



D4.1 Materials for training on energy efficiency and multiple benefits

GEAR@SME: GENERATE ENERGY EFFICIENT ACTING AND RESULTS AT SMALL & MEDIUM ENTERPRISES



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Project Factsheet

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Executive Summary

This report contains an overview of training material to support the rollout of the GEAR@SME methodology. The main target group for this training material is Multiplier Organizations, who are expected to use it for training Trusted Partners. The training material is presented as a programme, consisting of three modules and nine units (see Table 1). Each training module offers two levels of content. Level 1 units are accessible introductions to the key concepts of the module, for which no prior knowledge is assumed. The contents of level 1 units can be used in multiple ways, both as a dedicated workshop or as part of a symposium session that covers other topics. Level 2 units dive deeper into specialized topics. Participants without prior knowledge are advised to take these units in the order they are presented. However, participants who seek to expand their knowledge on specific topics which they are already familiar with can skip the level 1 units. To accommodate this, each unit starts with a brief recap of the previous units within the module.

The training programme, including all materials, is publicly available. Each training module consists of a deck of PowerPoint slides with notes, which can be printed as a handout by trainers. While the materials are presented in GEAR@SME style, it has been made easy to customize for trainers who want to use only part of it, or who wish to make other adaptations. For each training unit, an information sheet is also available containing information on a.o. its learning objectives, duration, and possible settings for which the materials are suitable (e.g., workshop, symposium - see Appendix 1). When using the materials, trainers are requested to collect and share feedback from participants using the 'Template monitoring training impact' (see Appendix 2). This enables the GEAR@SME consortium to assess the impacts of the training programme as well as making improvements. All training materials and information sheets, as well as future updates to these materials, will be made available through the online platform www.energyefficientsme.eu

Table 1. GEAR@SME Training Programme.

Module/ Unit	Saving Energy Together: Establishing Energy Collectives (EC)	Module/ Unit	Collective Energy Projects (CP)	Module/ Unit	Multiple Benefits (MB)
Level I: Introducing key concepts and their relevance: 'Appetizing' introduction to key concepts.					
EC1	Saving energy together: Why? Overview of Steps and activities	CP1	Collective energy projects: introduction. Arranging an energy team and project leader	MB1	Multiple Benefits: Introduction. Definition of Multiple Benefits
Level II: Areas for specialization: Focusing on specific needs and skills					
EC2a	Getting started: Defining scope and organizing stakeholders - Setting your ambition - Services and activities you want to offer - Motivating SMEs to participate - Involving the right stakeholders	CP2a	Identifying your collective energy project and obtaining commitment of SMEs	MB2	How to integrate Multiple Benefits in the company's strategy: Strategic and monetary analysis
EC2b	Defining activities in a collective approach - Creating continuous motivation - Supporting SMEs - Monitoring and following up	CP2b	Offers and implementation		
EC2c	Organizing a collective and providing continuity - Continuous development - Organizational structure				



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Introduction

Background

The GEAR@SME project aims to substantiate the role of a local Trusted Partner (TP) who supports Small and Medium-sized Enterprises (SMEs) with the implementation of Energy Efficiency Measures (EEMs). The Trusted Partner is a neutral actor, or a group of actors, trusted by the SMEs and able and willing to drive the development of energy collectives and collective energy projects. The Trusted Partner supports SMEs in matters related to energy efficiency, amongst others, by being an intermediary between SMEs and Energy Service Suppliers. The Trusted Partner is supported by the GEAR@SME methodology, which aims to catalyse the implementation of energy efficiency measures by taking a local, collective approach based on multiple benefits, tailored to the specific locality.

Objective and scope

This report contains an overview of training material to support the rollout of the GEAR@SME methodology. The training material is presented as a programme, consisting of three modules and nine units (see Table 1). Each training module offers two levels of content. Level 1 units are accessible introductions to the key concepts of the module, for which no prior knowledge is assumed. The contents of level 1 units can be used in multiple ways, both as a dedicated workshop or as part of a symposium session that covers other topics. Level 2 units dive deeper into specialized topics. Participants without prior knowledge are advised to take these units in the order they are presented. However, participants who seek to expand their knowledge on specific topics which they are already familiar with can skip the level 1 units. To accommodate this, each unit starts with a brief recap of the previous units within the module.

The training programme, including all materials, is publicly available and comes with instructions for trainers on how to use it (to be written). Each training module consists of a deck of PowerPoint slides with notes, which can be printed as a handout by trainers. While the materials are presented in GEAR@SME style, it has been made easy to customize for trainers who want to use only part of it, or who wish to make other adaptations. For each training unit, an information sheet is also available containing information on, amongst others, its learning objectives, duration, and possible settings for which the materials are suitable (e.g., workshop, symposium - see Appendix 1). For each training unit, the information sheet also contains references to other tools and supporting materials that have been collected or developed in the GEAR@SME project.

When using the materials, trainers are requested to collect and share feedback from participants using the 'Template monitoring training impact' (see Appendix 2). This



enables the GEAR@SME consortium to assess the impacts of the training programme as well as making improvements. All training materials and information sheets, as well as future updates to these materials, will be made available through the online platform www.energyefficientsme.eu.

It is envisioned that Multiplier Organisations will use the training materials to create training activities for Trusted Partners. Multiplier Organisations are generally non-profit organizations with a large potential to support and reach SMEs on the regional or national level. In addition, they play an important role in the establishment and scale-up of local SME energy collectives.

Structure of this report

The next chapter explains how the training programme was developed, its final structure, and the intended audience. The chapter thereafter summarizes the implementation activities this far. The rest of this report consists of appendices. The information in these appendices is written in a format that allows for user-friendly sharing of the information with prospective users as well as easy updating of the materials via the online platform www.energyefficientsme.eu. The training unit templates can be found in Appendix 1. The template for monitoring training impact can be found in Appendix 2. An introduction to the training programme, explaining its purpose and use to trainers, will be written later and will then also be offered through the online platform www.energyefficientsme.eu.



Training programme development

The development of this training programme took place simultaneously with the setting up of the four Use Cases in Germany, Italy, the Netherlands, and Romania¹. This activity was preceded by the development of the GEAR@SME Common Methodology, as described in the Handbook (Deliverable D3.1)².

