

D6.2. Update of the Sustainability, Replication and Exploitation Plan



Deliverable Information Sheet

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List of Acronyms

CA	Consortium Agreement
COP	COMANAGE Open Platform
CSO	Civil Society Organisation
DSS	Decision Support System
EC	Energy Community
ECGT	Energy Community Governance Toolkit
ER	Exploitable Result
ESCo	Energy Service Company
GA	Grant Agreement
IP	Intellectual Property
IPR	Intellectual Property Rights
OIS	Operative Integrated Services

OSS	One Stop Shop
OTC	Community Transformation Office
PA	Public Administration
REC	Renewable Energy Community
SRE	Sustainability, Replication and Exploitation

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Keywords list

- Replication activities
- Exploitable results
- Sustainability roadmap
- Exploitation strategy

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Executive summary

Over the past years, several projects boosting energy communities have seen the light around the EU. The launch and implementation of these initiatives carried out -among others- by projects in which the members of the COMANAGE partnership participate, has made it evident that once started energy communities' projects often struggle to take-off. The COMANAGE project originates from this experience, with the aim of tackling and counteracting the main governance and **management barriers** - including a series of legal, administrative, financial, social, and organizational hurdles - faced by citizen-led and public-participated **energy communities' projects**.

It does so by creating a methodological and operational **Energy Communities Governance Framework**, and by equipping public authorities involved in energy communities' projects with a set of integrated services, supporting mechanisms and tools aimed at facilitating the management and governance of energy communities and other forms of citizen-led energy initiatives, ensuring their growth and sustainability in the medium and long term: the **Energy Communities Governance Toolkit (ECGT)**.

The final goal of the project is twofold: first, to ensure that energy communities' projects that have already been set-up can take-off and grow in the medium and long term. Second, to encourage and stimulate the uptake of new community-owned energy projects. With this goal in mind, the project has, on one hand, operationalized a **transnational network of knowledge and competence providers**; on the other, it has mobilized, engaged, and operationalized key stakeholders around **three Operative Integrated Services Hubs established in three Pilot Cases** across the EU represented in the Consortium by the Metropolitan Area of Barcelona in Spain (AMB), the Krakow Metropolis Association in Poland (KMA), the Lazio National Association of Italian municipalities in Italy (ANCI LAZIO).

This document outlines the **Sustainability, Replication and Exploitation (SRE) Plan** for the COMANAGE exploitable results (ERs). The SRE plan aims to **maximise, ensure, and sustain the project's impact beyond the consortium and the project's duration**. It outlines the main strategies and guidelines for sustainability, replication and exploitation **activities**, the **tools** and **channels** for dissemination, and the planned **actions** to ensure the capitalization of the project results and impact.

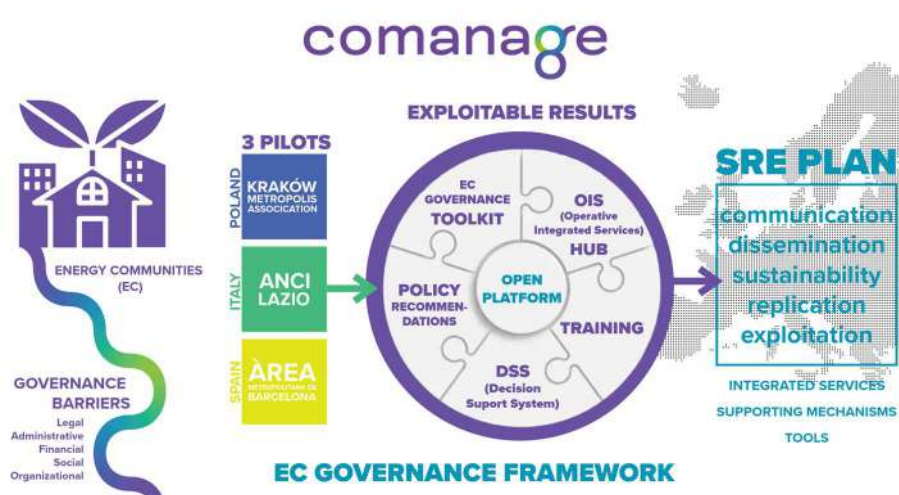


Figure 1. COMANAGE Exploitable Results

1. Introduction to the plan

The COMANAGE project has collaboratively developed a set of solutions to help civil servants to support the **long-term management of Energy Communities (ECs)**. In order to pave the way for the long-term sustainability of these solutions, this **Sustainability, Replicability and Exploitation (SRE) Plan** details the key strategies, synergies and activities required to amplify and perpetuate the COMANAGE project impact beyond the scope of its consortium and the project duration, ensuring the project's success. It describes the list of **Exploitable Results (ERs)**, the targeted **stakeholders** and institutions, and the **actions** to communicate, disseminate, exploit and replicate the COMANAGE project outputs.

