EMPOWER
Interreg Europe

Regional Action Plan

for Saxony-Anhalt

More carbon reduction
by dynamically monitoring energy efficiency

Interreg Europe
European Union | European Regional Development Fund

Investitionsbank Sachsen-Anhalt

LENA
Landesenergieagentur Sachsen-Anhalt GmbH
Wir machen Energiegewinner.

Statement from the Energy Agency of Saxony-Anhalt

Dirk Trappe

In the Central German state of Saxony-Anhalt, a transformation of the legal system and economic structure began a good 30 years ago, accompanied by a change of mentality on an unprecedented scale. The process of German unification initially resulted in very painful losses for Saxony-Anhalt. Many millions of jobs were cut, about 70% of the workforce lost their jobs. The re-privatization of public property led to the almost complete collapse of industrial production.

A positive side effect: the associated reduction in greenhouse gas emissions was and still is the largest contribution to climate protection. The subsequent rebuilding of infrastructure and energy production made another very important contribution to energy efficiency and thus industrial competitiveness.

Saxony-Anhalt has now developed very well into an industrial state. Today's industrial base of the state consists of the automotive industry, the chemical and plastics industry, information and communication technologies, mechanical and plant engineering and the food industry. Saxony-Anhalt's economy as a whole is characterized by small and medium-sized companies. More than 90% of the companies fall into this category and form the entrepreneurial basis and backbone of gross value added.

With enormous efforts, the private and public building stock has been renovated and modernized in recent decades. In the area of non-residential building stock, this is linked to the use of appropriate EU, federal and state subsidies. The funding guideline of the state of Saxony-Anhalt, STARK III, for example, specifically addresses the area of schools, sports halls and now also monuments. Here there was and still is a backlog demand for the refurbishment of the building envelope or modernization of the heat generation plants as well as adaptation of user behavior.

With the establishment of a state-owned energy agency in 2012, Saxony-Anhalt has set out to make a particular effort to promote energy system transformation and climate protection. An interdisciplinary team of 12 employees is responsible for the elimination of existing structural deficits and supports private consumers, municipalities and companies in tapping existing efficiency potentials and thus making contributions to climate protection.

Looking beyond the horizon includes participation in European projects and has become part of the agency's scope of work along with numerous other activities.

The commitment to the Empower project is profitable and instructive for the employees of the State Energy Agency of Saxony-Anhalt GmbH (LENA) in many respects.

Positive experiences and best-practice examples can be implemented more quickly in their own environment and bring new impulses for work in Saxony-Anhalt.

Empower supports the development and implementation of an energy monitoring system for the project sponsors of the STARK III funding. This will enable the municipalities in the state to monitor their specific projects on the one hand, and on the other hand will help the state to ensure that the success of the funding measures is sustained and measurable.

True to LENA's corporate mission statement "We make energy winners", we are pleased to be part of the European family!

Dirk Trappe,
Authorized Representative for the Energy Agency of Saxony-Anhalt

List of contents

List of abbreviations

EMS	Energy monitoring system
ERDF	European Regional Development Fund
EU	European Union
GP	Good Practice
IB	Investitionsbank Sachsen-Anhalt (EN: Development Bank Saxony-Anhalt)
KEK	Klima- und Energiekonzept Sachsen-Anhalt (EN: Climate and Energy Concept Saxony-Anhalt)
LENA	Landesenergieagentur Sachsen-Anhalt (EN: Regional Energy Agency Saxony-Anhalt)
OP	Operational Program
RAP	Regional Action Plan
SIII+	STARK III plus ERDF
UDF	Urban development fund

1. General Information

Project	EMPOWER
Partner organization	DE: Investitionsbank Sachsen-Anhalt (IB) EN: Development Bank Saxony-Anhalt
Country	Germany
NUTS region	Saxony-Anhalt
Contact	Claudia Zott Claudia.Zott@ib-lsa.de +49 391 589-8380

2. Introduction: Territorial Context

The European Union has set ambitious energy saving targets for all member states. In Germany, these targets are mirrored in the 2nd National Energy Efficiency Action Plan from July 2011[1]. The federal state Saxony-Anhalt has adopted these targets in April 2014 in the regional strategy "Energiekonzept 2030"[2]. This strategy echoes the 9% national indicative savings target set by the EU and increases it to 10% based on Saxony-Anhalt's exemplary function. The concept was extended in February 2019 through the Climate and Energy Concept (KEK)[3] which describes specific measures for achieving the CO_2 reduction targets.