As part of the development of the GEAR@SME Common Methodology, existing tools in five countries (see Table 2) were collected and reviewed to identify existing gaps. The definition of 'tools', in this context, encompassed energy audit tools, training and educational tools, support channels, and 'other types'. All of these tools are publicly available, this was a criterion for inclusion. This resulted in a set of 73 tools, that will be made available through the GEAR@SME online platform www.energyefficientsme.eu. The toolset has been described in D2.1, below is a brief summary to clarify the relation between toolset and training programme.

The toolset is composed as follows:

- 25 Energy Audit tools
- 22 Training/Educational tools
- 10 Support Channels (e.g., websites)
- 16 Other type of tools

These tools have been reviewed according to the activate-organize-enable logic that is core to the GEAR@SME Common Methodology: Activating tools mainly intend to stimulate motivation among participants, organizing tools mainly intend to share knowledge on how to achieve specific results together, and enabling tools support the execution of plans, for example by giving insight in the energy saving potential of companies and business parks.


Results of this review showed that only few tools address the question how to activate SMEs to become part of a collective and how to organize a cooperation between SMEs and a Trusted Partner (see Table 2). Most of the tools are enabling tools for SMEs, for example self-audit tools. The concept of saving energy together with the support of a Trusted Partner is mainly being practiced in the Netherlands, which explains why most training materials and tools were identified in this country.

¹ See: [Use Cases | GEAR@SME \(gearatsme.eu\)](http://gearatsme.eu)

² See: [Handbook for an integrated GEAR@SME methodology | GEAR@SME \(gearatsme.eu\)](http://gearatsme.eu)



Table 1. Summary of tools according to the logic of Activating, Organizing and Enabling (Source: D2.1).

Country	Number of tools		Scope of the tools		
			Activate	Organize	Enable
Netherlands	35	 of which	8	4	23
Romania	8				8
Germany	4				4
Sweden	18		3		15
Italy	8		2		6
TOTAL:	73		13	4	56

The premise of the GEAR@SME Common Methodology is that SMEs will not enter the enabling phase (and will thus not make use of these tools) as long as they have not been activated and organized. Therefore, the ‘gap’ in existing tooling at this point poses a challenge to implementing the GEAR@SME Common Methodology in other countries. Therefore, it was clear that the training program presented in this report should contribute to closing this gap. As such, it would be closely related to the ‘Handbook for an integrated GEAR@SME methodology (D3.1).

Following the gap analysis and review of existing training materials, a first draft of the content of the training programme was created. The structure of the ‘Handbook for an integrated GEAR@SME methodology’ (D3.1) was used to identify topics of interest to the Trusted Partners in the Use Cases. In addition, the Use Case leaders (UCLs) were asked to indicate what the Trusted Partners in their network mainly needed.

This resulted in a training program with two focal points. Firstly, to address the gap in ‘activating’ tools, a lot of attention is being paid to motivating SMEs, a.o. by addressing Multiple Benefits and by explaining how being part of an energy collective helps overcoming individual barriers to saving energy. Secondly, to address the gap in ‘organizing’ tools, a lot of attention is being paid to identifying relevant stakeholders and their role in developing energy collectives and setting up collective projects.



Structure of the Training Programme

Based on the outcomes of these steps, a common structure was designed (see table/figure 1). It took several iterations to arrive at this result, from a longlist of topics and possible audiences for the training. All topics that were identified as relevant have been given a place in the program, the discussions were mainly about their place in it (e.g., as a separate unit or as part of a unit). Regarding the target audience, it had to be clarified that we would not develop training for SMEs, but for Trusted Partners (see next paragraph). The resulting structure consists of nine training units divided over three modules, containing all topics deemed most relevant at this moment for Trusted Partners across countries to receive training in by Multiplier Organizations. The modules are: Multiple Benefits, Saving Energy Together, and Collective Energy projects. The training units provide an introduction into these topics and address specific topics therein.

Slide decks have been developed for each training unit in English, along with instructions for trainers in the notes, printable as a reader. The materials have been developed using the GEAR@SME style to be recognizable as such. However, trainers are free to make adaptations. The present deck of slides is not considered a final product, but rather a first version. Trainers who use the materials are encouraged to share their experiences, to which the consortium will respond by adapting the materials when needed.

Target audience of the training programme

The target audience to receive this training are Trusted Partners (TPs). Some parts of the training material are also interesting to Energy Service Suppliers (ESS). The Multiplier Organizations (MOs) are the intended users of the training materials. The MOs will provide the trainings to TPs and ESS. During project lifetime, interested MOs are offered support in using the training materials (e.g., train-the-trainer session). The training does not directly address SMEs, governmental agencies, and other stakeholders in local energy projects (e.g., grid operators) unless these stakeholders decide to take on the role of TP or MO.

An overview of the target audience of the training programme was made for the four countries where GEAR@SME conducts a Use Case, it was studied in detail what the target audiences look like. As Table 3 shows, the target audience can be different per country.



Table 3. Target Groups for the GEAR@SME training programme.

	Netherlands	Germany	Romania	Italy
Trusted Partners	Park managers, entrepreneurial associations	Real estate managers, local development organisation	Local Development Agencies (governmental)	Confindustria (regional employers' organisation)
Energy Service Suppliers	Energy advisors, energy auditors, (ESCOs, energy technology suppliers)			
Multiplier Organisations	Sector associations, park management organisation, employers organisation	Governmental agencies	(Technical) Universities	Regional sector associations



Training programme implementation

At time of writing, the training materials have been brought to attention of Trusted Partners in Romania and Italy as part of national workshops on 10 December 2021. The workshop's main objective was to present the GEAR@SME methodology and collective concept to a wide pool of stakeholders: SMEs, Energy Supply Side, potential Trusted Partners.

In Italy, one of the trainings (Training theme “Collective Energy Projects”) was tested during a training event organized together with the Trusted Partner identified for the Italian use case (Roveri, Bologna). For this event, the training material was translated into Italian. The training was given on the 10 December 2021, in a highly interactive format, and allowed a very fruitful discussion with the Trusted Partner, building up on her practical experience and providing useful impact for future actions to be undertaken in the Use Case.

