy, to ensure the preparation of energy balances, also in function of economic parameters and final energy uses”*.

For these reasons CMAB prepared some guidelines for the Stakeholders (PAs) in order to introduce this opportunity and to provide, in the frame of a **next meeting**, detailed information about the next steps (beginning of the process, collecting of the expressions of interest from the local Municipalities, establishment of an internal or external District Energy Manager, evaluation of the testing phase, dissemination of the achieved results among other PAs).

4.4.2 Implementation of Green Fund and Green Policy Living Lab improvements

As regards TSL, the implementation will be carried out with a trilateral agreement between the Province, TSL and CET (Tuscany energy consortium) for the point (a) of the improvement phase. This agreement should be signed in a very short time and will be the base of all the possible PPP proposals for the energy refurbishment of the provincial buildings. The agreement provides for the availability of the Province’s buildings, the technical expertise of CET for the technical preparation of the tender and the monitoring activity of TSL as regards energy consumption and the verification of conformity of the contract between the Public Administration and the companies. This agreement will be the reference point for other public administration (municipalities). For the improvement phase concerning the schools 6 individual agreements are already signed; the competition between schools will start in the school year 2018/2019.

On CMAB side, the implementation of the proposed improvement (establishment of the “District Energy Manager”) will take longer because of the big number of involved stakeholders and the complexity of the administrative procedures necessary to implement this strategy. It’s important to highlight that the Basilicata Region started a **deep reform of the regional governance system** (still in progress) and this process could impact on the CMAB activities. This is not necessarily a bad thing. It’s even possible that this reform process would help CMAB and its stakeholders in speeding up the establishment of the District Energy Manager.

Anyway, the Living Lab timing is too short and the introduction of this innovation could take at least 6/8 months. But it must be said that **this important process would not be started without GRASPINNO Project and the Living Lab approach**, without which it would not be possible to

engage the stakeholders on a deep discussion about energy policies, energy management, environmental criteria and their implications on public procurement.

Figure below shows the foreseen **process for the establishment of the District Energy Manager**:

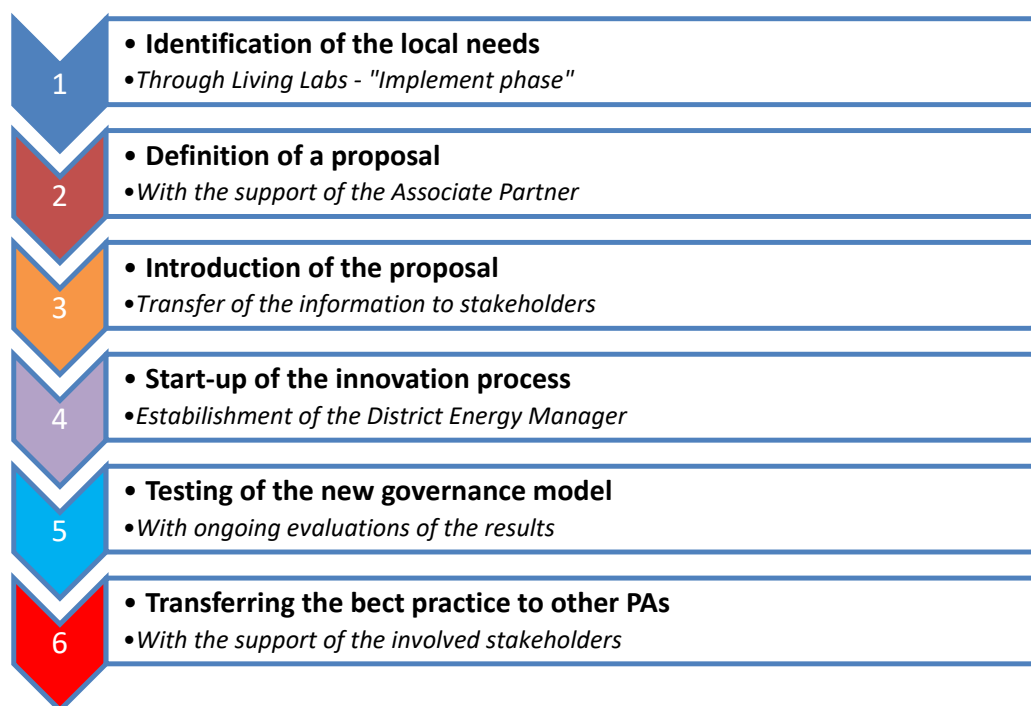


Figure 11: The proposed innovation process

CMAB's proposal could be really **innovative and effective** as **one District Energy Manager will work on behalf of the whole district** instead of several Energy Managers in each Municipality. It's a great opportunity to boost the local cooperation and to **improve the joint management of the local public services and strategies**.

Details about the next steps and the administrative and recruitment procedures will be discussed during the next LL meetings with the involved public stakeholders.

4.5 Evaluate

4.5.1 Green Fund and Green Policy Living Lab evaluation

The Green Fund and Green Policy Living Lab solutions are very innovative and received strong interest from stakeholders of both territories involved. In particular, concerning Tuscany, the stakeholders have committed themselves to launch an official proposal of refurbishment for 5 school buildings of the Province of Siena with a PPP solution that allows the retrieval of financial resources, minimizing the impact on public budgets. In Basilicata the public stakeholders decided to strengthen the joint management of the public services and strategies in the field of EE / RES, by co-establishing a “District Energy Manager”.

4.5.2 LL evaluation

This chapter is about the evaluation of the meetings and event realized in the framework of the Italian Living Lab planned and implemented jointly by CMAB and TSL partners. According to the evaluation methodology prepared by the University of Maribor, stakeholders evaluated the Italian Green Fund and Green Policy Living Lab laboratory through online questionnaires. In fact, the assessment was done by following an on-line process where the stakeholders participating to the Italian LL were asked to fulfil the on line questionnaires. 19 questionnaires were received that reveal a general good level of satisfaction and agreement on the topics dealt with.