Generally speaking, while **communication and dissemination focus on transferring knowledge and results** by showing the generated impact and benefits, **the objective of sustainability and exploitation is to make effective use of project results**, not only from a scientific perspective but also in the broader socio-economic and political context. Exploitation can be commercial, societal, political, or aimed at improving public knowledge and civic action, while sustainability is essential to ensure it lasts over time after the project ends. **Replication refers to re-applying the successful approaches tested in the project pilots**, such as executive plans, tools and stakeholders' ways of collaboration, in another regions, taking into account that contextual differences could emerge and will need to be addressed.

The **Exploitable and Replicable Results (ERs)** developed by the COMANAGE project include:

- ER1: Energy Communities' Governance Framework (ECGF)
- ER2: Energy Communities' Governance Toolkit (ECGT)
- ER3: Operative Integrated Services (OIS) Hub methodology and pilot Executive Plans
- ER4: Training programme and E-learning platform
- ER5: Decision Support System (DSS) – *previous ER6*
- ER6: Policy Recommendations – *new ER*

At the beginning of the project, there was another ER, the Digital Hub, but it was decided not to continue with it since pilots perceived that the tool would be difficult to keep active over time, especially since users already rely on other, more popular and user-friendly communication channels, so it was considered better to dedicate more efforts to improve the other tools. However, it is worth mentioning that another output of the project has been considered as a new ER, the policy recommendations, having a total of six exploitable and replicable results.

The **SRE Plan** is an integral part of EU-funded Horizon projects, essential to maximizing their impact and ensuring their success. It aims to disseminate the knowledge, learning and tools developed during a project to other areas of Europe at local, regional or national levels. In this way, it promotes the replication and widespread dissemination of regional climate resilience strategies across Europe, adopting a long-term perspective which goes beyond the duration of any project.

It is worth noting that this SRE Plan is complemented by the **COMANAGE Legacy Plan** developed under *D7.5 Report on Communication and Dissemination Plan II*.

1.1. Methodology

The long-term SRE strategy of COMANAGE project has been built following a 5-step process:

1. **The preliminary key principles and guidelines** of the sustainability, replication and exploitation strategy were identified in the proposal phase and included in the sections 2.3 and 2.4 of the Grant Agreement (GA).
2. The **Operative Integrated Services (OIS) Hubs created within the project** reviewed the plan providing local information and the identification of stakeholders. This review enabled the further development of solutions, the identification of possible funding sources and the establishment of common requirements and replication strategies, as set out in the COMANAGE Executive Plans.
3. A first SRE plan (*D6.1. Sustainability, Replication and Exploitation Plan*) was elaborated after **reviewing other exploitation strategies from previous EU projects** as reference and examining opportunities for exploitation in the EU context.
4. A round of **consultations with the project partners** was carried out in order to define the key exploitable assets and the commitments from partners after the conclusion of the project. To provide the right and most appropriate information, **several bilateral sessions** with the partners responsible for the design, deployment, and exploitation of results have been undertaken. An indicative set of generic questions were used to guide the conceptualization of what constitutes a key exploitable result:
 - a. What exploitable results are the project participants hoping to generate?
 - b. What forms can the exploitation of these results take (commercial or non-commercial use, patenting, technology transfer, publication, etc.)?
 - c. What conditions will need to be fulfilled to enable exploitation of the results (cost of implementation and ease of obtaining)?
 - d. What kind of stakeholders will be using the ERs?
 - e. Who will own the output?
 - f. Following completion of the project, what access rights will be granted to the output?
 - g. What protection mechanisms will be required?
 - h. What communication and dissemination actions will be carried out? *D7.1 Communication and Dissemination Plan* outlines a set of means for disseminating project results, including scientific publications, public disclosure, website and social media publications, and conferences.
5. **Monitoring, periodic review and update** of the first SRE plan submitted in February 2024, following the upcoming activities and development in the pilot sites to integrate any necessary adjustments and ensure its effectiveness in the long run.