Cities and municipalities play a key role in achieving these targets. Almost half of the targeted savings within the public sector are supposed to be earned by them.[4] They have a high potential for energy saving through the refurbishment of public infrastructure and are legally obligated to take on a role model function. However, many municipalities struggle to finance the necessary investments. They suffer from budgetary deficits which need to be consolidated and, as a result, face many restrictions regarding their ability to borrow on the capital market. This is where the regional government steps in. In order to guarantee that the energy saving and CO_2 reduction potential is tapped, the state offers financial support for municipalities looking to invest into the refurbishment of their public infrastructure. Furthermore, municipalities which are in the consolidation process benefit from special permissions to take out the loans provided through STARK III plus ERDF by the Investitionsbank Sachsen-Anhalt.

In addition to this public support structure, private investments into the public building stock are needed to ensure the long-term sustainability of energetic renovations. Energy monitoring data as a basis for projecting savings can help in attracting private investors by providing reliable indication of future returns. The new STARK III plus ERDF Energy Monitoring System will gather energy monitoring data from public buildings all over Saxony-Anhalt and can thus help by setting benchmarks and providing dependable statistics on returns from energy saving.

[1] Full German title: 2. Nationaler Energieeffizienz-Aktionsplan der Bundesrepublik Deutschland. Gemäß EU-Richtlinie über Endenergieeffizienz und Energiedienstleistungen (2006/32/EG) sowie Gesetz über Energiedienstleistungen und andere Energieeffizienzmaßnahmen (EDL-G)
[2] Full German title: Energiekonzept 2030 der Landesregierung von Sachsen-Anhalt
[3] Full German title: Klima- und Energiekonzept Sachsen-Anhalt (KEK)
[4] Energy savings targets as stated in the NEEAP: 47.6 PJ/A target for the public sector; thereof 19.1 from the federal government, 3.8 from the regional governments, and 24.7 from municipalities

3. Policy Context

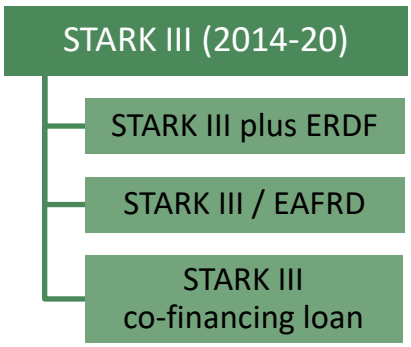
The action plan aims to impact:

☒Investment for Growth and Jobs program
☐European Territorial Cooperation program
☐Other regional development policy instrument

Name of the policy instrument

ERDF OP of Saxony-Anhalt 2014-2020. Priority Axis 3, Thematic Objective 4, Investment priority 4c: "STARK III plus ERDF" directive

Description of the policy instrument



STARK III plus ERDF (SIII+) is a policy instrument within the STARK III program and is aimed at enhancing the energy efficiency and CO_2-balance of public buildings in Saxony-Anhalt. It is used to finance the energetic refurbishment of public educational buildings, sports and cultural facilities that have a high potential of reducing CO_2 emissions and energy consumption. Within the funding period 2014-2020, SIII+ provides around 180 million Euro from ERDF for a funding rate of 70% per project. For the remaining 30% co-payment, STARK III offers an interest-free loan provided by the Investitionsbank Sachsen-Anhalt (abbreviation: IB; EN: Development Bank Saxony-Anhalt).