Concerning the type of the organizations involved in the meetings, a strong majority (90%) is represented by Public entities, which are mainly local Municipalities, except for one business support organization and another subject not identified (“other”). In addition to that, the majority of respondents have participated in one meeting and only 26% participated in two events in the framework of the Living Lab.

The LL meetings have improved the knowledge of the stakeholders with particular reference to the green public procurement for energy refurbishment of public buildings and the public-private partnership innovative solutions addressed to provide Public Administrations with alternative solution to save energy and money.

Received feedback reveals that 63% of participants are very satisfied and the 16% are extremely satisfied. About the relevance of the topics dealt with, the 58% declare to be very satisfied and the 31% extremely satisfied. Eight out of 19 respondents found the topics very useful and the majority declared to be moderately satisfied. Concerning the speakers, majority of 60% assessed them as very competent and prepared. About the results of the meetings, the majority (74%) declares to be very and extremely satisfied.

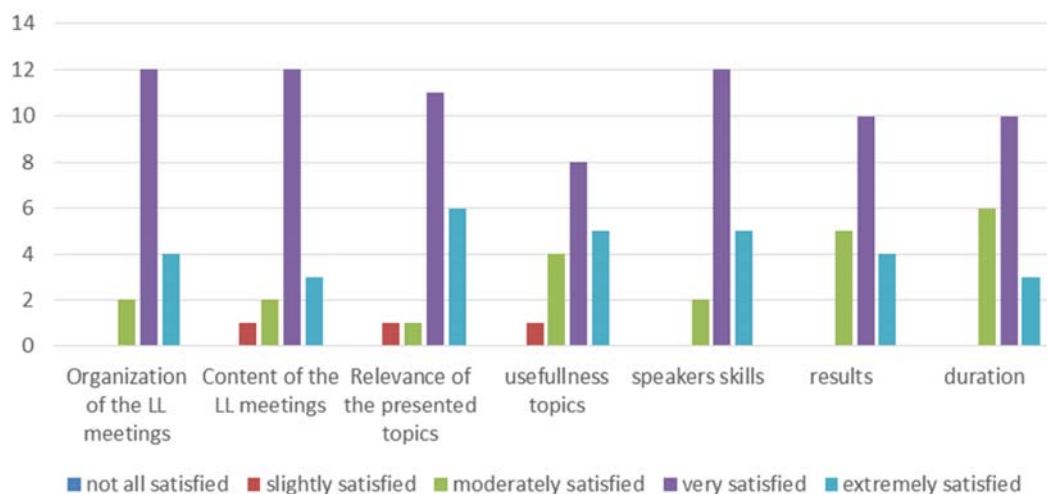


Figure 12: Level of stakeholders' satisfaction in participating in LL

In terms of benefits, majority is convinced that LL enables creation of novel user oriented solutions and 84% considers LL very useful to strengthen the cooperation and trust between economic and public operators. Furthermore 68% thinks that LL enables creation of positive attitudes towards green sustainable growth. Also in terms of advantages to be achieved by SMEs and PAs, the majority of the respondents declare that SMEs (65%) and the PAs (94%) as well as policy makers (70%) can concretely take benefits in participating to LL.

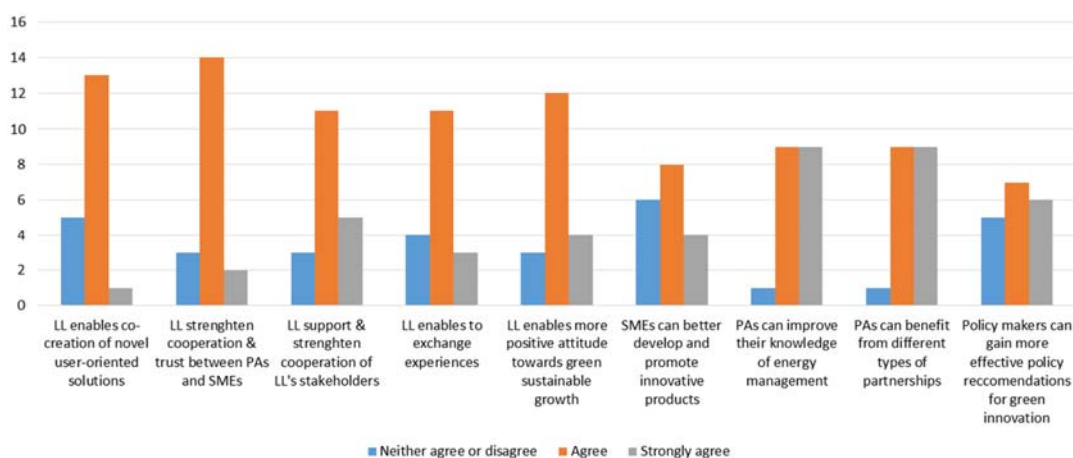


Figure 13: Benefits gained by the stakeholders in participating in LL

The questionnaires' topics were also about the difference of the state of the knowledge of the participants before and after the participation in LL:

