



A.T2.6

TRANSFERABILITY PLAN

WP T2: A.T2.6.1 Transferability plan

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INTRODUCTION

The FIRECE project aims to contribute to the achievements of targeted results of Regional Energy Plans through an increased use of (innovative) financial instruments in the Central Europe area. The particular focus is on public support to industry to invest into energy efficiency and renewable energy sources.

This paper contains the "Transferability plan" as part of Activity A.T2.6, Deliverable D.T2.6.1 of the FIRECE project. Transferability plan is an important component of any organized activity, which is, among others this project.

The plan defines the transferring methodology, identifies FIRECE outputs to be transferred, actors and other sectors to be addressed by these transferring actions, relevant Authorities outside the Partners' areas to be contacted, etc.



1. THE TRANSFER OF PROJECT EFFECTS

The project is created to achieve a specific effect through planned and implemented activities.

Project effects are the widest category that includes all the things that will arise as part of the project, all services and consequences of our project activities.

Effects can be divided into three categories that result from each other:

- ◆ products (meaning deliverables),
- ◆ results (meaning outputs),
- ◆ effects (also called impact).

Soft results	These are the changes that occur as a result of the implementation of project activities for people or institutions affected by the project.
Hard results	These are direct effects of the implementation of actions, measurable in specific quantities.
Products	Tangible and lasting effects obtained as a result of project activities (training programs, research reports, published publications, etc.). In multilateral cooperation projects, they are treated as the main project results.

The impact is a long-term effect that the beneficiaries of our project will be back in their communities. The impact is determined in the long term and most often it goes well beyond the end date of our project. Impact is usually referred to as supposition, because after the end of the project, we will not have any mechanisms to measure it. We'll be able to observe it at most.

Dissemination means making an issue, matter or idea universal, widespread and accessible. In the common understanding, dissemination applies to both project results and ideas, values and information. However, from the point of view of the European Commission's goals, it is crucial to disseminate the results as an action to ensure their sustainability

Dissemination of project results is all activities aimed at making the right people, groups or institutions interested in the results of the project, the possibilities of their use and the benefits they bring. Dissemination is not limited to reporting on the existence of specific results. It requires defining the right target groups, formulating the right message for each of them, choosing the most effective ways to reach specific groups and finally, effectively implement the intended activities. Their goal is to ensure that as many people or institutions as possible benefit from the fact that the project has been implemented.

The following parts of the study collect the FIRECE project outputs, describe the durability of the project outputs, and planned activities under the transferability plan.



2. THE PROJECT OUTPUTS

Output O.T1.1

Output O.T1.1 - Training courses addressed to coordinators and operators on IFIs

Programme output indicator - S.O.2.2 / S.O.2.3 - Number of trainings implemented on low-carbon solutions

Project output indicator target - 10

Project output Quantification - 10

Soft results	Increasing the interest of IFIs coordinators and operators, Organizing and increasing the knowledge of coordinators and operators about IFIs, Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan
Hard results	Report on the contribute of industry to Regional Energy targets, Bechmarking report
Products	the amount of training materials, the number of trainings carried out, the number of beneficiaries who received training, the number of consultations carried out

Output O.T1.2

Output O.T1.2 - FIRECE action plan to strengthen the contribute of Industry sectors to low carbon energy transition

Programme output indicator - S.O.2.2 - Number of strategies and action plans developed and/or implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing the interest of IFI coordinators and operators, Organizing and increasing the knowledge of coordinators and operators about IFIs, Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan
Hard results	Public Operators' training needs report, Train the trainers module developed, Training modules for operators, CV profile of the operator in charge to implement the Energy Plans
Products	the amount of training materials, the number of trainings carried out, the number of beneficiaries who received training, the number of consultations carried out



Output O.T1.3

Output O.T1.3 - Training modules for coordinators and operators in charge to implement the Energy Plans

Programme output indicator - S.O.2.2 - Number of tools developed and/or implemented for improving local/regional energy performance

Project output indicator target - 2

Project output Quantification - 2

Soft results	Increasing the interest of FIs coordinators and operators, Organizing and increasing the knowledge of coordinators and operators about FIs, Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan
Hard results	Report on training the trainers course, Report on study visits, Reports on training regional activities addressed to local public operators
Products	the amount of training materials, the number of trainings carried out, the number of beneficiaries who received training, the number of consultations carried out

Output O.T1.4

Output O.T1.4 - Tool to assess public investments to support Industry's low-carbon transition

Programme output indicator - S.O.2.2 - Number of tools developed and/or implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing the interest of FIs coordinators and operators, Organizing and increasing the knowledge of coordinators and operators about FIs, Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan
Hard results	Report on public support to industry investments on Energy, Quality criteria to monitor investments on energy by Industry
Products	the number of consultations carried out, the amount of duplicated materials

Output O.T1.5

Output O.T1.5 - Guidelines on financial instruments to support the implementation of Energy Plans

Programme output indicator - S.O.2.2 - Number of tools developed and/or implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing the interest of FIs coordinators and operators, Organizing and increasing the knowledge of coordinators and operators about FIs, Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan
Hard results	FIRECE Action Plan to strengthen the contribute of Industry sector to low carbon energy transition, Guidelines on financial instruments to support the implementation of Energy Plans
Products	the number of consultations carried out, the amount of duplicated materials