Improvement of the policy instrument

Within the framework of the STARK III program, the federal state of Saxony-Anhalt supports the municipalities in their capacity as providers of schools, day-care facilities, extracurricular sports facilities and cultural institutions with funding that is assigned for energetic and general renovations. The majority of this funding is provided from EU funds. While the responsibility for the concrete implementation of the measures lies with the municipalities, the federal state monitors the correct implementation of the requirements of the directive.

In this context and as an obligation of the SIII+ directive, beneficiaries have to report the annual energy consumption and CO_2 emissions of the refurbished buildings. While this annual check-up allows for monitoring whether projects reach the targets set in their application, it does not provide the beneficiaries with enough information for energy management or the calculation of payback from energy savings. Thus, beyond this annual report, all SIII+ beneficiaries are responsible for setting up a suitable energy monitoring system. However, projects often lack the financial and human resources to set up such a system which creates a need for the federal state to step in and to provide further support.

The two key factors for successfully reducing energy consumption that are not being tackled yet are: appropriate behavior of building users and the technical capacity of facility managers with regards to the new technology. Projects that lack these factors may not be able to realize their full potential and fail to cover the loan payments through the achieved savings. Experience from STARK III in the previous funding period (2007-2013) seems to indicate that the saved costs will likely not be enough to pay back the full loan within 10 years after completion.

This is where the strategic approach behind the EMPOWER project comes into play. Through the aim of developing an affordable, easy-to-use, and efficient energy monitoring system, it effectively addresses the challenges that has been posed to the STARK III program while also providing an integrated approach for all 117 SIII+ projects across the entire federal state. The innovation of the EMPOWER project in Saxony-Anhalt is in enabling reliable energy monitoring across both the project and federal state level. For the state level, data from all SIII+ projects, operated by legally independent institutions, will made accessible and integrated into the system. And since there is no standardized procedure for this so far, a joint development process is also required to achieve this goal. This means that intensive coordination between all parties will be involved during the implementation of new measures.

The issues described above is addressed in the following ways: through an improved governance of the SIII+ policy directive and through new projects in regards to innovative financing and to knowledge transfer benefiting similar directives.

Improved governance:

- Introduction of a simple and easy to handle energy monitoring system (EMS) for all projects funded under SIII+ in order to enhance energy management and better realize the energy saving and CO_2 reduction potential calculated in the project application. These improved energy savings will in turn increase the economic efficiency of public buildings.
- Set-up of a central database linked to the new SIII+ EMS with evaluation tools to compile all monitoring data in order to enhance the decision making process within the SIII+ directive and for the refurbishment of public buildings in the future.
- Compulsory training for facility managers and relevant building users during the SIII+ EMS' implementation period in order to raise awareness about energy efficiency and to support better energy management through monitoring.

The improvement of the SIII+ policy instrument through an improved governance as summarized above will be described in detail in the following chapter under the title "STARK III plus ERDF Energy Monitoring System".

New projects:

Within the EMPOWER project, several innovative financial instruments were reviewed and evaluated as potential new instruments for energy efficiency investments in Saxony-Anhalt. Finally, the conclusion was reached that an urban development fund (UDF) with a focus on public buildings would be an appropriate complement to the existing funding. Together with the managing authority and regional stakeholders, the development of a new "low carbon – climate fund" for Saxony-Anhalt

was initiated. Since this new fund would be developed for the upcoming instead of the current funding period, it will not be included in this action plan hereafter.

Furthermore, there is a directive called "STARK III / EAFRD" which is very similar to SIII+ and is used for funding refurbishment projects in rural areas under the scope of the EAFRD rural development program. Improvements to SIII+ may spill over or have a positive effect on the STARK III / EAFRD directive. Since these future developments cannot be fully anticipated at this time and will likely be targeted at the next funding period, they will also not be included in this action plan.

