



Programme Horizon2020
Grant Agreement No 649730 — CITYinvest

Recommendations Matrix

This document is composed within Work Package 2, Task n.4
“**Contexts, transferability and framework for thinking about scheme design**”

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Recommendations Matrix - User Manual

There are 3 areas of recommendation:

- Operational model: Facilitation or Integration
- Aggregation model, as add-on onto the operational model
- Financing model: Own Funds, FI Financing, ESCO Financing, PDU Financing, Investment fund, Citizens Financing

For each area, the user should answer the questions and check the box with the number "1". Multiple answers are possible.

For the **Operational model**, the model with the majority of checks is likely to be an adequate choice for you. In case the number of checks is equal for both models, you could get more expert advice from a knowledgeable consultant. More information to help you make a choice is also available in the model comparison report.

For the **Aggregation model**, if the number of checks is equal or superior to 3, it probably makes sense to envisage aggregation.

For the **Financing model**, the model with the majority of checks is likely to be an adequate choice for you as the primary model. However several models can be used in combination with each other. We do not recommend to use more than 3 models at the same time, unless there are good reasons to do so.

Recommendations matrix: operational models

Questions	Facilitation		Integration	
	Answers	Check	Answers	Check
What kind of implementation model is envisaged?	EPC/ESC	<input type="checkbox"/>	EPC/ESC	<input type="checkbox"/>
			Seperate Contractor Based	<input type="checkbox"/>
Does the implementation time (time to market) of the model need to be less than a year or can it be more than a year?	More than a year	<input type="checkbox"/>	More than a year.	<input type="checkbox"/>
	Less than a year	<input type="checkbox"/>		<input type="checkbox"/>
Is the creation of a Program Delivery unit as a seperate legal entity a hurdle that is hard to overcome?	Yes. The Program Delivery Unit can be managed by an existing organisation.	<input type="checkbox"/>	No. The Program Authority (PA) will have to consider the creation of a public local company to act as the Program Delivery Unit (PDU).	<input type="checkbox"/>
Who are the beneficiaries of the model?	Public sector	<input type="checkbox"/>	Public sector	<input type="checkbox"/>
	Residential sector	<input type="checkbox"/>	Residential sector	<input type="checkbox"/>
	Commercial sector	<input type="checkbox"/>		<input type="checkbox"/>
	Industrial sector	<input type="checkbox"/>		<input type="checkbox"/>
What is the level of ambition of the model?	Up to 35% reduction of energy consumption	<input type="checkbox"/>	Up to 35% reduction of energy consumption	<input type="checkbox"/>
			Up to 50% reduction of energy consumption	<input type="checkbox"/>
			Up to 75% reduction of energy consumption	<input type="checkbox"/>
			Carbon neutral	<input type="checkbox"/>
Does the model need to be highly scalable or not?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Does the Program Delivery Unit (PDU) need to be off the PA accounting structure on the long term?	Yes, the model can be sized according to the results.	<input type="checkbox"/>	No	<input type="checkbox"/>
Should the model discharge the local authority from risk?	Yes, as the technical risks of the projects are being taken on by the beneficiaries and/or the ESCO/Contractors.	<input type="checkbox"/>	No, as the technical risks are generally being taken on by the PDU.	<input type="checkbox"/>

Number of checks

0

0

Recommandations matrix: aggregation model

	Aggregation	
Questions	Answers	Check
Are project investment amounts too small to be handled separately?	Yes	<input type="checkbox"/>
Are relative transaction costs too high for projects to be handled separately?	Yes	<input type="checkbox"/>
Is the number of projects too high to be handled individually?	Yes	<input type="checkbox"/>
Is there a risk that less bankable projects (e.g. perception of high risk) do not get financed?	Yes	<input type="checkbox"/>
Is there an opportunity to bundle projects according to their typology?	Yes	<input type="checkbox"/>
Is there a risk that the size of projects are below the threshold that third parties are willing to finance on a case-by-case basis?	Yes	<input type="checkbox"/>