In Romania, the Trusted Partner - TETAROM - is interested in receiving training. Details will be discussed and training will be planned shortly.

In the Netherlands, CLOK (supported by TNO, CCS and BEA) planned a 2-hour workshop on Multiple Benefits: Introduction (MB1). The workshop was supposed to take place on 20 January 2022. For this event, the unit was translated into Dutch. Participants were approached by CLOK through a network of regional business associations. Twenty (20) participants signed up, including the Trusted Partner from the Dutch Use Case. However, due to technical issues, execution of the workshop was stalled just before it was about to start. A new date was immediately set for 8 February 2022.



Appendix 1 – Training unit information



EC1 Saving Energy Together: Why

Module EC		Saving Energy Together: Establishing Energy Collectives	
Unit	EC1 Saving energy together: Why – Overview of steps and activities		
General description	<p>Training material that gives an introduction to “Saving energy together”. Through this training, potential Trusted Partners receive:</p> <ul style="list-style-type: none"> - an introduction on how they can use their role to support a group of SMEs to improve the sustainability of their businesses by taking energy efficiency and renewable energy measures - find inspiration for developing a way of working that is relevant to their own situation 		
Place in the programme	The unit gives an Introduction directly to the EC2a, EC2b and EC2c but can also be relevant as background for modules MB and CP.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is for Trusted Partners who want to address energy efficiency and renewable energy in that role (Trusted Partners broadly defined).	
	No of participants	6-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	2 - 3hours (excluding breaks) – extent of exercises can be used to adapt length.	
Elements:	<ul style="list-style-type: none"> - Why saving energy together is relevant - What a collective approach (saving energy together) means and an overview of steps and activities that can be included - The role of the Trusted Partner and other stakeholders that can be involved 		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not Applicable.	
	T4.3 Tools:	Not Applicable.	
	Documents:	Handbook, especially Introduction	
	Language-specific elements:	Not Applicable.	



Main objective	Enable Trusted Partner to take first steps towards using a collective approach to support SMEs with energy efficiency and renewable energy.					
Intended outcomes (specific objectives)	For the trainees to learn: <ul style="list-style-type: none"> - Why saving energy together makes sense - What it means to develop a collective approach to save energy in SMEs - Who can and needs to be involved 					
Learning objectives	Intended outcomes		Learning objectives			
	The trainees should learn ...		The trainees should be able to ...			
	... Why saving energy together makes sense ... What it means to develop a collective approach ... Who can and needs to be involved		... Discuss why energy efficiency is relevant ... Understand how a collective approach can help ... Reflect on their own role and drivers as a TP ... Apply these insights in taking first steps towards using a collective approach			
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	Contributes by increasing the capability of Trusted Partners to support SMEs collectively, thereby reducing barriers to energy efficiency.					
Learning activities	The training is based on a mixture of presentations and interactive elements. The basics of energy collectives will be presented and discussed in different interactive group activities.					
Learning methods	x	Master class		Case study		Competition
	x	Group assignment		Individual study		Game
		Role play	x	Collaborative learning	x	Discussion
		Learning by doing	x	Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Whiteboard or flipchart, post-it notes - Printed hand-out for the participants - In case of on-line training – (prepared) interactive tools such as digital whiteboard and/or mentimeter 					
	Participants: No specific material (something for taking notes).					
Available languages	English					



EC2a Energy Collectives: Getting started

Module		Saving Energy Together: Establishing Energy Collectives	
Unit	EC2a Getting Started: Defining scope and organizing stakeholders		
General description	Training material through which (potential) Trusted Partners receive: <ul style="list-style-type: none"> - The skills to start developing a local SME energy collective by defining the scope and organizing the stakeholders - Inspiration for developing a way of working that is relevant to their own situation 		
Place in the programme	The unit is one of three units (EC2a, EC2b and EC3c) on Establishing Energy Collectives, based on introduction in unit EC1. EC2b focuses on developing services and activities for continuous motivation, and EC2c focuses on the development of long-term organizational continuity. Modules MB and CP, cover more specific themes essential for energy collectives.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is for Trusted Partners who want to address energy efficiency and renewable energy in that role (Trusted Partners broadly defined).	
	No of participants	6-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	4 – 6 hours (excluding breaks) – extent of exercises can be used to adapt length.	
Elements:	Why it is important and how to do to: <ul style="list-style-type: none"> - Set the ambition and focus of the collective - Define services and activities to offer - Motivate SMEs to (start) participating - Involve the right stakeholders 		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not Applicable.	
	T4.3 Tools:	Not Applicable.	
	Documents:	Handbook, especially Chapter B.	
	Language-specific elements:	Not Applicable.	
Main objective	Enable Trusted Partners to start the practical work with developing a collective approach to support SMEs in “their” SME cluster with energy efficiency and renewable energy.		



Intended outcomes (specific objectives)	For the trainees to learn: <ul style="list-style-type: none"> - About key initial steps towards developing a local SME energy collective - To utilize practical tools and approaches in taking these steps - Why it is important and how one can do to set the ambition and define activities of the collective, based on the SMEs needs 					
Learning objectives	Intended outcomes			Learning objectives		
	The trainees should learn ...			The trainees should be able to ...		
	... About key initial steps towards developing a local SME energy collective ... To utilize practical tools and approaches in taking these steps ... Why it is important and how one can do to set the ambition and define activities of the collective, based on the SMEs needs			... Formulate the ambition of a local SME energy collective ... Specify scope and relevant activities and services ... Develop a Value Proposition for the collective ... Motivate SMEs to participate and define stakeholders to involve ... Apply this knowledge to develop an organizational framework for their "own" local SME energy collective		
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	Contributes by increasing the capability of Trusted Partners to support SMEs collectively, thereby reducing barriers to energy efficiency.					
Learning activities	The training is based on a mixture of presentations and interactive elements. The basics of energy collectives will be presented and discussed in different interactive group activities.					
Learning methods	x	Master class		Case study		Competition
	x	Group assignment		Individual study		Game
		Role play	x	Collaborative learning	x	Discussion
		Learning by doing	x	Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Whiteboard or flipchart, post-it notes - Printed hand-out for the participants - In case of on-line training - (prepared) interactive tools such as digital whiteboard and/or mentimeter 					
	Participants: No specific material (something for taking notes)					
Available languages	English					