4. ACTION: STARK III plus ERDF Energy Monitoring System

Background

The IB has been successfully implementing funding schemes since 1993 and is acting as an intermediary body for structural funds in Saxony-Anhalt – about 77% of ERDF funds in the region are administered through the IB. Among its funding products are the STARK III program and other funding schemes supporting a shift towards a low-carbon economy[5] as well as in relation to climate change. From this mediator position, the IB cooperates closely with the regional government and supports ministries when it comes to developing funding tools for the operational program (OP). Besides being part of the regional monitoring committee of the OP for ERDF and ESF, the IB also takes part in regular coordination meetings with the STARK III policy owner and is supported by the regional energy agency (LENA)[6].

The STARK III program as whole was first launched in the 2007-2013 funding period and then continued in 2014-2020. Within this program, the SIII+ directive provides funds for investments that have a particularly high effect in avoiding CO_2 emissions, reduce major renovation requirements, achieve energy savings, and increase climate protection. In this context, the SIII+ directive's main goals are the improvement of the CO_2 balance of public buildings and improving their economic efficiency through energy saving. Quality assurance and monitoring that these goals are achieved are an integral part of the directive, especially because ERDF funds are involved. From the perspective of the EU and the national governments, monitoring functions as a proof of the effectiveness of funding for energetic renovation measures. Recipients, on the other hand, can use monitoring as an essential basis to optimize the operation of their buildings and to make better use of their energy saving potential.

In practice, the method and evaluation of monitoring is currently left almost entirely to the SIII+ beneficiaries. During the application process, they have to produce comprehensive information on the existing consumption rates of their building before construction and, in a characteristic value calculation, these existing values are compared to planned ones. From this, the projected savings are computed. After the refurbishment has been completed, beneficiaries are obligated to report the real consumption rates once a year over a period of 15 years. This reporting is currently being done in the form of a paper template which is sent to the IB via analogue or electronic mail. The simplified reporting method was chosen to aid beneficiaries without sophisticated monitoring systems in the effort to limit the use of resources.

At present, there is no standardized system apart from this basic reporting to sufficiently monitor the real values either on the regional or on the level of the beneficiaries. To address this challenge, the new SIII+ EMS, developed within the EMPOWER project, will achieve several targets which are summarized in the following section.

[5] Funded through priority axis 3 of the regional OP ERDF
[6] Full German title: Landesenergieagentur Sachsen-Anhalt (LENA)

Targets

The new STARK III plus ERDF energy monitoring system will:

- Offer a digital option to fulfil reporting obligations for the beneficiaries
- Offer beneficiaries the possibility to perform evaluations for their buildings and to conduct basic energy monitoring as a prerequisite and incentive for successful energy management
- Enable various evaluations at regional level

To increase its effectiveness, the system will be complemented by activities to:

- Train and raise awareness among building users with regards to energy saving

Description and Interregional Learning

When designing the new SIII+ EMS, the European exchange of experience was a vital basis for choosing and prioritizing features of the new system. In the following section, you can find a description of the interregional learning process and some examples of the lessons learnt. An overview over the specific aspects of the good practices (GPs) which inspired this action is shown at the end of this section.

The starting point for the exchange of experience process was at the peer review workshop in Venice. Together with experts and stakeholders from Saxony-Anhalt and the EU, a SWOT analysis was carried out and potential solutions for improvement were evaluated. The four main lessons were that 1) direct communication with beneficiaries is important, 2) a definition of good energy projects is needed (benchmarking/model projects), 3) beneficiaries need consultations before the refurbishment, and 4) beneficiaries from the project need to be included. On this basis, the IB project team together with key stakeholders attended three study visits to Lorient, Maribor, and Cork to learn more about similar existing monitoring solutions.