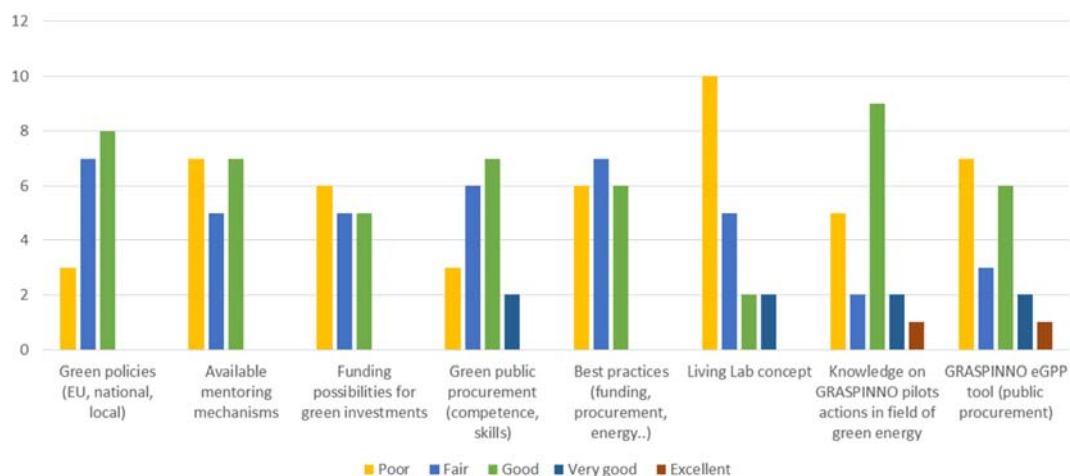


Figure 14: Knowledge before participating in LL

The following graphic shows that the knowledge of the participants has significantly improved after the LL meetings:

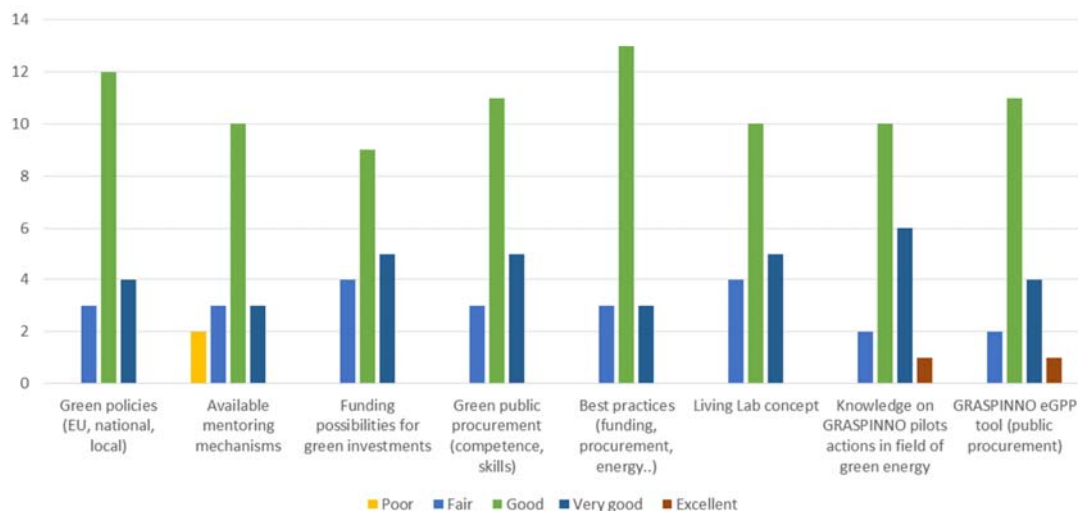


Figure 15: Knowledge after participating in LL

Opinions on levels of knowledge before and after participation in LL with reference to the topics related to the Green Policy were measured.

