<table>
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<tr>
<th><strong>Project index number and acronym</strong></th>
<th>CE51 TOGETHER</th>
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<td><strong>Lead partner</strong></td>
<td>Province of Treviso</td>
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<tr>
<td><strong>Output number and title</strong></td>
<td>O.T1.2 Master Train the trainer</td>
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<td><strong>Responsible partner (PP name and number)</strong></td>
<td>PP5 - PNEC Stowarzyszenie Gmin Polska Sieć “Energie Cités”</td>
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<td><strong>Delivery date</strong></td>
<td>31.05.2017</td>
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**Summary description of the implemented training measure(s), explaining the specific goal(s) and target groups**
The project partners have cooperated in the conceptualization of a transnational training model (output O.T1.1) aiming at improving public building owners, managers and decision makers capacities in the area of integrated energy planning and management. The training model envisaged organisation of the two types of trainings (output O.T1.2):
- Master Train-the-Trainers workshop for partners’ internal staff
- 8 local training paths (consisting of 12 local training each) for the representatives of pilot buildings.

Master Train-the-Trainers workshop was organised by PNEC on 20-23 of February 2017 in Cracow (Poland). It aimed at increasing project partner’s thematic knowledge and training skills in order to prepare them for:
- delivering local trainings,
- supporting pilot buildings in planning, implementation and monitoring of their pilot action, integrating different types of energy-saving measures (technical, financial and DSM).

The workshop followed methodological guidelines (D.T1.3.1) developed by PNEC on the basis of:
- interviews (D.T1.1.2) conducted with 11 training experts, who shared their opinions on proposed training path and their guidelines and tips concerning development of good-quality trainings and training material;
- assessment (D.T1.2.4) of the initial knowledge, training capacities and training needs of the project partners’ internal staff.

Following project’s integrated approach to energy-saving, during the workshop different aspects of the process were discussed to give the partners the overall picture:
- 1st day was devoted to the technical issues (including energy audit and its role in planning comprehensive energy-saving interventions, measuring devices for assessing building’s energy situation and indoor air quality, thermal retrofit of the envelope, change of heating source, installation of RES; purchase of energy efficient equipment);
- 2nd day was devoted to the financial issues (available funding sources, choosing optimum business model, economic and financial analysis of planned investments, EPIC);
- 3rd day was devoted to the behavioural issues (rationale behind users’ behaviours, influencing users’ behaviours, possible incentives schemes motivating to save energy);
- 4th day was devoted to the analytical issues (data analytics methods used for handling energy consumption data, standard and smart energy management systems, ICT technologies helping to improve EE in buildings).

Following methodological guidelines, the sessions were delivered jointly by 4 external experts, selected in the international open call (announced on the project and CE programme website), and the partners having specific thematic knowledge and relevant case studies to present. The agenda tried to give adequate balance between passing theoretical knowledge and practical skills (through case studies and exercises).

Master Train-the-Trainer workshop was also an opportunity to test and discussed initial version of the TOGETHER transnational training material and to draw useful conclusions and lessons learned (D.T1.3.2). These were used by project partners to prepared their own local training paths with 12 local trainings, addressed at building owners, managers and decision makers, organised in the period 04.2017-02.2018. Also these were preceded by careful training needs assessment conducted on the basis of the common questionnaire delivered by PNEC.

NUTS region(s) where training(s) have been conducted (relevant NUTS level)

The NUTS of reference where the Master has been organized in Krakow (PL) NUTS PL213 but the who has benefitted of the master train the trainers belonging to other NUTS regions:
- ITH34 Province of Treviso
- CZ063, Kraj Vysočina
- SI012, Podravska
- HR041, Grad Zagreb
- PL213, Miasto Kraków
- HU231, Baranya
- HU101, Budapest
- SK010, Bratislavský kraj
- HU23 Del Dunantult
Expected impact and benefits of the trainings for the concerned territories and target groups

Regarding Master Train-the-Trainer workshop organised in Cracow in February 2017, the expected impact for the target group is improving their thematic knowledge and training skills. As a result the trainees (partners, internal staff) are now better prepared to:
· deliver good quality local trainings addressed at public building owners, managers and decisions makers;
· support pilot buildings in the preparation, implementation and monitoring of their pilot action, aiming at the reduction of energy consumption;
· provide local authorities (both within and outside the project) with comprehensive advice and support of energy-related issues (including technical, financial and DSM solutions that may be used to improve building's energy situation).

Regarding 8 local training paths planned in the period 04.2017-02.2018, the expected impact for the target group is improving their thematic knowledge and practical capacities regarding energy planning and energy management on a building level. As a result the trainees (building owners, managers and decision makers) will be better prepared to:
· evaluate their energy situation and plan and prioritize possible energy-saving measures;
· organise and implement most pressing energy-saving solutions (pilot action);
· impact building users’ behaviours and actively engage them in energy-saving efforts;
· integrate different types of energy-saving measures (technical, financial, DSM) to create synergies between them;
· evaluate results of implemented measures using installed smart metering systems and other data;
· manage energy consumption better using installed smart metering systems and other data.