In Saint-Sulpice-La-Foret, a town close to Lorient, a system which is very low-cost and easy-to-implement was presented (GP P5-1). It featured a simple app to visualize the data in dashboards and receive alerts about anomalies. This approach has been adapted and a similar visualization will be used in the SIII+ EMS. The second influence on the SIII+ EMS from Lorient is the SOLENN project (GP P5-5) which, among other things, evaluated the different forms of support to raise citizens' awareness for energy saving issues. Some of the important lessons from this practice were that an integrated approach for technological and human support is needed. While it is essential to have accessible and fully operational tools, it is also necessary to promote empowerment and the intrinsic motivation of end-users. In this spirit, the SIII+ EMS itself will be complemented by information material, trainings, and targeted communication.

At the second study visit in Maribor, the Leadpartner ENERGAP gave an insight into their monitoring system for about 200 public buildings (GP P1-1). In this good practice, there is a strong focus on making use of energy monitoring for successful energy management. In order to achieve this, a high volume of data is fed into the system through preferably automated channels and the energy agency follows along closely with each building's progress and provides expert support for reaching the best possible savings. In the SIII+ EMS, the focus will be very similar. SIII+ beneficiaries will have several options to feed data into the system, to evaluate the data, and to use the findings for

an improved energy management with increased energy savings. This process will be supported by the regional energy agency, LENA, which will be the system administrator and central contact point for the SIII+ EMS.

Further inspiration was drawn from the study visit in Cork which highlighted the Public sector Monitoring and Reporting program (GP P3-1) and the power@work campaign (GP P3-3) in Ireland. While the campaign focuses on building users through their three key elements – technology, specialist expertise, and staff engagement – the monitoring program is especially aimed at decision makers. In the program, consumption data is not only compared against historical values but is also used to track progress towards the 2020 energy efficiency targets. It allows the users to meet their annual reporting requirements and generates standardized evaluations which can be used for publishing on websites or in annual reports. The SIII+ EMS will adapt this approach and give SIII+ beneficiaries the option to meet their reporting requirements through the system while at the same time having access to meaningful evaluations for energy management and communication. The EMS will also function as a measure of effectiveness for the whole SIII+ directive and overall assessments will be used in the political decision making progress.

Taking into account the lessons from these interregional exchanges, using an in-depth analysis workshop, and in close cooperation with the regional stakeholders, aspects from the good practices were adapted to the local context and combined into a structural and later technical system concept for the new SIII+ EMS. After the funding has been secured through the political state budget negotiations, the system concept will be used for public procurement and for the subsequent implementation process.

Overview over specific aspects from the EMPOWER good practices which influenced the design and features of the STARK III plus ERDF Energy Monitoring System for Saxony-Anhalt

Need	**Interregional Learning**	**SIII+ EMS in Saxony-Anhalt**
Accessibility	GP P1-1 & P5-1: • web-based tool with special software for monitoring, evaluations, and reporting GP P5-5: • access to information is the basis for any action	✓ web-platform with optional PC software for end users and administrators
Usability	GP P1-1: • visualization of data through graphs and dashboards • evaluation of data through standardized, regular reports • automated data input where possible GP P3-1: • benchmarking against historical data and targets as incentive • annual reporting obligation can be met through the system GP P5-1: • automatic alerts for anomalies	✓ customizable dashboards ✓ standardized visualizations and reports ✓ manual, semi-automated, and automated data input ✓ historical and master data from the application automatically fed into the system ✓ reporting requirement for SIII+ can be met through the EMS ✓ evaluation of each project for beneficiaries as a basis for energy monitoring

		✓ evaluation of all projects for the state as a basis for political decision making ✓ manual and automated data evaluations (incl. notification for missing data)
Support	GP P1-1: • close cooperation with ENERGAP • workshops for actual system users GP P3-3: • energy advisor for each building to support with optimization • intensive engagement of staff and building users through workshops, campaigns, etc. GP P5-5: • combination of technological and human support	✓ LENA as expert support and system administrator ✓ inclusion of end-users through information, training, and targeted communication
Reliability	GP P1-1: • reports as support for decision making • monitoring as a basis for energy management GP P3-1: • progress towards 2020 energy efficiency targets can be tracked • yearly evaluations are suitable for publishing on websites or in annual reports	✓ starting point for improved energy management in SIII+ buildings ✓ effectiveness of SIII+ can be measured, achieved overall CO_2 reduction can be calculated