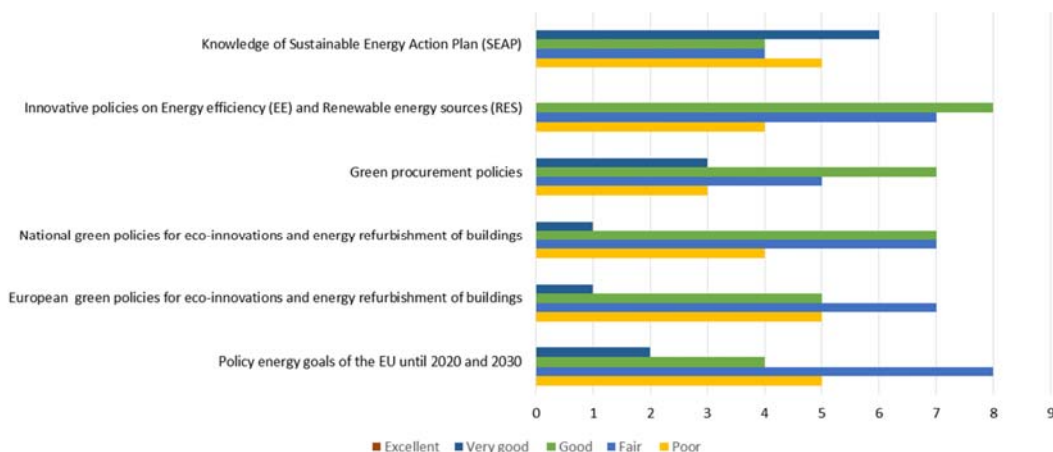


Figure 16: Knowledge on Green Policy topics before participating in LL

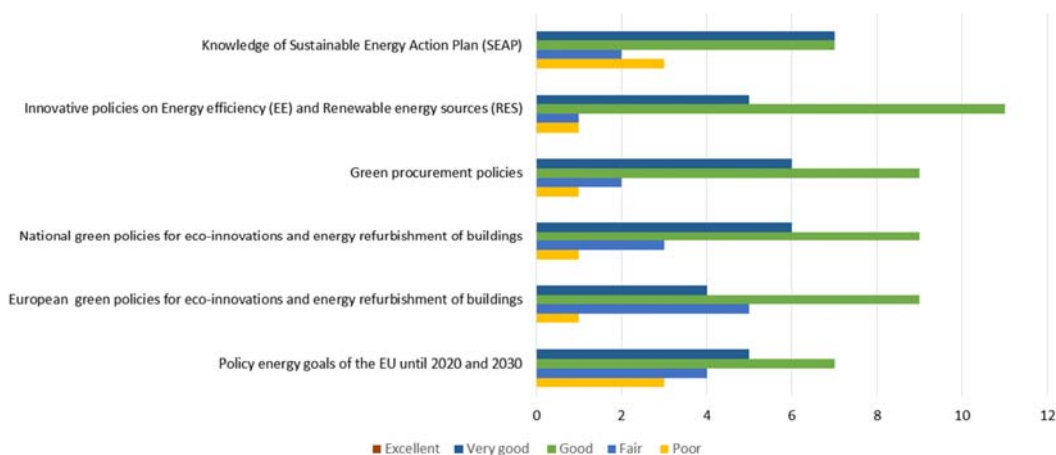


Figure 17: Knowledge on Green Policy topics after participating in LL

The results demonstrate that the knowledge has improved in relation with the topics effectively dealt within the meetings, in particular in relation to “Innovative policies on Energy efficiency (EE) and Renewable energy sources (RES)”, “Knowledge of Sustainable Energy Action Plan (SEAP)” also in consideration that the meetings were mainly focused on the Energy Performance Contract (EPC) and on testing and establishing a new local government system in the frame of EE/RES management.

4.5.3 Guidelines and recommendations

Based on the evaluation of the proposed guidelines and the Green Fund and Green Policy Living Lab, the 100% of the LL members who participated in the on-line questionnaire were interested to continue the cooperation developed within the LL and provided the initiators (CMAB and TSL) with some general indications and recommendations. These are mainly based on additional forms of cooperation with schools and other public entities owner of public building and with serious financial problems to implement actively EE/RES policies and measures. It surely means that all the stakeholders are willing to cooperate in order to improve and continue the operations realised in the framework of the Living Lab.

All LL participants and stakeholders expressed their interest to cooperate again in further LL activities because such kind of events create new networking opportunities that are good chance to exchange best practices in reducing the energy consumption especially for Public entities which don't have money to invest in it. In addition to that, some stakeholders, in order to assure the continuation of the LL activities, suggested to adopt a sort of energy saving "*vademecum*", to establish a permanent Committee between local stakeholders, the district energy Manager and organizing other conferences, workshops and training on the topics to assure the development of competences and boosting the cooperation amongst all interested stakeholders (both public and economic operators).

The feedback provided by the stakeholders by means of the questionnaires confirmed the following required improvements which consist in training for PAs' users, funding opportunities with the involvement of the private economic operators and, last but not least, the necessity of creating more possibilities of cooperation with local stakeholders in this field. For this reason, the most important recommendation is related to the organisation of further events, conferences and workshops to involve all the stakeholders to improve their knowledge and competences as well as to exchange their experiences and practices, as done within the Living Lab.

4.6 Disseminate

Within activities of Green Fund and Green Policy Living Lab, TSL and CMAB have identified **several solutions and tools** to be disseminated at national level, which seem to be the very interesting to the involved stakeholders.

1. LIFE CYCLE COSTING TOOL

The **Life Cycle Costing (LCC)** tool has received a **very large attention**, not only from the involved stakeholders but even from the **Authorities representing other European Projects** in the field of EE / RES. It's an important result, given that the LCC (included in the GRASPINNO Unified Platform) is a concrete and effective tool for PAs which will be able to **identify the most cost – and energy-efficient solution** while taking into account the whole life of the product. Moreover, it will facilitate even the ex post evaluation of the tenders.

Materials/guidelines to be disseminated further

The **“Training material”**, developed in the frame of the GRASPINNO project, is a great tool for dissemination and training activities (especially the **Module 2 “An innovative way to use eGPP in the EE of the Public Buildings”**, which includes a deep focus on LCC ex ante and ex post evaluation”).

New promotional materials or guidelines

It could be interesting to provide **other best practices related to the LCC, even in other sectors** (public works, waste management, etc..) given that the public procurers in the most of the cases are operational in a wide range of sectors.

List of potential events in Italy

- ✓ 2018: ICSD 2018 - 6th International Conference on Sustainable Development;
- ✓ 2018: International Congress on Water, Waste and Energy Management 2018;
- ✓ International Conference on Methodologies, Technologies and Tools enabling e-Government (MeTTeG0);
- ✓ 2019: 8th International Conference on Clean and Green Energy (ICCGE 2019).

2. PUBLIC AND PRIVATE PARTNERSHIP - PPP

Instrument of **PPP** as a cooperative arrangement which is able to let PAs face and overcome the **lack of financial resources** for local investments. The LL experience in Toscana Region clearly showed that the PPP could ensure not only the proper implementation of the **energy audits and the other preliminary steps**, without which restructuring cannot take place, but even the **follow up and the refurbishment interventions**.

Materials/guidelines to be disseminated further

The “**Training material**”, developed in the frame of the GRASPINNO project is a great tool for dissemination and training activities (especially the **Module 3 “Smart SEAP”**, which includes detailed information about the practical implementation of these plans at local level).

New promotional material or guidelines

It could be useful to provide **detailed guidelines about the PPP and Competitive Dialogue implementation**, even though practical cases in different sectors.

List of potential events in Italy

- ✓ International Conference on Methodologies, Technologies and Tools enabling e-Government (MeTTeG0);
- ✓ ICSD 2018 6th International Conference on Sustainable Development;
- ✓ FORUM PA 2019.

Despite PPP is a legal instrument, in many cases it's still considered as an **innovative, not conventional and a complex procedure** to be implemented: for this reason is strongly recommended to boost the **dissemination activities at national level**, by involving **Ministries, National Agencies, Regions, National Purchasing Bodies, Federation of Enterprises and Local Authorities**.