Output O.T2.2

Output O.T2.2 - Methodology to test the tool to assess public investments for industry's low carbon transition

Programme output indicator - S.O.2.2 - Number of tools developed and/or implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing interest of FIs coordinators and operators in the implementation of financial instruments, Acquiring knowledge about the implantation of financial instruments, Implementation of the instruments, testing and transferability actions
Hard results	Guidelines to assist Regional Authorities and SMEs, Report on local workshops to involve the actors identified, Methodology to test the tool to assess public investments for industry's low carbon transition
Products	the amount of training materials, the number of trainings carried out, the number of beneficiaries who received training, the number of consultations carried out

Output O.T2.3

Output O.T2.3 - PA 1 addressed to Public Auth: Ex-Ante Assessment analysis finalisation and implementation of FI/IFI

Programme output indicator - S.O.2.2 - Number of pilot actions implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing interest of FIs coordinators and operators in the implementation of financial instruments, Acquiring knowledge about the implantation of financial instruments, Implementation of the instruments, testing and transferability actions
Hard results	Methodology for the PA1 addressed to Public Authorities, Methodology for the PA2 addressed to Industry, KPIs list to monitor the P1 addressed to Public Authorities, KPIs list to monitor the PA2 addressed to Industry
Products	the number of consultations carried out, the amount of duplicated materials



Output O.T2.4

Output O.T2.4 - PA 2: Improving energy efficiency in Industry Sector

Programme output indicator - S.O.2.2 - Number of pilot actions implemented for improving local/regional energy performance

Project output indicator target - 1

Project output Quantification - 1

Soft results	Increasing interest of FIs coordinators and operators in the implementation of financial instruments, Acquiring knowledge about the implantation of financial instruments, Implementation of the instruments, testing and transferability actions
Hard results	finalisation of the ex-ante assessment analysis and implementation of the FI in Germany, Finalisation of the Ex-ante Assessment analysis and IFIs implementation in Austria, Ex-Ante Assessment finalisation and feasibility study for the IFI implementation in Croatia, Finalisation of the Innovative Financial Instrument in Poland, Finalisation of the Innovative Financial instrument in Emilia Romagna Region, Finalisation of the Innovative Financial Instrument in Hungary, Evaluation of PA1 addressed to Public Authorities, Pilot Action 1 Summary Reports
Products	the number of consultations carried out, the amount of duplicated materials



3. SUSTAINABILITY OF THE PROJECT OUTPUTS

Sustainability WP T1

WP T1 Increasing competence to manage Regional Energy Plans and elaboration of the FIRECE plan

Sustainability and transferability of work package outputs

Target groups

- Local public authority
- Regional public authority
- Sectoral agency
- Business support organisation
- Other - universities, experts in financial instruments

How did you involve these target groups (and other stakeholders) in developing the results of this work package?

All target groups involved with interviews and individual consultations to collect inputs required for task 1.1 and 1.2, particularly for the state of the art analysis, the benchmarking, the definition of the CV profile, the training needs&contents, the criteria for the assessment of investments; all targets groups, particularly Local and Regional operators from Public Authorities and Sectoral agencies addressed by the training activities. Financial intermediaries involved for task 1.4.

Sustainability (institutional, financial and political) - how will the work package outputs be further used by project partners once the project has ended?

The training contents, the Plan, the guidelines for building FI/IFIs and the tool to assess investments will be used by Regional Authorities and others Actors at different levels after the end of the Project. They will support Project Partners to implement the current Regional Energy Plan and new ones. Their sustainability will be assured by the general costs for the implementation of the Energy Plans, the Regional budgets and EU supporting measures (call 2020 proposed by FI-compass platform).

Transferability (linked to the WP Communication) Which work package outputs will be transferred to which additional target audiences during project lifetime and beyond? Why are these outputs the most relevant ones to be transferred?

Training contents (O.T1.3), the FIRECE Plan(O.T1.2), the assessment tool(O.T1.4) and the Guidelines(O.T1.5) will be proposed for transferring to others Regions inside and outside the CE level. Particularly, transferring actions will be addressed to some Regions and/or countries (among others: Slovenia, Hungary, Slovakia) where there's a lack of knowledge and tools on this topic. Specific transferability actions with the support of EU network (particularly FI-COMPASS platform/network) are planned.



Sustainability WP T2

WP T2 Implementation of the instruments, testing and transferability actions

Sustainability and transferability of work package outputs

Target groups

Local public authority
Regional public authority
Sectoral agency
SME
Business support organisation
Other - universities, experts in financial instruments

How will you involve those target groups (and other stakeholders) in the development of the outputs of this work package or the implementation of the investment?

All targets involved: a) during ex-ante analysis block 1 (A.T2.1) and the elaboration of the assessment methodology (A.T2.2); b) Pilot Step2 for IFIs implementation(A.T2.4) and Pilot addressed to Industry(A.T2.5): Regional Authorities, Financial and Business intermediaries, local public institutions, SMEs, etc. Dissemination and Transferability actions (A.T2.6) address specific actions to finalise MoU(D.T2.6.5) and involve others actors for the Consortium Agreement (D.T2.6.6).