The benefits for the concerned territories will be ensured through:
· open access to Master Train-the-Trainer training material, so that also other actors of the territories could use them to improve their knowledge and capacities and to find inspiration for action;
· open access to local trainings' material, so that also other actors of the territories could use them to improve their knowledge and capacities and to find inspiration for action;
· partners' better preparation (through Master Train-the-Trainers) to involve in other projects and initiatives supporting energy transition of the territories;
· pilot buildings acting as “lighthouse” buildings inspiring others to take similar actions. Thanks to the new skills and capacities gained during local trainings, building owners and managers will implement pilot actions, integrating different types of energy-saving measures, that can be later replicated in other public buildings of the territories.

Sustainability of the training(s) and developed training material(s) and their transferability to other territories and stakeholders
Sustainability of the Master Train-the-Trainer workshop organised in Cracow in February 2017 will be ensured through:

- improved thematic knowledge and capacities of the partners' internal staff, who are now better prepared and equipped to support public buildings in improving their energy situation;
- improved training skills of partners' internal staff, who are now better prepared to deliver good quality trainings;
- using the experience and lessons learned to improve the transnational training material tested during the event;
- using the experience and lessons learned to plan and organise 8 local training paths, aimed at training representatives of pilot buildings in each project country.

Sustainability of local trainings, organised by the partners in the period 04.2017-02.2018 will be ensured through:

- improved thematic knowledge of public building owners, managers and decision makers allowing them to:
  - better manage energy consumption in their buildings in the long-term
  - plan, organise and implement necessary energy-saving measures

Transferability to other territories and stakeholders will be ensured through:

- making the training material (both from the Master Train-the-Trainer and from the local trainings) widely available so that also other interested parties could use it to improve their thematic knowledge and skills. Material from Master Train-the-Trainer is already available at the project website and local training material will be subsequently added as an "open source material". Project partners will also promote it on the occasion of different events (project and external).

Lessons learned from the development and implementation of training measures and added value of transnational cooperation
The overall Master Train-the-Trainer experience was very good and helped the partners improve their thematic knowledge and skills and thus better prepare for future project activities. It is a "living proof" that such activities are really needed and each training programme should start with increasing trainers' own capacities and preparing them for work with a specific group, having specific needs and problems. Other lessons learned (apart from this major one), are following:

· each training or training programme should start with a careful assessment of the initial knowledge, training needs and specific challenges faced by the trainees. This assessment should be used to develop "tailor-made" ("on-demand") training programme that would address the specific situation of the targets and the objectives that they want to reach in the long term.
· the trainings should not only focus on transferring new knowledge but should also enable the trainees to use this knowledge in practice. In case of Master Train-the-Trainers the aim was to capacitate project partners to deliver good quality trainings themselves and ensure efficient interaction with the trainees. In case of local training paths the aim is to capacitate building owners, managers and decision makers to better manage energy in their buildings, implement energy-saving measures and solve their specific problems.
· in both cases it is good to ask the trainees in advance what specific problems and challenges they are facing (or have faced in the past) and need help solving. This will help to further adapt the training content, prepare relevant case studies and make sure that transferred knowledge will be really useful for the targets.
· it is good to present many case studies concerning topics discussed as they help to better understand practical aspects behind them. Case studies should not be limited only to good practices but should also present bad ones, as sometimes one can learn more on other people's mistakes.
· it is good to actively involve the trainees, asking them to deliver some presentations, e.g. referring to their case study or specific professional background. Such peer-exchanges can generate new knowledge, ideas and make people more engaged in the learning process, creating additional added value.
· "train-the-trainers" activities should not only focus on increasing relevant thematic knowledge of the trainers but also improving their training skills. Different training methods and approaches should be tested and discussed.
· each training session should end with careful collection and evaluation of lessons learned to draw conclusions for the future.

The transnational cooperation is of crucial importance for the organisation of such training events and training paths as:

· it helps to make use of wider and more diverse pool of knowledge and experience;
· it helps to deliver interdisciplinary, transnational training model that can be adapted to various contexts;
· it helps to adapt the proposed model to the specific national frameworks and the specific needs of the target groups.

References to relevant deliverables and web-links
If applicable, pictures or images to be provided as annex

References to the relevant deliverables:
· D.T1.1.2 - summary report on interviewed experts' opinions and guidelines
· D.T1.2.4 - consolidated report on initial knowledge assessment of the partners
· D.T1.3.1 - Methodological guidelines for delivering the Master Train-the-Trainers targeting PPs internal staff
· D.T1.3.2 - Feedback and evaluation report of the Master Train-the-Trainers


The following material is attached as an annex:
· the final agenda of Master Train-the-Trainers
· 2nd TOGETHER newsletter summarizing