3. VIRTUOUS BEHAVIOURS

Not less important is the need to foster **sustainable energy awareness and virtuous behaviours**. This action could be very important in order to disseminate **soft skills** in the field of the **rational energy use and renewable energy resources**, as well as a **sense of ownership** of the local energy system. This aspect has been pointed out during the Living Lab activities carried out by TSL with the schools in Toscana Region. It's clear that **combining virtuous behaviours of young students with EE innovative interventions** (even through PPP) could be a very significant result.

Materials/guidelines to be further disseminated

No documents about virtuous behaviours were developed in the frame of GRASPINNO project.

New promotional material or guidelines

CMAB and TSL recommend to use some documents and guidelines of the Prioritee Project (Interreg Med 2014/2020) which is strongly focused on energy virtuous behaviours. More info at: <https://prioritee.interreg-med.eu/>

List of potential events in Italy

- ✓ ICSD 2018 6th International Conference on Sustainable Development.

It is recommend to promote this solution at **national level**, by involving **National Authorities and Schools**.

4. REVOLVING FUND FOR ENGINEERING AND ARCHITECTURE DESIGN SERVICES

Another important topic to be disseminated is related to the **stakeholders' best practices** identified during the Living Lab implementation. A very interesting solution was found in **Basilicata Region**: the Regional Authorities adopted in May 2018 a very innovative **revolving fund**, addressed to small municipalities, in order to **facilitate the purchase of engineering and architecture design services**. Main goal of this strategy is to **improve the quality of the project development and ensure the proper implementation of procurement procedures**. The revolving fund will provide the **necessary financial support to the Local Authorities** which usually suffer lack of funding. This solution could be considered, in some cases, as a small alternative to the PPP.

Materials/guidelines to be further disseminated

In this case it is recommend to introduce, as best practice, the **Regional Documents** (decree and operational guidelines) **about the revolving fund**. Anyway, it could be useful to use some GRASPINNO official documents and presentations, like the **"Training Material"** and the **"Findings from Living Labs"**.

New promotional material or guidelines

As specified before, at the moment the document is only available in form of the **Basilicata Regional Decree**, related to the approval of this financial instrument, and some **operational**

guidelines. It could be necessary to make these documents more “user-friendly” and less “procedure-oriented”, in order to let the potential stakeholders understand the strategic approach and not only the bureaucratic aspects related to the instrument technical implementation and functioning.

List of potential events in Italy

- ✓ ICSD 2018 6th International Conference on Sustainable Development;
- ✓ FORUM PA 2019.

It is recommended to promote this tool at **national level**, by involving **National Authorities and Professional Bodies and Associations** (eg. Engineers, Architects, etc.).

5 CONCLUSIONS

The Green Fund and Green Policy Living Lab was a very interesting and innovative experience both for the GRASPINNO project partners (TSL and CMAB) and the involved stakeholders.

As specified in the previous chapters of this report, the main Specific Objectives (SO) of the LL were:

1. **Introducing innovative financing procedures** (Public and Private Partnership) and preparing **specific recommendations for public and private players**;
2. **Promoting green and smart growth in rural areas by introducing new public services** (e.g. energy management, eGPP) and **boosting cooperation between local institutions**.

Following to the deep networking activities carried out, the LL initiators are able to say that **both results have been achieved**.

The Tuscan stakeholders, indeed, have committed themselves to launch an **official proposal of refurbishment for 5 school buildings of the Province of Siena with a PPP solution** that allows the retrieval of financial resources, minimizing the impact on public budgets.

On the other hand, the public stakeholders of Basilicata Region decided to **strengthen the joint management of the public services and strategies in the field of EE / RES**, by co-establishing a “District Energy Manager”.

It is clear that both processes will need some months to be totally implemented, but it is important to highlight that **these actions would not be developed and implemented without the GRASPINNO Living Lab**.

The achievement of the objectives was not so easy. The first problem encountered during the LL start-up was that CMAB and TSL obtained the informal adhesion of a big number of local stakeholders (mainly PAs), but **some of them did not provide their DOPs**, but still they attended the LL events. The collected DOPs are 27, in the face of 38 adhesions. This probably happened because of the strong involvement of the same stakeholders in too many GRASPINNO activities, especially in Basilicata Region (events, open day, training, signing of several agreements, DOPs, pilots, etc..). This behaviour could be understandable, given that these activities require some effort. Some of these stakeholders even said that would like to be involved as project partner (with budget) and not only as associated partners. Anyway, as specified before, these stakeholders contributed to the LL activities, even without signing the DOPs, so CMAB and TSL are satisfied about the LL general implementation.

Another problem is related to inadequate planning of **LL implementation period which was to short**. The full achievement of the abovementioned objectives requires a quite long time. In fact, we are talking about very big and not simple processes (PPP and District Energy Manager) which could not be finalized within the LL implementation but could be launched thanks to the GRASPINNO LL.

Basically, the LL implementation **allowed CMAB and TSL to obtain a very deep knowledge of the local stakeholders' needs** and, at the same time, **enabled them to achieve a more clear and aware vision of the strategies, opportunities and possible actions to be implemented in the field of EE and RES**.

According to the evaluation phase, most important conclusions were that the involved stakeholders seemed to show not so high knowledge of the environmental questions, green criteria and GPP, but after the LL these topics are much better known and interesting for them. Moreover, participants strongly agreed that LL enables to exchange experiences or concerns for green growth and that PA's can improve their knowledge/understanding of energy management and can develop/implement effective measures.