Sustainability (institutional, financial and political) - how will the work package outputs be further used by project partners once the project has ended?

The ex-ante evaluation and the feasibility studies developed for each area will be transferred/adopted by the Department in charge to implement the T.O. linked to the Energy Plans with ERDF resources. The assessment procedure will be on-line and available for public authorities, financial agencies, intermediates, professionals, SMEs (the approval of the assessment procedure by Regional Authority will guarantee its use).

Transferability (linked to the WP Communication) Which work package outputs will be transferred to which additional target audiences during project lifetime and beyond? Why are these outputs the most relevant ones to be transferred?

The Guidelines and the FIRECE Plan (O.T1.2; O.T1.5) will be transferred supported by the Pilot Actions evaluation report (D.T2.4.7). The CV and the training contents (O.T1.3) will be proposed to all CE organizations. The Assessment tool and procedure (O.T1.4&O.T2.2) will be transferable, because of the criteria chosen (according to EU standards and Regional Standards). Dedicated actions are addressed within A.T2.6 to all potential interested users.



4. TRANSFERRING METHODOLOGY

4.1. Action plan

The strategy of dissemination and use of results largely depends on the objectives of the project and its main activities, so it cannot be prepared in isolation from them. First of all, it results from the analysis of the needs of a specific target group that the project is to satisfy. It is also closely related to the analysis of problems in a given field. We should already be aware of the extent to which the project can change the existing state of affairs at the planning stage of activities; what actions are necessary to make this happen and how can the results be maximized? The needs of the target group, i.e. future users of results, should be recognized and verified on an ongoing basis. This is facilitated by consultations and the inclusion of representatives of this group in project activities, e.g. through information, training or participation in testing results. As you can see, dissemination activities often run in parallel, complement or even overlap with other project activities. In fact, however, their highest intensity falls at the end of the project, when the products are already finished. The strategy of dissemination and use of results includes activities both during the project and after its completion.

The plan defines the transferring methodology, identifies FIRECE outputs to be transferred, actors and other sectors to be addressed by these transferring actions, relevant Authorities outside the Partners' areas to be contacted, etc. The transferability plan is illustrated in the following diagram.

Transferability plan

1. Identify outputs to be transferred. What are the aims of dissemination?
2. Specify soft and hard results, possibly products.
3. Specify target groups (direct) - actors to be addressed by these transferring actions.
4. Specify audience groups (indirect) - other sectors to be addressed by these transferring actions.
5. Identify authorities outside the Partners' areas to be contacted.
6. Specify the types of financial institutions (for cooperation).
7. Identify possible financial intermediaries.
8. Analyze current macro environment factors.
9. Specify the scope of cooperation with direct and indirect groups.
10. Plan your results transfer activities.
11. Effect control - project output Quantification

As part of dissemination, it is necessary to clearly distinguish between promotional, information or awareness-raising activities and the dissemination of OUTPUTS of projects.