EC2b Energy Collectives: Defining activities

Module		Saving Energy Together: Establishing Energy Collectives	
Unit	EC2b Defining activities in a collective approach		
General description	Training material through which (potential) Trusted Partners receive: <ul style="list-style-type: none"> - The skills to plan, develop and carry out activities in the local SME energy collective, that are relevant to the SMEs needs - Knowledge about the importance of monitoring and following up the results of the collective 		
Place in the programme	The unit is one of three units (EC2a, EC2b and EC3c) on Establishing Energy Collectives, based on introduction in unit EC1. EC2a focuses on how to get started with actually setting up a collective, and EC2c on the development of long-term organizational continuity. Modules MB and CP, cover more specific themes essential for energy collectives.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is for Trusted Partners who want to address energy efficiency and renewable energy in that role (Trusted Partners broadly defined).	
	No of participants	6-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	3-4 hours (excluding breaks) – extent of exercises can be used to adapt length.	
Elements:	Why it is important and how to do to: <ul style="list-style-type: none"> - Understand the needs of the SMEs - Create continuous motivation by <ul style="list-style-type: none"> o Creating relevant services and activities o Demonstrating the benefits of the collective approach o Involving knowledgeable stakeholders - Monitor and follow up results 		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not Applicable.	
	T4.3 Tools:	Not Applicable.	
	Documents:	Handbook, especially Chapter C.	
	Language-specific elements:	Not Applicable.	
Main objective	Enable Trusted Partners to start the practical work with developing and carrying out activities in a local SME energy collective.		



Intended outcomes (specific objectives)	For the trainees to learn: <ul style="list-style-type: none"> - about the needs of the SMEs - how to motivate, activate and support SMEs for energy efficiency, applying a collective approach - how to create continuous motivation by services and activities relevant to the SME needs 					
Learning objectives	Intended outcomes		Learning objectives			
	The trainees should learn ...		The trainees should be able to ...			
	... about the needs of the SMEs ... how to motivate, activate and support SMEs for energy efficiency, applying a collective approach ... how to create continuous motivation by services and activities relevant to the SME needs		... identify specific barriers & drivers of the SMEs ... identify the relevant activities for establishing and maintaining an energy collective ... Connect barriers and activities for overcoming those ... monitor the collective's achievements			
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	Contributes by increasing the capability of Trusted Partners to support SMEs collectively, thereby reducing barriers to energy efficiency.					
Learning activities	The training is based on a mixture of presentations and interactive elements. The basics of energy collectives will be presented and discussed in different interactive group activities.					
Learning methods	x	Master class		Case study		Competition
	x	Group assignment		Individual study		Game
		Role play	x	Collaborative learning	x	Discussion
		Learning by doing	x	Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Whiteboard or flipchart, post-it notes - Printed hand-out for the participants - In case of on-line training – (prepared) interactive tools such as digital whiteboard and/or mentimeter 					
	Participants: No specific material (something for taking notes).					
Available languages	English					



EC2c Energy Collectives: Continuity

Module		Saving Energy Together: Establishing Energy Collectives	
Unit	EC2c Organizing a collective and providing continuity		
General description	Training material through which Trusted Partners receive: <ul style="list-style-type: none"> - The skills to further develop the organization of their local SME energy collective for long-term viability - Tools and approaches needed for taking these steps 		
Place in the programme	The unit is one of three units (EC2a, EC2b and EC3c) on Establishing Energy Collectives, based on introduction in unit EC1. EC2a focuses on how to get started with actually setting up a collective, and EC2b focuses on developing services and activities for continuous motivation. Modules MB and CP, cover more specific themes essential for energy collectives.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is for Trusted Partners who have been working with a collective approach to save energy and want to take the next steps (Trusted Partners broadly defined).	
	No of participants	6-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	2.5 – 4 hours (excluding breaks) – extent of exercises can be used to adapt length.	
Elements:	Long-term development of a local SME energy collective, how you can: <ul style="list-style-type: none"> - Utilize a Value Creation Canvas to assess needs and resources - Make a systematic stakeholder analysis - Evaluate alternative organizational models 		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not Applicable.	
	T4.3 Tools:	Not Applicable.	
	Documents:	Handbook, especially Chapter B	
	Language-specific elements:	Not Applicable.	
Main objective	Enable Trusted Partners develop a long-term viable local SME energy collective, together with other stakeholders involved.		
Intended outcomes	<i>For the trainees to learn:</i> <ul style="list-style-type: none"> - How to assess the needs and resources of the collective 		



(specific objectives)	<ul style="list-style-type: none"> - How to carry out a systematic stakeholder analysis - About aspects important for evaluating alternative options for long-term organization and revenue structure 				
Learning objectives	Intended outcomes		Learning objectives		
	The trainees should learn ...		The trainees should be able to ...		
	... How to assess the needs and resources of the collective ... How to carry out a systematic stakeholder analysis ... About aspects important for evaluating alternative options for long-term organization and revenue structure		... Use a Value Creation Canvas to assess needs and resources ... Make a systematic stakeholder analysis ... Develop a Value Proposition for the collective ... Evaluate alternative organizational structures for the collective ... Apply this knowledge to develop a long-term viable local SME energy collective		
Verification	Questionnaire for participants in the Template Monitoring Training.				
Contribution	Contributes by increasing the capability of Trusted Partners to support SMEs collectively, thereby reducing barriers to energy efficiency.				
Learning activities	The training is based on a mixture of presentations and interactive elements. The basics of energy collectives will be presented and discussed in different interactive group activities.				
Learning methods	x	Master class		Case study	Competition
	x	Group assignment		Individual study	Game
		Role play	x	Collaborative learning	x Discussion
		Learning by doing	x	Reflection on experiences	Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Whiteboard or flipchart, post-it notes - Printed hand-out for the participants - In case of on-line training – (prepared) interactive tools such as digital whiteboard and/or mentimeter 				
	Participants: No specific material (something for taking notes).				
Available languages	English				