As specified in the previous Chapter, dissemination should be focused mainly on four very important topics/tools, which seem to be the very interesting to the involved players:

1. **LCC Tool**, which is in our vision the most important innovation ensured by the GRASPINNO Project. It could really help the PAs' users in making a better planning of the public investments in the field of EE / RES;
2. **PUBLIC AND PRIVATE PARTNERSHIP – PPP**, which could help PAs in successfully tackling the lack of financial resources for local investments by involving private players;
3. **VIRTUOUS BEHAVIOURS**, which should be promoted and adopted, at all levels, and primarily at a young age. For this reason, is very important to involve the schools;
4. **REVOLVING FUND FOR ENGINEERING AND ARCHITECTURE DESIGN SERVICES**, which could be considered, in some cases, as a small alternative to the PPP and could help PAs in getting the necessary financial support to design public investment projects;

Finally, **the key to ensure the LL sustainability is to carry out a deep dissemination activity**, by ensuring particular emphasis on the above-mentioned topics and tools, with the aim of raising awareness about the importance of the green procurements and of environmental questions. Furthermore, the LL sustainability will be very high only if **very important players** will be involved (eg. National Authorities and Agencies) which could be able to ensure a widest possible dissemination of the selected information.

APPENDIX - Stakeholders Declaration of Participation (27 DoP)

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, **IGNAZIO PETRONE**, in qualità di **AMMINISTRATORE UNICO** della **SOCIETA' ENERGETICA LUCANA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

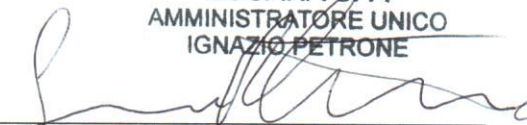
il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	SOCIETA' ENERGETICA LUCANA
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**SOCIETÀ ENERGETICA
LUCANA SPA
AMMINISTRATORE UNICO
IGNAZIO PETRONE**

Potenza, 09/03/2018


(firma del legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

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Il firmatario, in qualità di FUNZIONARIO della **Società Consortile Energia Toscana s.c.a.r.l.** – CET accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

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ORGANIZZAZIONE	SOCIETÀ CONSORTILE ENERGIA TOSCANA
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LUOGO E DATA,


(firma)

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PARTNER ORGANIZZATORE:
TERRE DI SIENA LAB- PP02

REFERENTE:
ALESSIO BUCCIARELLI

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

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Il firmatario, in qualità di **Collaboratore del Dirigente Scolastico dell'I.I.S. RONCALLI di Poggibonsi** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

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PUBBLICA AMMINISTRAZIONE	I.I.S RONCALLI di Poggibonsi
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Il firmatario, in qualità di RESPONSABILE P.O. Servizio Pianificazione e programmazione operativa del **COMUNE DI SIENA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

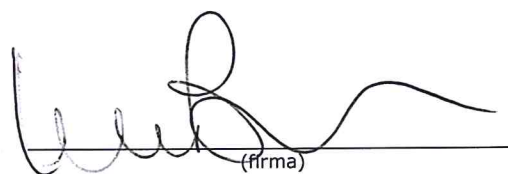
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09/03/2018



(firma)

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PARTNER ORGANIZZATORE:
TERRE DI SIENA – PP02

REFERENTE:
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Il firmatario, in qualità di **PRESIDENTE** della **PROVINCIA DI SIENA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

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PUBBLICA AMMINISTRAZIONE	PROVINCIA DI SIENA
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(firma del Presidente della Provincia)



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PARTNER ORGANIZZATORE:
TERRE DI SIENA – PP02

REFERENTE:
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Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

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Il firmatario, in qualità di **ASSESSORE ALLO SVILUPPO ECONOMICO** del **COMUNE DI POGGIBONSI** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

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PUBBLICA AMMINISTRAZIONE	COMUNE DI POGGIBONSI
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PARTNER ORGANIZZATORE:
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REFERENTE:
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Il firmatario, in qualità di **Sindaco** del **COMUNE DI MONTERONI D'ARBIA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

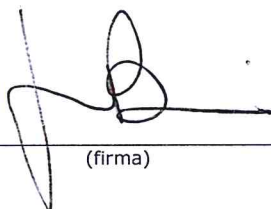
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09/03/2018




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PARTNER ORGANIZZATORE:
TERRE DI SIENA – PP02

REFERENTE:
ALESSIO BUCCIARELLI



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

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Il firmatario, in qualità di **SINDACO** del **Comune di Castelnuovo Berardenga** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

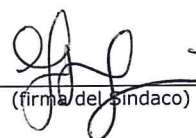
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner organizzatore coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	Comune di Castelnuovo Berardenga
INDIRIZZO / SEDE	Via Garibaldi, 4 - Castelnuovo Berardenga (SI)
RAPPRESENTANTE	Fabrizio NEPI
EMAIL	sindaco@comune.castelnuovo.si.it
TEL.	0577-3511

LUOGO E DATA,
09/03/2018


(firma del sindaco)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
TERRE DI SIENA – PP02

REFERENTE:
ALESSIO BUCCIARELLI

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI VAGLIO BASILICATA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI VAGLIO BASILICATA
INDIRIZZO / SEDE	VIA CARMINE, 106, 85010 VAGLIO BASILICATA (PZ)
LEGALE RAPPRESENTANTE	DOTT. GIANCARLO TAMBURRINO
EMAIL	PROTOCOLLO.VAGLIO@LIBERO.IT
TEL.	0971 487849

Vaglio Basilicata, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI TRIVIGNO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI TRIVIGNO
INDIRIZZO / SEDE	PIAZZA PLEBISCITO 1 - 85018 TRIVIGNO (PZ)
LEGALE RAPPRESENTANTE	MARINO MICHELE CARMELO
EMAIL	COMUNETRIVIGNO@RETE.BASILICATA.IT
TEL.	+ 39 0971 981002

Trivigno, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI SAN FELE** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI SAN FELE
INDIRIZZO / SEDE	VIA MAZZINI, 9 - 85020 - SAN FELE - PZ
LEGALE RAPPRESENTANTE	DONATO SPERDUTO
EMAIL	UFFRAG.SANFELE@TISCALI.IT
TEL.	+ 39 0976 94611