Exploitation of outputs

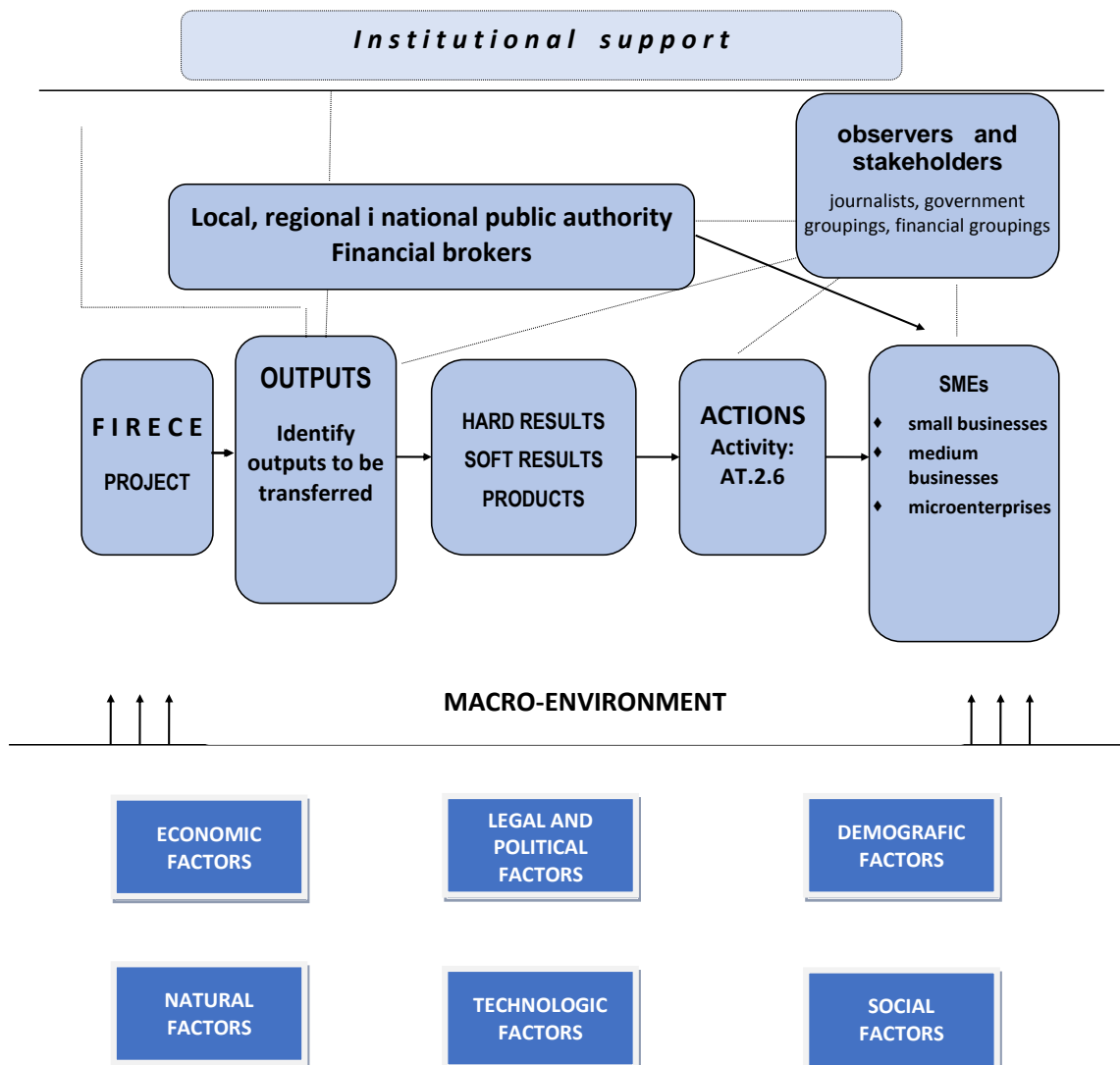
The concept of utilization includes the main purpose of disseminating the outputs. We mean by not making use or using (exploitation) of results generated by projects by interested persons, groups, institutions for their benefit. The first users of the results of European projects are usually the people and institutions participating in them. The goal of financing EU projects is, however, that the results of project activities find the widest practical application in the longest possible time perspective. Therefore, the measure of the effectiveness of funds invested in project co-financing may be the



number of persons or institutions outside the project who have benefited from or will benefit from the implementation of these activities.

Dissemination outputs, both horizontal, i.e. broad information and inclusion of individuals, groups or institutions in the preparation of results, and vertical, i.e. aimed at translating project results into system solutions (e.g. lobbying or also applying for accreditation).

Each partner should take into account the current market situation (Chapter 1) with particular emphasis on the coronavirus pandemic. The situation in individual countries is changing dynamically, legal regulations are constantly changing, which will affect the dissemination of project results. The "Transferability plan" document contains a package of solutions. The assessment of the feasibility and availability of implementing a given solution belongs to each project partner.



Chapter 1. FIRECE Transferability plan

Source: Own elaboration.



4.2. Identify outputs to be transferred. What are the aims of dissemination?

When planning any actions, you must always keep in mind their purpose. The dissemination goals are not the same as the project goals, although they are closely related to them. They are twofold.

First of all, the goal is set by the founder, who cares about the widest recognition and impact of the results of projects financed by the European Commission. The circle of people or institutions that will benefit from the fact that the project has been implemented should be as wide as possible. This is the goal that we as beneficiaries should accept together with the benefit of funding.

On the other hand, however, it should be remembered that dissemination activities also allow achieving the objectives of the beneficiary institution, reaching new people or groups and promoting it in the local environment or in the region. The objectives set by the European Commission are usually largely convergent with the objectives of the beneficiary, because they allow the extension of the impact of co-financing to persons who could not participate directly in it. This applies in particular to schools and educational establishments which themselves are interested in ensuring that the projects they implement cover the widest possible public.

The first purpose of disseminating and using project results is to spread them. The second goal is to contribute to the implementation and shaping of national and European policies and systems. Beneficiaries should develop their own way of achieving this. Developing ideas for the dissemination and exploitation of results is relevant to any project. Activities in this area should, however, be proportionate and tailored in terms of selection and intensity to the specific needs and type of project being developed. It should be considered whether the project is process-oriented or is intended to produce lasting results; whether it is independent or part of a larger initiative; whether it is prepared by participating organizations operating on a large or small scale, etc. Participating organizations should discuss the assumptions and objectives of the activity or plan and choose the best activities and approaches, as well as allocate tasks among the partners, taking into account the specific features of the project.

While the project goals are formulated in response to some important problem in the external environment or, in other words, in response to the specific needs of specific groups, the dissemination goals focus on ensuring maximum durability and recognition of the results, as well as the widest and most effective use thereof. It should be remembered that these goals are not only important from the point of view of the founder, i.e. the European Commission. Dissemination activities also serve organizations implementing the project, enabling the promotion of created products, as well as the institutions themselves. They can be compared to launching a new product on the market, creating a good brand and acquiring the widest possible clientele. From a business point of view, the founder gives the opportunity and even requires marketing activities related to the implementation and promotion of the product. For this reason, promotional activities often appear in the dissemination and exploitation plans and informational. Dissemination goals should be SMART: Specific, Measurable, Achievable, Realistic and Timely. Therefore, it is worth considering at the planning stage what effects of dissemination we define as success and determining appropriate indicators.