CP1 Collective Energy Projects: Introduction

Module		Developing (collective) Energy Projects	
Unit	CP1 Collective Energy Projects: Introduction		
General description	<p>Training material that gives an introduction to developing energy projects with SMEs. In this introductory unit, potential Trusted Partners learn:</p> <ul style="list-style-type: none"> - the benefits of collective energy projects for SMEs - how to design the role as a Trusted Partner in the process of organising collective energy projects 		
Place in the programme	<p>This unit is one of two units (CP1, CP2). CP1 provides a direct introduction into CP2. The process of organising collective energy projects is explained in CP1. Details of this process are described in CP2. The module EC is complementary to the CP module. The main difference between these two is that the CP module focuses on shaping specific energy efficiency projects with a (small) group of stakeholders, while the EC module focuses more strongly on developing the systemic and organizational conditions for collective energy efficiency activities.</p>		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is for Trusted Partners who have/will have a coordinating/supporting role in relation to a local cluster of SMEs (a Trusted Partner) and want to address energy efficiency and renewable energy in that role (Trusted Partners broadly defined).	
	No of participants	8-15 persons, that ideally represent 4-8 different SME clusters	
Duration:	2 hours		
Elements:	<p>The content describes:</p> <ul style="list-style-type: none"> - An introduction to Energy Efficiency in SMEs, collective energy projects and their benefits - the process of organising collective energy projects - In-depth insights on how to arrange an Energy Team and project leader 		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Cento di Butrio (IT), Macrolotto (Prato, IT).	
	T4.3 Tools:	Not Applicable.	
	Documents:	Handbook, especially section C.2.3 Supporting the implementation of collective energy projects.	
	Language-specific elements:	Not Applicable.	



Main objective	Enable Trusted Partners with knowledge on how to organise collective energy projects in business parks.					
Intended outcomes (specific objectives)	<p>For the trainees to learn:</p> <ul style="list-style-type: none"> - About the benefits of collective energy projects for SMEs - how to design the role as a Trusted Partner in the process of organising collective energy projects - From inspiration for developing a way of working that is relevant to everyone's own situation 					
Learning objectives	Intended outcomes			Learning objectives		
	The trainees should learn ...			The trainees should be able to ...		
	<p>...About the benefits of collective energy projects for SMEs</p> <p>...How to design the role as a Trusted Partner in the process of organising collective energy projects</p> <p>...From inspiration for developing a way of working that is relevant to everyone's own situation</p>			<p>... Understand what barriers SMEs can face when implementing EE</p> <p>... Understand how a collective approach can help</p> <p>... Reflect on their own role and drivers of collective energy projects for SMEs as a TP</p> <p>... Apply these insights in taking first steps towards using a collective approach</p>		
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	Contributes by increasing the capability of Trusted Partners to support SMEs collectively, thereby reducing barriers to energy efficiency.					
Learning activities	The training is based on a mixture of presenting information and interactive elements. The basics of the benefits of collective energy projects and establishing an energy team and project lead will be presented. There are various discussions and interactive group activities.					
Learning methods	x	Master class		Case study		Competition
	x	Group assignment		Individual study		Game
		Role play	x	Collaborative learning	x	Discussion
		Learning by doing	x	Reflection on experiences		Other (specify)...
Learning resources	<p>Trainer:</p> <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Whiteboard or flipchart, post-it notes - Printed hand-out for the participants - In case of on-line training – (prepared) interactive tools such as digital whiteboard 					
	<p>Participants: No specific material (something for taking notes).</p>					
Available languages	English; Italian					



CP2a Identifying your collective energy project and obtaining commitment of SMEs

Module		Developing Collective Energy Projects	
Unit	CP2a Identifying your collective energy project and obtaining commitment of SMEs		
General description	This training module focuses on identifying and evaluating energy efficiency actions to be taken, creating the energy action plan, and getting the energy collective involved.		
Place in the programme	This training unit (CP2a) is the first part out of two trainings in the module developing collective energy projects. It precedes CP2b.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is relevant to anyone who has/will have a coordinating/supporting role in relation to a local cluster of SMEs (a Trusted Partner) and want to address energy efficiency and renewable energy in that role. Specifically this part of the training focuses on identifying and evaluating energy efficiency measures to be undertaken. It also addresses the development of the energy action plan and communicating it to the entire collective.	
	N° of participants	8-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	2-4 hours	
Elements:	<p>The content describes:</p> <ul style="list-style-type: none"> - Step B (assessment of potential energy savings and measures), step C (Creation of an energy action plan) and D (Commitment of essential SMEs) of the entire process to establish a collective energy project. <p>In each of these steps, introductory content is provided, as well as in-depth discussion topics, examples of other projects are introduced and relevant example materials, documents and some suggestions for interactive activities are given.</p>		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.)		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Energy Community in the municipality of Melpignano (IT), Shared electric mobility, Marcrolotto (Prato, IT), Local district heating, Cento di Budrio (IT).	
	T4.3 Tools:	- Business Case Tool	
	Documents:	C2.2, C2.3 and B.6 in the handbook.	
	Language-specific elements:	Not Applicable.	



Main objective	Enable trusted partners to assess potential savings and identify energy projects and how to evaluate them and how to select the most interesting. Draft, for these actions, an effective energy action plan. To know how to communicate it to the entire collective with the aim of involving other companies in the collective energy efficiency project.					
Intended outcomes (specific objectives)	Trainees should learn <ul style="list-style-type: none"> - How to identify potential energy projects and their energy saving potential - How to evaluate and choose among the energy projects selected. - How to create an energy action plan related to the measure(s) selected - what is the importance of communicating the action plan within the collective 					
Learning objectives	Intended outcomes			Learning objectives		
	The trainees should learn ...			The trainees should be able to ...		
	... What collective energy efficiency projects and their benefits are ... About the importance of having a clear and defined energy action plan			... Discuss why energy efficiency is relevant ... Apply these insights in the energy collective by choosing the best energy efficiency measures and evaluating them ... Apply the energy action plan and be able to present it to the collective in order to engage SMEs		
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	This part helps Trusted Partners to assess potential energy efficiency measures applicable within the collective. It also helps the TP to develop an energy action plan identifying responsibilities and timelines for each step. It also involves SMEs in both the creation of the plan and the communication of the plan within the collective.					
Learning activities	The training session is based on a mix of presentations and interactive elements. Collective energy projects will be presented alternated with moments of discussion, exchange of experiences and practical exercises. Case studies will also be presented and discussed.					
Learning methods	x	Master class		Case study		Competition
	x	Group assignment		Individual study		Game
		Role play	x	Collaborative learning	x	Discussion
		Learning by doing		Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Printed hand-out for the participants - Business Case Tool - Tools for Energy Scans (optionally) 					
	Participants: <ul style="list-style-type: none"> - Pen and paper for taking notes - Laptop - E-mail address to receive follow-up information 					
Available languages	English					