San Fele, 09/03/2018



Donato Spersuto
(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI SAN CHIRICO NUOVO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI SAN CHIRICO NUOVO
INDIRIZZO / SEDE	VIA GUGLIELMO MARCONI, 1, 85010 SAN CHIRICO NUOVO PZ
LEGALE RAPPRESENTANTE	VINCENZO BALDASSARRE
EMAIL	COMUNE@COMUNE.SANCHIRICONUOVO.PZ.IT
TEL.	0971 731001

San Chirico Nuovo, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI PIGNOLA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI PIGNOLA
INDIRIZZO / SEDE	PIAZZA RISORGIMENTO, 1 - CAP: 85010
LEGALE RAPPRESENTANTE	GERARDO FERRETTI
EMAIL	COMUNEPIGNOLA@TISCALI.IT
TEL.	0971 620231

Pignola, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI PIETRAPERTEOSA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI PIETRAPERTEOSA
INDIRIZZO / SEDE	VIA DELLA SPERANZA, 159, 85010 PIETRAPERTEOSA PZ
LEGALE RAPPRESENTANTE	ANTONIO PASQUALE STASI
EMAIL	SINDACOPiETRAPERTEOSA@GMAIL.COM
TEL.	0971/983052

Pietrapertosa, 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI PIETRAGALLA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

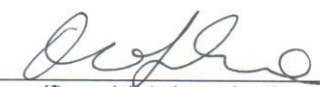
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI PIETRAGALLA
INDIRIZZO / SEDE	VIA CADORNA, 6 85016 PIETRAGALLA (PZ)
LEGALE RAPPRESENTANTE	NICOLA SABINA
EMAIL	PROTOCOLLO@COMUNE.PIETRAGALLA.PZ.IT
TEL.	0971-944311

Pietragalla, 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI OPPIDO LUCANO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

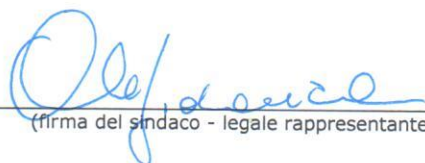
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI OPPIDO LUCANO
INDIRIZZO / SEDE	VIA BARI N. 16, 85015 OPPIDO LUCANO (PZ)
LEGALE RAPPRESENTANTE	ANTONIETTA FIDANZA
EMAIL	SINDACO@COMUNEOPPIDOLUCANO.GOV.IT
TEL.	+ 39 0971 945002

Oppido Lucano, 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI MARSICONUOVO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

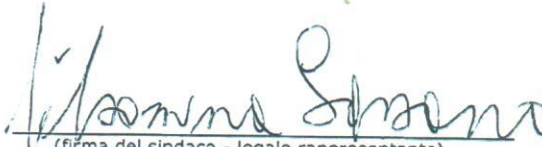
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI MARSICO NUOVO
INDIRIZZO / SEDE	PIAZZA UNITÀ D'ITALIA, 1, 85052 MARSICO NUOVO PZ
LEGALE RAPPRESENTANTE	GELSOMINA SASSANO
EMAIL	COMUNEMARSICONUOVO@RETE.BASILICATA.IT
TEL.	0975 345111

Marsico Nuovo, 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI CASTELMEZZANO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

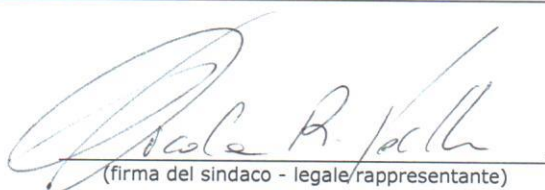
il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

CASTELMEZZANO

ORGANIZZAZIONE	COMUNE DI BRINDISI MONTAGNA
INDIRIZZO / SEDE	VIAROMA N. 28, 85010 CASTELMEZZANO (PZ)
LEGALE RAPPRESENTANTE	NICOLA ROCCO VALLUZZI
EMAIL	NICOLA.VALUZZI@GMAIL.COM
TEL.	+ 39 0971 986166

Castelmezzano, 09/03/2018


(firma del sindaco - legale/rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI CANCELLARA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI CANCELLARA
INDIRIZZO / SEDE	VIA SALVATORE BASILE, 1, 85010 CANCELLARA PZ
LEGALE RAPPRESENTANTE	FRANCESCO GENZANO
EMAIL	SINDACO.CANCELLARA@RETE.BASILICATA.IT
TEL.	+ 39 0971 942014

Cancellara, 09/03/2018

IL SINDACO
Francesco Genzano
(firma del Sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI CAMPOMAGGIORE** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

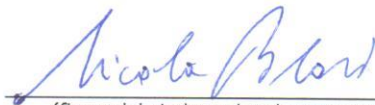
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI CAMPOMAGGIORE
INDIRIZZO / SEDE	VIA REGINA MARGHERITA,62 85010 CAMPOMAGGIORE (PZ)
LEGALE RAPPRESENTANTE	AVV. NICOLA BLASI
EMAIL	COMUNECAMPOMAGGIORE@RETE.BASILICATA.IT
TEL.	0971/982261

Campomaggiore, 09/03/2018


(firma del sindaco- legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI BRINDISI MONTAGNA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

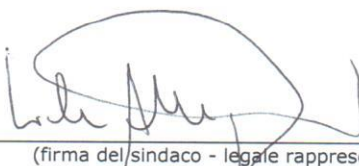
Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI BRINDISI MONTAGNA
INDIRIZZO / SEDE	VIA V. VENETO 6 85010
LEGALE RAPPRESENTANTE	DOTT. NICOLA ALLEGRETTI
EMAIL	ALLEGRETTI.NICOLA@GMAIL.COM
TEL.	0971.985002