4.3. Specify soft and hard results, possibly products

First of all, we need to decide which project results we intend to disseminate and use. However, not only material results (products) can be subject to further use and dissemination. It may also be subject to research methods, analysis results, collected experiments and observations. It often happens that they are interesting enough to be made public. The process of achieving specific results, management methods and quality assurance also constitute a valuable value worth disseminating. Reports on user needs research, evaluation of dissemination activities or evaluation of final products have been published many times. Especially the latter are of interest to recipients and constitute a kind of certificate of quality of the results achieved. Such results can and should be further disseminated and used to the benefit of both recipients and beneficiaries. In addition to the results, information about the project, the founder, partner institutions and finally the ideas that the projects are to serve are also disseminated. In this case, we usually deal with promotional, information or awareness-raising activities on a given topic, which very often accompany the actual dissemination of results.

4.4. Specify target groups (direct and indirect) - actors to be addressed by these transferring actions

You have to specify the target groups (direct recipients) of dissemination (they are not always the same as the target groups of the project itself). There may be several, depending on the type of result. They can be employees or associates (both from their own and other facilities) who have not had the opportunity to participate directly in the project, as well as directors and employees of other institutions, other organizations operating in the same industry, employers, their associations and other entities operating in a given commune, region, associations and foundations working for international cooperation, education, youth, counteracting unemployment, etc., local or regional authorities, as well as other people and entities specific to the nature of the project - small and medium enterprises, financial institutions, etc.

Actors and other sectors to be addressed by these transferring actions

- ◆ Local public authority
- ◆ Regional public authority
- ◆ National public authority
- ◆ Sectoral agency
- ◆ SME
- ◆ Business support organisation
- ◆ Local stakeholders
- ◆ Regional stakeholders
- ◆ National stakeholders
- ◆ Other specific institution



4.5. Specify audience groups (indirect) - other sectors to be addressed by these transferring actions

It should be remembered that dissemination recipients are entities not only in a given country but also in other partner countries. Foreign partners should also disseminate project results regarding their organization, e.g. benefits of international cooperation. The lack of information on dissemination 'on the other side' is generally a weak point in projects. Do not forget about the media, journalists, opinion leaders, etc.

Dissemination and exploitation of project results can provide a substantive basis for future policy and practice. The dissemination and exploitation of results implemented by the beneficiaries will support the broader goal of improving the European Union's systems. Reaching the largest number of potential users, authorities and decision makers through effective dissemination of results will allow for a return on investment.

Authorities outside the Partners' areas to be contacted

- ◆ Universities
- ◆ Experts in financial instruments
- ◆ Energy efficiency and renewable energy experts
- ◆ Other experts
- ◆ Journalists
- ◆ Media
- ◆ Opinion leaders

4.6. Specify the types of financial institutions (for cooperation)

Financial institution - an economic entity whose main purpose is to provide clients (sometimes members of the institution itself) with financial services, including in particular the use of financial resources, i.e. the collection and spending of funds, as well as the provision of financial intermediation services.

There are many possibilities to classify financial institutions - due to their legal form (banking, non-banking, parabank), coverage (local, national, international), purpose of activity (profitable, non-profit), nature of the business (deposit, insurance, pension, investment).

The functional classification of financial institutions and their division into:

- ◆ depository institutions - receiving cash deposits from enterprises and the public for the purpose of granting loans, borrowings or exposing these funds in a different way - such institutions include banks and credit unions; depository institutions are not loan institutions, because they grant loans from equity or the issue of debt securities,
- ◆ risk diffusion institutions - i.e. primarily insurance companies that take over the insurance risk of units in exchange for a small (in relation to this risk) insurance premium, spreading insurance risk to a larger group, reinsurance companies that take over part of the risk from individual insurance companies and disperse them among many insurance companies, as well as life insurance companies and similar institutions providing financial security for old age,
- ◆ investment institutions - intermediaries in investing funds in profitable enterprises with various risk levels; including: investment funds, pension funds, investment banks etc.

Notwithstanding the above, "economic" definitions and classifications of financial institutions, the laws of many countries establish their own definitions and classifications of financial institutions for



the purpose of regulating their activities, in particular for the precise definition of their obligations and monitoring their activities.

4.7. Identify possible financial intermediaries

Financial intermediary (broker) - it is an economic entity that specializes in buying and selling cash and securities. His task is to achieve commercial goals - maximize profits or added value for shareholders. The basic form of implementation is expansion in various segments of the financial market, expressed in increasing sales. The requirements set by clients served by financial intermediaries are increasing, they are less and less loyal and more educated, and the financial services market itself is more saturated. It is difficult to maximize sales in such a market, so other competitive advantage factors should be sought. Financial consultancy provides a lasting competitive advantage over other players, which allows you to create long-term relationships with clients based on trust, and the broker to benefit from these relationships. The challenge for the entire financial intermediation system is "open-product architecture", i.e. the creation of advice-driven distribution by financial institutions.