CP2b Offers and Implementation

Module		Developing Collective Energy Projects	
Unit	CP2b Offers and implementation		
General description	This training module focuses on finding competent Energy Service Suppliers, formalizing the collaboration with them and implementing and executing the project.		
Place in the programme	This training unit follows directly after CP2a.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
			Energy Service Supplier
	Specific Target group/Main learning goal:	This training is relevant to anyone who have/will have a coordinating/supporting role in relation to a local cluster of SMEs (a Trusted Partner) and want to address energy efficiency and renewable energy in that role. Specifically this part of the training is relevant to TPs that have a coordinating/supporting role in the contracting of energy service suppliers and the execution of an energy project.	
	N° of participants	8-15 persons, that ideally represent 4-8 different SME clusters.	
	Duration:	2-4 hours	
	Elements:	<p>The content describes:</p> <ul style="list-style-type: none"> - Step E (finding and contracting suppliers and realization), Step F (contracting suppliers and realization) and Step (monitoring and maintenance) of the entire process to establish a collective energy project. <p>In each of these steps, introductory content is provided, as well as in-depth discussion topic, examples of other projects are introduced and relevant example materials and documents.</p>	
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.).		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	The ECUB initiative (NL).	
	T4.3 Tools:	<ul style="list-style-type: none"> - Example contracts and tender documents (T4.4) - Monitoring tool 	
	Documents:	C2.3 and D in the handbook (page 58-66)	
	Language-specific elements:	Not Applicable.	



Main objective	Enable trusted partners to find and contract energy service suppliers together with the energy collective and provide an overview of activities in the execution of the energy project.					
Intended outcomes (specific objectives)	Trainees should learn <ul style="list-style-type: none"> - How to select and contract competent energy service suppliers together with participating SMEs - Different possibilities for procurement standards - What has to be thought about when realizing and executing the project 					
Learning objectives	Intended outcomes		Learning objectives			
	The trainees should learn ...		The trainees should be able to ...			
	...What makes an energy service supplier competent ...About different procurement standards for energy service suppliers		... Select the best energy service supplier in a structured way ... Construct contracts for energy service suppliers ... Apply insights to monitor energy service suppliers in the execution of energy projects			
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	This part helps the TP to select and contract competent suppliers, together with the SMEs. The active roles of SMEs in this ensures that they feel included and have a way to share their perspective. This combined with clear tools and advice allows for the TP to be able to select and contract the suppliers more easily, which will result in the execution of more projects.					
Learning activities	Content is introduced by the trainer, and there is a large interactive part in which either open questions are asked to (participants in the) group or there is a round-the-table discussion.					
Learning methods		Master class		Case study		Competition
	x	Group assignment	x	Individual study		Game
		Role play		Collaborative learning	x	Discussion
		Learning by doing	x	Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes (including PC, beamer) - Printed hand-out for the participants - Example documents from T4.4 - The monitoring tool in T4.3 (to potentially be shared on the screen) 					
	Participants: <ul style="list-style-type: none"> - Pen and paper for taking notes - Laptop - E-mail address to receive follow-up information 					
Available languages	English					



MB1 Multiple Benefits: Introduction

Module	Multiple benefits							
Unit	MB1 Multiple Benefits: Introduction. Definition of Multiple Benefits.							
General description	This introductory unit about Multiple Benefits will give Trusted Partners (TP) and Energy Service Suppliers (ESS) insights about what Multiple Benefits of energy efficiency measures (EEMs) are and why they should be taken into account in investment decisions.							
Place in the programme	This unit is part of the training module Multiple Benefits. This module contains two units: MB1 and MB2.							
Planning	Target group category:	<table border="1"> <tr> <td>x</td> <td>Trusted Partner</td> </tr> <tr> <td></td> <td>Multiplier Organization</td> </tr> <tr> <td>x</td> <td>Energy Service Supplier</td> </tr> </table>	x	Trusted Partner		Multiplier Organization	x	Energy Service Supplier
	x	Trusted Partner						
		Multiplier Organization						
	x	Energy Service Supplier						
	Specific Target group/Main learning goal:	<p>This training is for Trusted Partners who want to encourage decision-making on energy efficiency measures by the SMEs they support (mainly in the manufacturing sector).</p> <p>This training is also for Energy Service Suppliers who want to include Multiple Benefits in their proposals to SMEs.</p>						
	No of participants	Approx. 5-10 participants						
Duration:	2-3 hours							
Elements:	<ul style="list-style-type: none"> Definition of Multiple Benefits (MB) Advantages of Energy Efficiency (EE) Main barriers to EE in SMEs Limit of the traditional approach of Energy Efficiency Measures (EEMs) List of Non-Energy Benefits (NEBs) and categories Role of NEBs in the investment decision making process 							
Format	pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.							
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not applicable						
	T4.3 Tools:	Business Case Tool						
	Documents:	Not Applicable						
	Language-specific elements:	Not Applicable						
Main objective	Enable the TP or ESS to know about the importance of Multiple Benefits of energy efficiency in the decision-making process of an SME.							
Specific objectives	The trainees learn about the relevance of identifying Multiple Benefits to decision making about EEMs in SMEs. Helped by examples and interaction with other participants, they will practice identifying Multiple Benefits.							
Learning objectives	<p>The trainees should be able to:</p> <ul style="list-style-type: none"> - know the existence and importance of MB of EEMs 							