Brindisi Montagna, 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI AVIGLIANO** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI AVIGLIANO
INDIRIZZO / SEDE	CORSO EMANUELE GIAN TURCO, 85021 AVIGLIANO (PZ)
LEGALE RAPPRESENTANTE	VITO SUMMA
EMAIL	sindaco.avigliano@gmail.com
TEL.	+ 39 0971 701811

Avigliano, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO



Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI ALBANO DI LUCANIA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI ALBANO DI LUCANIA
INDIRIZZO / SEDE	VIA PROVINCIALE - CAP: 85010 ALBANO DI LUCANIA (PZ)
LEGALE RAPPRESENTANTE	GUARINO ROCCO
EMAIL	COMUNEALBANODILUCANIA@RETE.BASILICATA.IT
TEL.	+ 39 0971 984006

Albano di Lucania , 09/03/2018


(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **SINDACO** del **COMUNE DI ABRIOLA** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	COMUNE DI ABRIOLA
INDIRIZZO / SEDE	VIA PASSARELLI N. 3, 850AO ABRIOLA (PZ)
LEGALE RAPPRESENTANTE	ROMANO TRIUNFO
EMAIL	INFO@COMUNE.ABRIOLA.PZ.IT
TEL.	+ 39 0971 923230

Abriola, 09/03/2018



(firma del sindaco - legale rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
COMUNITA' MONTANA ALTO BASENTO - PP03

REFERENTE:
ROCCO CORONATO

Dichiarazione di partecipazione **Ai Living Lab del Progetto GRASPINNO**

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di legale rappresentante della Società **TPJ Project S.r.l.** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopracitati e nomina un rappresentante per le comunicazioni con il partner organizzatore coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	TPJ Project S.r.l.
INDIRIZZO / SEDE	S. Casciano dei Bagni (SI) Via della Fontaccia
LEGALE RAPPRESENTANTE	Lorenzoni Marco
EMAIL	info@tpjproject.it
TEL.	3358383390

S. Casciano dei Bagni,	27 Aprile 2018	TPJPROJECT SRL Via Roma, 5/C - 53040 S.CASCIANO DEI BAGNI (SI) Partita IVA-Cod.Fisc. 01334040522 - REA:SI139218 Registrato a Siena il 29/03/12 al n. 1822 serie 1T Cap.Soc. € 10.800,00 Tel. 0578563008 Fax 0578563328 (firma del legale rappresentante)
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NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
TERRE DI SIENA LAB – PP02

REFERENTE:
ALESSIO BUCCIARELLI

Dichiarazione di partecipazione aiLiving Labdel Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i players coinvolti nelle policy ambientali.

Il firmatario, in qualità di LEGALE RAPPRESENTANTE del/della ECOCLIMA S.A.S. di Vincenzo Mattiace & C. accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

il quale punta ad identificare e promuovere meccanismi di funding e mentoring, nonché le opportunità per la crescita verde attraverso tutoraggio per le PA e le PMI.

Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopracitati e nomina un rappresentante per le comunicazioni con il partner regionale coinvolto nell'attuazione del progetto GRASPINNO.

ECOCLIMA S.a.s. di Vincenzo Mattiace & C.

(nome e indirizzo dell'organizzazione)

Vincenzo Mattiace

(nome e cognome del legale rappr.)

(firma del legale rappresentante)

Vincenzo Mattiace - 0971/473262 - info@ecoclimapotenza.com

(Nome e cognome del rappresentante individuato, telefono ed email)

COMUNITA' MONTANA ALTO BASENTO

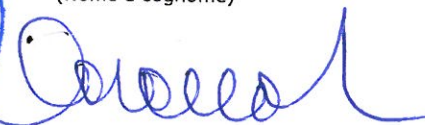
(Living Lab – GRASPINNO project partner)

(Potenza, 08/03/2018)



ROCCO CORONATO

(Nome e cognome)



NOTA: questa è una dichiarazione evolutaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

Dichiarazione di partecipazione ai Living Lab del Progetto GRASPINNO

Il progetto GRASPINNO punta a rafforzare la capacità di innovazione del settore pubblico e privato dell'area MED, supportando le politiche di sviluppo intelligenti e sostenibili. Il progetto supporta la diffusione delle energie verdi e l'eco-innovazione, promuovendo la cooperazione transnazionale tra i player a vario titolo coinvolti nelle policy ambientali.

Il firmatario, in qualità di **LEGALE RAPPRESENTANTE** Della **PLURIGEST s.r.l.** accetta di partecipare ai:

eGPP Living Lab

il quale punta a migliorare la capacità dei titolari di edifici pubblici di gestire gli interventi di efficientamento energetico e rafforzare la capacità delle PMI e degli altri eco-innovatori di partecipare con successo agli appalti pubblici verdi.

Green Fund Living Lab

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Con la firma del presente documento, il firmatario decide di aderire ai GRASPINNO LIVING LAB sopra citati e nomina un rappresentante per le comunicazioni con il partner organizzatore coinvolto nell'attuazione del progetto GRASPINNO.

ORGANIZZAZIONE	PLURIGEST SRL
INDIRIZZO / SEDE	Via P. Nenni 29 Monteriggioni
LEGALE RAPPRESENTANTE	Bagnoli Roberto
EMAIL	r.bagnoli@plurigest.it
TEL.	0577/308300

LUOGO E DATA,
Siena 31/05/2018


(firma del Legale Rappresentante)

NOTA: questa è una dichiarazione volontaria e non implica alcuna implicazione finanziaria o alcun altro impegno giuridicamente vincolante.

PARTNER ORGANIZZATORE:
TERRE DI SIENA LAB- PP02

REFERENTE:
ALESSIO BUCCIARELLI