Activities

The new SIII+ EMS described in the previous section is put into action through two core activities. Two preparatory tasks were carried out within the development of this action plan in phase 1. As they represent essential steps in the implementation of this action as a whole, they are briefly shown here as the natural prerequisites for activities 1 and 2 which will be carried out in phase 2.

Preparation: Analysis workshop and Technical EMS concept

The analysis workshop was devised to take findings from the Peer Review, lessons from the Study Visits, and regional requirements to be combined into a structural design for the new EMS. The structural concept includes information on all relevant parties, information flows, types and amounts of data, responsibilities, requirements and incentives on both regional and project level. The participants of the workshop were made up of a focus group of project team, policy owner, managing authority, selected regional stakeholders and experts from the field. The workshop's main output is the structural design of the target system.

In the next step, an external expert was commissioned to demonstrate, with his own example, that software available on the market is capable of meeting the requirements of the SIII+ EMS as laid out in the structural design. In addition, the structural concept was to be supplemented by the necessary technical depth and marked with a cost estimate for the implementation and operation of

the new system. The resulting technical system concept will be the basis for public procurement in phase 2.

Activity 1: Setting up the SIII+ EMS on regional and project level

The implementation and operation of the SIII+ EMS will be overseen by the regional energy agency, LENA. An external software provider will be selected through public procurement and tasked with the set-up of a web platform and PC software for users and administrators. Parallel, historical and master data from the application forms will be fed into the system to create a starting point for a central database and procedures for data processing, analysis, and visualization will be chosen. After launch, the LENA will function as a central contact point and support the users of the SIII+ EMS. The system will be provided to all SIII+ beneficiaries free of charge and will, after a transition period, replace the paper form for reporting. In addition, beneficiaries will be able to use the new SIII+ EMS as a basis for their energy management activities or link their established management systems to the SIII+ EMS for automatic reporting to the IB. The key players as well as indicative timeframe, costs, and funding sources will be elaborated on in following sections.

Activity 2: Training of technical and sensitization of building users

The implementation of the SIII+ EMS will be accompanied by informative events for technical and building users, by information materials (digital flyer, tutorial clips, FAQ, newsletter/website articles), by training sessions for technical users, and by targeted events for building users. Furthermore, a full-time position will be created at the LENA to support energy monitoring and management in the region in line with other LENA activities within the frame set by the Climate and Energy Concept (KEK). As with the previous activity, more information can be found in following sections.

Players involved

For the development and the implementation of the SIII+ EMS, the IB included several interested parties in the regional stakeholder group which can broadly be divided into three sub-sets: policy makers, energy experts, and representatives of the target beneficiaries.

The policy makers involved in the EMPOWER project in Saxony-Anhalt are:

- the Ministry of Finance which is the policy owner of the STARK III program including the SIII+ directive;
- the Ministry of the Environment, Agriculture, and Energy which is the responsible authority for all energy measures and the KEK in Saxony-Anhalt;
- and the Managing Authority ERDF/ESF which is the relevant managing authority for all ERDF funding in Saxony-Anhalt including the SIII+ directive.

These policy makers were invited to participate in all regional stakeholder group meetings as well as the analysis, technical and import workshops. Furthermore, a key stakeholder from the Ministry of Finance took part in all EMS-related EMPOWER Study Visits attended by the German delegation and worked together with the IB and the LENA in a small focus group to support the project team. This close involvement is an elemental basis for the development and successful implementation of the new SIII+ EMS in Saxony-Anhalt.