	<ul style="list-style-type: none"> - understand that Non-Energy Benefits (NEBs) applies to different categories (operation, maintenance, work environment, living environment, etcetera) - apply the different kinds of MB to concrete examples 					
Verification	Questionnaire for participants in the Template Monitoring Training.					
Contribution	How can the importance of investments in energy efficiency measures be raised so that they are successful compared to other priority investments? MB provide an answer to this question. This training will increase awareness of TPs and ESS of the potential of MB to raise the importance of EEMs, by linking them to an organization's core business.					
Learning activities	The training is based on a mixture of presentations and interactive elements. The basics of multiple benefits will be presented. Participants will practice identifying MBs in exercises and discussion. Results of studies are shown to illustrate the topic. An example of a case study with benefits on the operations, strategical analysis and financial indicators will be presented. However, since this is an introductory unit, explanation of a detailed approach to identify and monetize MBs is saved for unit MB2.					
Learning methods	x	Master class		Case study		Competition
		Group assignment		Individual study		Game
		Role play		Collaborative learning	x	Discussion
	x	Learning by doing		Reflection on experiences		Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes - Optional: Free online tools for interactive parts (e.g., mentimeter or kahoot) - Board to write ideas during discussion and adequate pens 					
	Participants: <ul style="list-style-type: none"> - pen/paper - laptop/camera if online - email address for sending feedback/ receive follow-up information 					
Available languages	English; Dutch					



MB2 Multiple Benefits: Strategic and Monetary Analysis

Module		Multiple benefits	
Unit	MB2 How to integrate Multiple Benefits in the company's strategy: Strategic and monetary analysis		
General description	In this second module on Multiple Benefits, participants will learn the steps to identify and monetize the Non-Energy Benefits (NEBs) at the process level (industrial or manufacturing process) and at the company's strategic level. They will learn how to link the NEBs of an energy efficiency measure (EEM) to the company strategy.		
Place in the programme	This unit is part of the training module Multiple Benefits. This module contains two units: MB1 and MB2.		
Planning	Target group category:	x	Trusted Partner
			Multiplier Organization
		x	Energy Service Supplier
	Specific Target group/Main learning goal:	This training is mainly for Energy Service Suppliers who want to include Multiple Benefits in their proposals to SMEs. This training is also of interest to Energy managers in SMEs. This training is also for Trusted Partners who want to encourage decision-making on energy efficiency measures by the SMEs they support (mainly in the manufacturing sector). Since the training focuses on manufacturing SMEs with a significant energy consumption, it is mainly relevant to TPs with this type of company in their network.	
	No of participants	Approx. 5-10 participants	
	Duration:	3-4 hours	
Elements:	Recap of the unit MB1 Identify the MB at EEMs level Identify the MB at process level (process mapping, indicators for operational excellence) Identify the MB at strategic level (three components of the competitive advantage value, risk, cost) Financial background How to evaluate NEBs?		
Format	.pptx slides as a training format for the lectures (key messages, figures, etc.) with guidelines in the notes of slides.		
Materials from other parts of the GEAR@SME project	T4.1 Best Practices:	Not applicable	
	T4.3 Tools:	Business Case Tool	
	Documents:	Not Applicable	
	Language-specific elements:	Not Applicable	



Main objective	Enable the TP or ESS to find the arguments to link the EEMs to the core business of the company, so the strategic value of the investment project will become apparent to the company.				
Specific objectives	The trainees learn about existing approaches to integrate MBs in an investment decision making process.				
Learning objectives	The trainees should be able to: <ul style="list-style-type: none"> - Know the main parameters of a strategic investment - Understand how to gather NEBs data at process / company level - Apply the strategic analysis to concrete examples - Know the different financial indicators and their limits 				
Verification	Questionnaire for participants in the Template Monitoring Training.				
Contribution	How can the importance of investments in energy efficiency measures be raised so that they are successful compared to other priority investments? MB provide an answer to this question. This training will enable ESS, energy managers and interested TPs to raise the importance of EEMs, by linking them to an organization's core business via identification and monetization of NEBs.				
Learning activities	The training session is mainly based on a presentation from the MBenefits project, about the steps to identify NEBs at process level and at company level. Financial indicators are briefly explained. Examples of case studies are presented to illustrate the strategical and financial analysis.				
Learning methods	x	Master class		Case study	Competition
		Group assignment		Individual study	Game
		Role play		Collaborative learning	x Discussion
	x	Learning by doing	x	Reflection on experiences	Other (specify)...
Learning resources	Trainer: <ul style="list-style-type: none"> - Training slides with notes - Optional: Free online tools for interactive parts (e.g., mentimeter or kahoot) - Board to write ideas during discussion and adequate pens 				
	Participants: <ul style="list-style-type: none"> - pen/ paper - laptop/ camera if online - email address for sending feedback/ receive follow-up information 				
Available languages	English; Dutch				



Appendix 2: Template monitoring training impact

This document will serve to get feedback from the trainings developed by the GEAR@SME project. Trainers who use the training materials developed within the project are requested to use this template to provide feedback to the GEAR@SME consortium about the training. This will enable the consortium to monitor the project's impact and to improve the training materials. Trainers are also encouraged to share their slides with the training community via the GEAR@SME online platform, www.energyefficientsme.eu.

Please note:

- This document is part of the training material.
- This document presents the **Questionnaire to trainers** that will be filled out by the trainer and another part **Questionnaire to training participants** to collect feedback directly from participants.
- In the **Questionnaire to trainers**, please replace the text with the **yellow highlighter**.
- In the **Questionnaire to training participants**, please follow the instructions with the **yellow highlighter** before distribution.
- The questionnaires should be filled out **for each training session**. A training session can include one or several training units.
- The template assumes that the answers to the **Questionnaire to trainers** will be collected in English. If feedback was collected in another language, the feedback should be translated again in English before sharing it with the consortium. The **Questionnaire to trainers** contains a request to summarize the feedback from participants. The answers to the full **Questionnaire to training participants** need not be translated.
- Please complete the document after each training session and send it to Julie Silvestre (BEA) (silvestre@berliner-e-agentur.de).

Please contact me if you have any questions!

Julie Silvestre.

Contact information	
Your organization	...
Your name	...
Date	...