4.8. Analyze current macro environment factors

When planning the dissemination strategy, it is necessary to take into account the specificities of partner countries. In each of them dissemination can take place in a different, adapted way to local conditions. It is important, however, that all partners are involved in dissemination activities and reach the appropriate people and institutions in a manner adapted to the specificity of their own country and organization.

In carrying out this task, the analysis of macroenvironmental factors is helpful (according to Chapter 1. FIRECE Transferability plan). In the current situation, the coronavirus epidemic has overvalued the impact of individual macro-grouping factors compared to the beginning of 2020.

4.9. Specify the scope of cooperation with direct and indirect groups

When thinking about dissemination methods, it is also worth thinking about who should be involved in these activities in the partnership, as well as outside it. It is important here to make the best use of the possibilities of individual partners, both in terms of employees' competences and the extent of the institution's impact. All partners should engage in dissemination activities and the division of tasks between them should be clear and transparent.

It is also necessary to consider which persons or institutions outside the partnership, among the main stakeholders of the project, can support the dissemination process. Support for wider groups and social recognition for the project results can make their dissemination as well as mainstreaming effective. The voice of users should be the most supportive. Acquiring them to participate in dissemination activities will therefore be a very sensible move. Getting positive recommendations and active support of people or opinion-forming institutions can be of similar importance. These can be appropriate research centers, industry associations, national or European, certifying institutions, etc. At the project planning stage, it is worth thinking about acquiring such institutions to participate in the partnership.



4.10. Plan your results transfer activities

Below are selected examples of ranges of activities or tools related to the dissemination and use of results. Efforts were made to show both the advantages and disadvantages of each of them. We also present typical promotional and information activities, as they support the dissemination of results and are usually included in dissemination activities plans. It should be remembered that some of them can be both promotional and informative, as well as disseminating (e.g. fairs, conferences, exhibitions). Whether a given action is a dissemination activity of results or just information or promotion depends on the type of content transmitted and its actual recipient. Of course, the following list does not exhaust all ideas.

Website - is still the most common dissemination tool in European projects. It allows you to publish any content related to the implemented project, leaving a lot of freedom in choosing the form of communication. You can use it to publish results as well as promote the project and partner institutions. It reaches practically an unlimited number of recipients, while the costs of its creation and maintenance are relatively low. However, it should be remembered that a party suspended in a vacuum will not fulfill its tasks. It is therefore necessary to ensure that links to the project website are found in places (websites) frequently visited by our target group. The counter of visits or downloads placed on the files page will indicate the actual effectiveness of project dissemination and results using this tool. Especially the number of visits to the site after the end of the project is an important indicator of the impact and dissemination of results.

Internet forums - enable sharing knowledge and experience on a given topic, answering questions and sharing information with others. In projects, they can serve as a tool for exchanging experiences, disseminating results, a meeting place for various people: experts, trainers, users, and interested parties.

Blogs - give the opportunity to present opinions or impressions on a specific topic, allowing authors a large degree of freedom and personal approach. Useful, among others, for providing information about the soft effects of operations, but also about products.

Social media (Facebook, Twitter, LinkedIn etc.) - just like the above, they enable sharing knowledge and experience, as well as materials, among interested people. By enriching the message with an element of recommendations, they are an effective way to promote and disseminate results.

Newsletter - Newsletters are one of the more popular means of informing interested circles about project progress. They allow you to reach specific target groups and keep them interested throughout the duration of the project. It depends on who the presented content is whether this activity is of a disseminating nature or only of a promotional nature. It's worth taking care of its distribution through industry channels, through internet forums, network institutions etc. Newsletters can be in electronic or traditional form. Electronic bulletins, apart from the outlays incurred for editing and editing texts, are distributed practically free of cost.

Publications - Results that do not require constant updating and making changes are often published in paper form. The graphic form and circulation of these publications must be adapted to the preferences and size of the audience, however, the financial resources of the partnership are usually a major limitation. You have to remember to plan and include publications in the distribution to the right recipients.

Articles and press information - The press (both traditional and electronic) is a medium with a very large range, so it allows reaching a wide audience and gaining the interest of people whom we cannot reach directly. When deciding to use this medium, we must, however, carefully choose the type of newspaper (portal) for the sake of its potential readers. Information directed to everyone usually goes to anyone. The right choice of content and form of communication is also important. An effective



way of disseminating the results may be placing articles in the industry press addressed to a specific group of recipients interested in the subject of our project. The costs of publishing information in the press (both traditional and electronic) are generally very high, so you need to consider very carefully whether the expected benefits will be appropriate for the expenditure.

Meetings, direct contacts - Meetings are one of the most effective communication tools. During direct contact, the message is much more effective and convincing, and the chance to interest the interlocutor in the result is much higher. From the point of view of the purpose of dissemination and exploitation of results, the most effective methods are interpersonal relationships such as meetings, direct contacts, telephone conversations, etc. This method of communication is particularly recommendable in the case of attempts to reach information with decision-makers, senior people or people from whom we expect a change in the current attitude.