Number of checks

0

Questions	Own Funds Answers	Check	F Financing Answers	Check	ESCO Financing Answers	Check	PDU Financing Answers	Check	Investment fund Answers	Check	Citizens Financing Answers	Check
Is the beneficiary willing to fund the investment entirely from its own funds?	Yes. There is no other party involved in the financing	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties or by the ESCO	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties or by the ESCO	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties or by the ESCO	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties or by the ESCO	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties or by the ESCO	<input type="checkbox"/>
Is the ESCO market able or willing to provide the funding for the investment ?		<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties	<input type="checkbox"/>	No. The ESCO can't fund the investment.	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties	<input type="checkbox"/>
Is there a political will and/or community request to set-up a structure to allow (non-property owner) citizens to invest?		<input type="checkbox"/>	No. The investment needs to be partially or fully by third parties (non-citizens)	<input type="checkbox"/>		<input type="checkbox"/>	No. The investment needs to be partially or fully by third parties (non-citizens)	<input type="checkbox"/>	No. The investment needs to be partially or fully by third parties (non-citizens)	<input type="checkbox"/>	No. The investment needs to be partially or fully by third parties (non-citizens)	<input type="checkbox"/>
Is there a strong requirement for the PDU to select a one-stop-shop solution including financing?		<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>		<input type="checkbox"/>	Yes. The PDU should consider providing financing	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>
Does limited on non-existing investment capacity of the beneficiaries require the PDU to provide its own financing solutions?		<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>		<input type="checkbox"/>	Yes. The PDU should consider providing financing	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>	No. The investment needs to be partially or fully funded by third parties (non-citizens)	<input type="checkbox"/>
Is limited on non-existing investment capacity of the beneficiaries a trigger for the PDU to set-up a dedicated investment fund?		<input type="checkbox"/>	No. The financial institutions should provide full or partial financing	<input type="checkbox"/>		<input type="checkbox"/>	Yes. The PDU should consider providing financing or guarantees.	<input type="checkbox"/>	Yes. The investment Fund provides full or partial financing or guarantees.	<input type="checkbox"/>	No. The investment Fund provides full or partial financing or guarantees.	<input type="checkbox"/>
Do financial market failures (e.g failure to provide adequate financing, restricted or no access to long term project finance, high risk perception, etc.) justify the creation of the PDU to provide adequate financing?		<input type="checkbox"/>	No. Financing needs to be provided by a financial institution or by PDU Financing	<input type="checkbox"/>		<input type="checkbox"/>	Yes. The PDU should consider providing financing	<input type="checkbox"/>	No. Financing needs to be provided by a financial institution or investment fund	<input type="checkbox"/>	Yes. The investment Fund provides full or partial financing or guarantees.	<input type="checkbox"/>
Do financial market failures (e.g failure to provide adequate financing, restricted or no access to long term project finance, high risk perception, etc.) exist and create an opportunity for the set up of a dedicated investment fund?		<input type="checkbox"/>	No. Financing needs to be provided by a financial institution or by PDU Financing	<input type="checkbox"/>		<input type="checkbox"/>	No. Financing needs to be provided by a financial institution or by PDU Financing	<input type="checkbox"/>	Yes. The investment Fund provides full or partial financing or guarantees.	<input type="checkbox"/>	Yes. The investment Fund provides full or partial financing or guarantees.	<input type="checkbox"/>
Investment fund creation creates leverage (e.g. by attracting third party financing and capital) to increase the investment volume?		<input type="checkbox"/>	No. All other funding options are available.	<input type="checkbox"/>	No. All other funding options are available.	<input type="checkbox"/>	No. All other funding options are available.	<input type="checkbox"/>	Yes. The PDU should consider creating its own investment fund	<input type="checkbox"/>	No. All other funding options are available.	<input type="checkbox"/>

Number of checks

0

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