Questionnaire to trainers

Template “Monitoring of Training”	
To be filled out by UCL	
Influence on the impacts	<p>Specify here how this specific training has an influence on the impact in the use case. (“Number of market stakeholder with increased skills and long-lasting training schemes”)</p> <p><i>For example, for the level II of Theme 6, 10 participants in total but only 6 “new” participants (4 already attended to level I). 6 participants will account for the impact</i></p>

Template “Monitoring of Training”	
To be filled out by the Trainer/ UCL	
Country	
Date, Time, duration	
Module	<p>Please select the appropriate module from the list below and delete the non-applicable modules</p> <p>Multiple Benefits Saving Energy Together: Establishing Energy Collectives Collective Energy Projects</p>
Unit	<p>Give the appropriate unit of the training session (it can be more than one) and delete the non-applicable units</p> <p>MB1: Multiple Benefits: Introduction Definition of Multiple Benefits MB2a: How to integrate Multiple Benefits in the company’s strategy: strategic and monetary analysis.</p> <p>EC1: Saving energy together: Why? Overview of steps and activities EC2a: Getting started: Defining scope and organizing stakeholders EC2b: Defining activities in a collective approach EC2c: Organizing a collective and providing continuity</p> <p>CP1: Collective energy projects: introduction Arranging an energy team and project leader CP2a: Identifying your collective energy project and obtaining commitment of SMEs CP2b: Offers and implementation</p>



Organisers	<p>Give the name(s) and organisation of the person(s) who organize the training. Precise their role if possible (UCL, TP, MO).</p> <p><i>For example, Julie Silvestre (BEA - UCL), or Name Example, IHK Berlin, Multiplier Organisation</i></p>
Number, role of participants	<p>Specify here the numbers of participants who attended the training and their role (TP, ESS, MO). Specify if the participants belong to the initial use case or are elsewhere active (to determine the impact of the roll-out strategy).</p>
How were the participants reached?	<p>Specify here what kind of dissemination was used to advertise for the training (email, newsletter, event ...)/ how far in advance</p>
How was the training carried out?	<p>Specify if it was a presence or online activity. Specify the steps, for example introduction round with presentation of GEAR@SME, introduction of participants and their expectations. How was the activity articulated, with breaks, possibility for discussions, change of speakers. To give an idea how interactive was the activity.</p>
Assessment of involvement of participants during the training	<p>Specify if participants were engaged/ ask questions. (Scale 1- 5, 1 no questions were asked. Participants were not involved nor interested to 5 – All participants were engaged and participated actively during the training (asking questions, participating in discussions)</p>
Assessment of involvement of participants after the training	<p>Precise here if participants expressed specific wishes for next activities, did they ask questions after the presentation.</p>
Improvement suggestions	<p>Precise here if you can think of improvement for example to reach participants / content / procedure and format. Observations about what went well and what didn't.</p>
Feedback from participants	<p>See "Questionnaire to training participants" next page. Summarize and analyse here the results. Join the results of the questionnaire as appendix (graphics or tables in the word document or in Excel form, depending on how the questionnaire was disseminated).</p>
Would you mind sharing your slides with us?	<p>We assume that you had the training materials translated for use in your country, and perhaps you have made some adaptations too. It is much appreciated if you send us your presentation along with this feedback form and tell us if we are allowed to offer it on the online platform www.energyefficientsme.eu. To this end, no copyright should rest on the material.</p> <ul style="list-style-type: none"> ○ Yes, I give permission for inclusion of the presentation in the GEAR@SME online platform www.energyefficientsme.eu



- No, I do not give permission for inclusion of the presentation in the GEAR@SME online platform www.energyefficientsme.eu

If you accept to be contacted at a later point in time for the evaluation of the project, please let us your contact details (email address and/ or phone number). This will help us a lot! Thank you.

E-mail address

Phone number



Questionnaire to training participants

Please answer each question below with a grade from 1 to 5.

Question	Answer
How clearly were the training objectives stated? (Scale 1-5, 1 not clear at all to 5 very clear)	
How well did the training meet the stated objectives? (Scale 1-5, 1 not well at all to 5 very well)	
What is your overall assessment of the training? (Scale 1-5, 1 very bad to 5 very good)	
How clear were the materials used during the training? (Scale 1-5, 1 not clear at all to 5 very clear)	
How interactive was the training? (Scale 1-5, 1 too little to 5 too much)	
How well did the lecturer present the materials? (Scale 1-5, 1 not well at all to 5 very well)	
How likely it is that you will use the insights obtained from the training in your work with SMEs? (Scale 1-5, 1 not likely to 5 very likely)	



Please answer the questions below

Questionnaire for participants to the training

Which insights have you gained from participating in the training? ...

1. ...
2. ...
3. ...

Are you interested in a follow-up on this training, or in one of the other trainings belonging to the GEAR@SME training programme?

If you answer 'yes', please do not forget to write down your contact details in response to the final question.

- No

Yes, specifically:

It is up to the trainer to decide how to offer the choices below. When this questionnaire is taken on paper, participants can be asked to circle the units that appear interesting to them. When the questionnaire is taken online, a multiple-select list of unit titles and short descriptions may work best.



Saving Energy Together: Establishing Energy Collectives (EC)		Collective Energy Projects (CP)		Multiple Benefits (MB)	
Level I: Introducing key concepts and their relevance: 'Appetizing' introduction to key concepts.					
EC1	Saving energy together: Why? Overview of Steps and activities.	CP1	Collective energy projects: introduction. Arranging an energy team and project leader.	MB1	Multiple Benefits: Introduction. Definition of Multiple Benefits.
Level II: Areas for specialization: Focusing on specific needs and skills					
EC2a	Getting started: Defining scope and organizing stakeholders.	CP2a	Identifying your collective energy project and obtaining commitment of SMEs.	MB2	How to integrate Multiple Benefits in the company's strategy: Strategic and monetary analysis.
EC2b	Defining activities in a collective approach.	CP2b	Offers and implementation.		
EC2c	Organizing a collective and providing continuity.				
<p>Do you have feedback for improving the training?</p> <p>...</p> <p>Can we contact you later, for example with more information about the training program or for evaluation purposes?</p> <ul style="list-style-type: none"> <input type="radio"/> No, thank you <input type="radio"/> Yes → my e-mail address: 					