The energy experts involved in the EMPOWER project in Saxony-Anhalt are:

- the regional energy agency, LENA, which is 1) a cooperation partner of the Ministry of Finance for the implementation of the STARK III program including the SIII+ directive, 2) the regional institution tasked with the implementation of several KEK measures with a focus on energy monitoring and management, and 3) the designated responsible body for the procurement and operation of the new SIII+ EMS;
- and regional universities[7] which supplied expertise for the design and technical details of the new SIII+ EMS as well as experiences from current research and development in the field of energy monitoring.

Due to the integral position of the LENA not only as an energy expert but also as the natural choice as the new SIII+ EMS' administrator, a key stakeholder was invited to all EMS-related Study Visits and was part of the small focus group together with the IB and the Ministry of Finance. In addition, all energy experts were invited to take part in the regional stakeholder group meetings as well as the previously named workshops.

The representatives of target beneficiaries involved in the EMPOWER project in Saxony-Anhalt are:

- the regional chambers of engineers and architects which work closely with SIII+ projects and are experts for the requirements for refurbishments in general and within the SIII+ policy;
- and regional public authorities[8] which represent the SIII+ beneficiaries and future users of the SIII+ EMS.

These representatives of the target group are arguably some of the most indispensable stakeholders for the success of the EMPOWER project in Saxony-Anhalt as only they can provide feedback on the true day-to-day feasibility and the real added-value from the new SIII+ EMS. In this context, they were invited to take part in all regional stakeholder group meetings as well as all regional project workshops and had an essential role in designing the requirements for and structure of the new SIII+ EMS for Saxony-Anhalt.

Timeframe (indicative)

The implementation activities 1 and 2 are planned for phase 2 provided that there will be a positive funding decision within the political determination of the state budget for 2020/21. An indicative timeframe starting from this final funding decision is shown below.

[7] Involved regional universities (in no particular order): Hochschule Magdeburg-Stendal, Hochschule Anhalt, Technische Universität Braunschweig, Hochschule Merseburg, Hochschule Zittau
[8] Involved public authorities (in no particular order): Städte- und Gemeindebund, Salzlandkreis, Kommune Mansfelder Grund-Helbra

Activity 1:	Q4 2019	–	preliminary indication of funding intention through the state budget
	Q1-2 2020	–	final political determination of the state budget for 2020/21
	Q1-2 2020	–	preparation and public procurement of the external software provider
	Q3 2020	–	set-up of the system
	Q4 2020	–	testing and first data entries
	Q4 2020	–	official launch
	2020	–	users from a total of 16 SIII+ projects
	2021	–	users from a total of 46 SIII+ projects
	2022	–	users from a total of 88 SIII+ projects
	2023	–	users from a total of 91 SIII+ projects
	2038	–	foreseen end of the SIII+ reporting obligation
Activity 2:	Q1-2 2020	–	creation of a job position central to energy monitoring and management at the LENA
	TBD 2020	–	publication of FAQs, digital flyer, articles for SIII+ newsletter/website
	TBD 2020	–	publication of short info presentations and video tutorials
	TBD 2020	–	info events hosted by: SIII+, LENA, energy efficiency networks
	TBD 2020	–	roll-out events hosted by: SIII+, LENA

Costs (indicative)

The implementation activities 1 and 2 will be carried out in phase 2 of the EMPOWER project. The indicative costs are based on estimates from preparations for the political decision making process on funding for the new SIII+ EMS.

Activity 1: ca. €25T in the first year and ca. €8T annually in the following years external

Activity 2: ca. €10T in the first year and ca. €5T annually in the following years external; staff costs for 1 full-time position

Funding sources (indicative)

The funding for the implementation activities 1 and 2 will come partly from the STARK III program and partly from the LENA budget allocated to the implementation of select KEK measures.

5. Policy Endorsement

ACTION: STARK III plus ERDF Energy Monitoring System

I / we hereby agree to contribute to the implementation of the activities within the Action named above in accordance with the current jurisdiction rules.

Development Bank of Saxony-Anhalt

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