Conferences, seminars - Organizing conferences or seminars has many advantages. It enables gathering people potentially interested in the results of our activities in one place and time. Conferences, seminars and other such meetings provide a very valuable opportunity to exchange views and experiences between experts and participants. The disadvantages of this type of events are quite high costs of both organization and travel, and possible accommodation of participants. When planning a conference, it is important to consider the financial and time possibilities of potential participants. It is known, for example, that business representatives are very reluctant to give up their duties to attend a full day meeting. It is therefore necessary to adapt both the program and the form of the conference to the participants' preferences. The use of modern technologies, such as video transmission or the possibility of participating in a remote event, may be a good solution. Also participation in conferences and seminars organized by other entities can be an excellent opportunity to disseminate the results. Especially industry meetings gathering specialists or decision-makers in the field covered by the project are an opportunity to disseminate its results and to find people and entities potentially interested in using them. Of course, depending on the program of the event and the content of speeches, participation in the conference or its organization may be of disseminating results or only promotional.

Fairs, exhibitions - participation in various fairs and exhibitions thematically relevant to our project allows you to provide information about it to a relatively large number of people. However, it should be remembered that hundreds of leaflets distributed at fairs do not mean that the information is effectively reached by the recipients. Such events are an opportunity mainly to promote the project, but they also create a chance to meet people or representatives of institutions actually interested in our achievements. The possibility of direct contact and conversation about the use of project results is very valuable. It is also an opportunity to make new contacts and initiate further cooperation. Therefore, it is important for the fair to be attended by people who are really oriented in the partnership's activities and the possibilities of using results.

Training, workshops - events such as training or workshops are an invaluable opportunity to simultaneously achieve several very valuable effects. They make it possible to meet potential users and provide them with knowledge about the results achieved. In a small group of people there is an opportunity to present the results and try them out by the participants, with the support of trainers. These meetings are often used to test results, and thus collect feedback on them in order to better match the needs of users. Therefore, they are both an evaluation and a dissemination activity. Their participants have a chance to become the first active users of our project's results, and they can also be a group that will continue to provide information on the results in their environment, and thus support our dissemination activities. Despite the fairly high costs of preparing and implementing trainings or workshops, the benefits of their organization usually fully offset the expenditure incurred.

Video clips - video materials can be a very interesting way to present the results, as well as a way to promote the project. Short video broadcasts can be a form of training provided via the network in a



version friendly to personal computers or mobile phones or iPods. However, for such materials to be useful and properly received, they must be of high technical quality and aesthetic value. Their preparation requires specific skills and special equipment, so it is not an easy task, and also involves considerable costs.

Project databases - placing projects and their results in European databases is an effective way to present projects and their results to recipients from other countries. Thanks to European project databases, their results can be used to create European education and training policies.

Visual identification of the project - this typically promotional treatment definitely supports the dissemination of the project and its results. The characteristic graphic design of the materials presented and the graphic symbol facilitate the identification of activities and materials with the project, and also indicate the professionalism and high quality of the results prepared. The content that carries the graphic symbol or the associations it evokes should strengthen the message directed to the recipients of the dissemination. Elements of visual identification usually include letterhead, presentation templates, document formats, business cards, conference folders, notebooks, as well as small advertising gadgets. One should also remember about the obligation to place information about the source of project financing (including the founder's logo) and the clause excluding the responsibility of the European Commission for the content contained in the materials.

Leaflets, brochures - leaflets or brochures are still a fairly widely used information tool, mainly due to the relatively low costs of their preparation. They usually serve as a tool for promoting a project or institution, rather than actually disseminating the results. Their effectiveness largely depends on the way they are distributed. So if there is no good idea for distributing leaflets or brochures, you might want to consider the expediency of spending money and paper on their production. Electronic and traditional mailing Information about the project and its results can be sent by e-mail or traditional mail, depending on the preferences of the recipients. Traditional mail allows you to attach publications, leaflets, invitations or other printed materials, but it is much more expensive. In some circumstances, however, it turns out to be more effective. You must ensure that our message is received by those in the institution who can make good use of it. Information that goes to the wrong person's desk or mailbox will be completely ineffective.

Press release - it is worth making every effort to attract the editors of selected press titles to our achievements. Articles published on the initiative of the editor will not be charged to our budget. Therefore, it is worth having a set of materials for the press prepared, as well as sending short but concise notes (press release) informing about the project and its results. They must be developed in such a way that they can interest the reader in the effects of our work. It is also necessary to put some effort in finding specific people in the editorial offices of interest to us, who deal with specific topics and are able to assess whether our message is worth publishing. Blinding press release to the general editorial office address is ineffective.

Radio and TV - the range of radio and television is huge, but the costs of publishing information through them usually exceed the financial capabilities of most projects. Preparation of appropriate material also requires specific skills and technical capabilities. Due to the nature of these media, the airtime offered is also very short and allows only to provide very laconic information about the project. When planning this type of message, you need to think very well about its purposefulness and cost effectiveness. It may happen, however, that the editors skillfully encouraged to deal with the topic will themselves propose to prepare material on the project and its results.



4.11. Effect control - project output Quantification

Evaluation is an important element of project planning and management. It is also an integral part of the evaluation process of project implementation and its results. Aims to investigate and better understand the consequences of project activities. Evaluation is useful in determining the degree of compliance of objectives and, consequently, in achieving project results with the assumptions made in the application. Properly conducted evaluation provides data to reflect on the progress of implemented activities and to draw conclusions as to their effectiveness.

FIRECE outputs to be transferred:

- ◆ Output O.T1.1 - Training courses addressed to coordinators and operators on IFIs
- ◆ Output O.T1.2 - FIRECE action plan to strengthen the contribute of Industry sectors to low carbon energy transition
- ◆ Output O.T1.3 - Training modules for coordinators and operators in charge to implement the Energy Plans
- ◆ Output O.T1.4 - Tool to assess public investments to support Industry's low-carbon transition
- ◆ Output O.T1.5 - Guidelines on financial instruments to support the implementation of Energy Plans
- ◆ Output O.T2.2 - Methodoloy to test the tool to assess public investments for industry's low carbon transition
- ◆ Output O.T2.3 - PA 1 addressed to Public Auth: Ex-Ante Assessment analysis finalisation and implementation of FI/IFI
- ◆ Output O.T2.4 - PA 2: Improving energy efficiency in Industry Sector

Activities related to the dissemination and use of results, like any other undertaken in the project, should be subject to systematic monitoring and evaluation in order to assess their quality and effectiveness, the correctness of selected methods and the introduction of any adjustments to existing plans. The evaluation of the dissemination process is to ensure its highest possible quality and efficiency. As a result of ongoing evaluation, e.g. changes to planned activities may be introduced if they prove inadequate. To conduct meaningful evaluation, it is necessary to choose the way in which we will measure the quality and effectiveness of dissemination activities, as well as to determine what degree of achievement of dissemination objectives can be considered satisfactory. This is not an easy task, because not all dissemination effects can be measured. However, where possible, we should establish methods that will allow us to assess whether the effects of our activities can be considered satisfactory. The results of this assessment should be referred to indicators defining dissemination objectives. Quantitative methods of measuring dissemination effects may include collecting information on the number of people from target groups benefiting from activities related to the dissemination and use of results, such as the number of participants in conferences, fairs or training, the number of visits to the site or downloads of documents from the site, the number of emails sent, newsletters, letters, number of leaflets distributed, publications distributed etc.

Qualitative measurements of the activities carried out should also be made. Where possible, it is worth using evaluation surveys examining the response from the target group. Specially formulated questions in the event evaluation survey can enable you to measure interest in using our results. Surveys are often used at the stage of product testing to learn about users' opinions and better suit their needs. They play a dual role then: they are used to evaluate the product as well as assess the chances of its use. It is also worth to register any situations when there were direct conversations with potential users or representatives of institutions from our target group. In particular, cases should be noted where relevant persons or institutions have expressed an interest in the results and their use.



To sum up: you need to be aware of the imperfections of measurement methods. Not all quantitative indicators show the actual number of people who received certain information. It is often difficult to assess how many of them belong to significant dissemination target groups, and what is their degree of actual interest in the results. It is not always possible to obtain feedback from the recipients of the dissemination. For this reason, measuring the effects of dissemination is quite difficult. Usually, the data on the effectiveness of dissemination are only known some time after the end of the project. Methods for measuring dissemination effects should not only indicate the number of recipients, but also distinguish between the quality of information provided and the group of dissemination recipients (depending on its importance for the assessed process).

Examples of indicators:

- ◆ facts and figures related to the project organizers' website (updates, entries, consultation, links);
- ◆ the number of meetings with key stakeholders;
- ◆ the number of participants involved in discussions and information sessions (workshops, seminars, peer reviews); follow up;
- ◆ media coverage (articles in specialized press bulletins, press releases, interviews, etc.);
- ◆ promotion in social media and website attractiveness;
- ◆ participation in public events;
- ◆ links with existing transnational networks and partners; transfer of information and know-how;
- ◆ impact on regional, national and EU policy measures;
- ◆ opinions from end users, other interested parties, partners, decision makers.



SUMMARY

Using its scope of influence, the European Commission undertakes actions aimed at presenting and promoting the achievements of projects at the regional, national and international level, thereby fostering the exchange of experience between various entities dealing with similar issues in the country and abroad, establishing new contacts between institutions operating on same field. The activities of the European Commission also support systemic changes at the national and European level, providing examples and data necessary for policy making.

In the interest of visibility and accessibility of results generated as part of international cooperation, the European Commission maintains databases collecting information on projects and their results. They are a source of knowledge about activities undertaken under various types of program projects, institutions implementing them and about the results obtained.

Within the FIRECE project, activities were planned: T2.6.2 Local Thematic workshops, T2.6.3 Dissemination activities to Regional Authorities, T2.6.4 FIRECE Consortium Agreement, T2.6.5 Memorandum of Understanding. The manner of their implementation will be subordinated to the current international situation related to COVID-19 epidemic.

Lubelskie Voivodeship has prepared a uniform template for reports on training sessions and events organized by the partners.