Ecoserveis has developed and coordinated the SRE Plan, with support from other COMANAGE partners. Given its experience in providing governance support to a global network of metropolitan areas, METROPOLIS has led the replicability plan. The final version of the plan incorporates all the lessons learned during the project's implementation. Furthermore, collaborating with sister projects and parallel initiatives have helped aligning the list of ERs and creating new opportunities for replication and exploitation, as detailed in the relevant sections of this document. This collaborative process strengthens the influence of the proposed SRE actions, allowing for a more rational, experience-based expansion, replication and commercial or scientific application of the project results.

1.2. Plan structure

Following the introduction of the plan, the SRE Plan first presents the different Exploitable Results (ER), providing specific information on each of them. Then, a list of identified stakeholders and target groups to be engaged in included, since for these strategies to be successful external actors need to be included.

After this more general definitions, the SRE Plan has been divided into three main parts:

1. The Roadmap for Sustainability and Exploitation, that includes:

- An overview of the sustainability strategy.
- An overview of the exploitation strategy.
- A set of graphic information sheets detailing the sustainability and exploitation strategies for each ER, indicating the sustainability or exploitation objectives, potential obstacles, proposed or ongoing actions, responsible partners and needs in term of human and financial resources.

The strategies and actions outlined include information about relevant (target/end) users, suitable transfer activities, technical factors related to the IT management, protection measures influencing exploitation, and communication and dissemination actions.

2. The Replication Plan, led by METROPOLIS, that outlines general measures and actions to engage and replicate the COMANAGE results in other metropolitan areas and regional Public Administrations (PAs) around the EU and beyond. The Replication Plan includes:

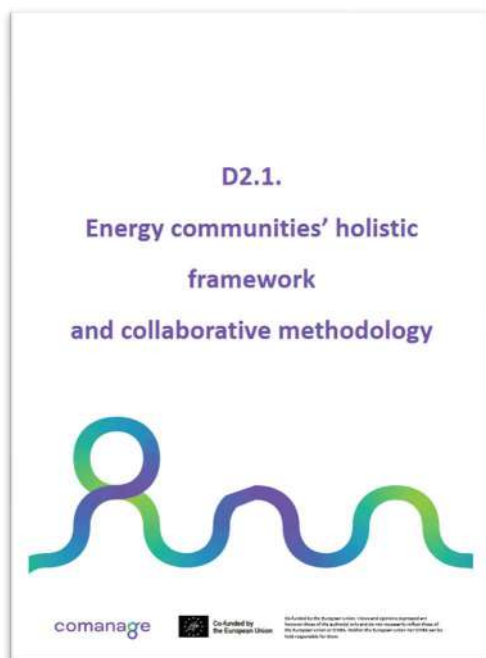
- A section dedicated specifically to Intellectual Property Rights (IPR) management, building the foundations for successful replication while respecting the agreements made by the COMANAGE partners.
- The description of a peer coaching and knowledge transfer methodology.

3. One-year schedule for the actions of the SRE.

2. Exploitable Results

This section aims to make a short introduction of the project tools that have been developed. More detailed information can be found in *D2.1 Energy communities' holistic framework and collaborative methodology*, *D2.4 Update Energy Communities Governance Toolkit – Prototype*, *D3.2 Pilot Executive Plans and description of the OIS Hubs*, *D4.3 Evaluation report of the trainings*, and *D6.3 Policy Recommendations*.

2.1. Energy Communities Governance Framework



The Energy Communities Governance Framework (ECGF) provides a holistic and participatory approach to organizational change and leadership. It is based on the concepts and methodologies of Theory U, a framework developed by Otto Scharmer and the Presencing Institute at MIT, designed to help organizations navigate complex challenges and transform their processes, structures, and culture in order to achieve a desired future. As Energy Communities continue to emerge as a relatively new form of social organization, there is a need to enhance their internal cohesion in order to establish a solid foundation for effective governance.

Theory U in COMANAGE provides a powerful participatory methodology aiming to:

a) Facilitate the transition of energy communities towards new organizational paradigms to **overcome governance and organizational barriers**.

b) Nurture a culture of collaboration and **co-creation** among energy community members.

c) Transform current realities in energy communities by offering a participatory approach to **altering mental models and established beliefs**.

The key concepts of Theory U within the COMANAGE project were implemented in three pilot areas (AMB, KMA, ANCI LAZIO) with the aim to maximize the social impact of the Hubs, through training programs, engaging stakeholder meetings, and replication of this transformative approach.

2.2. Energy Communities Governance Toolkit

The Energy Communities Governance Toolkit (ECGT) offers a set of mechanisms and integrated services to support citizens and local and regional governments with the necessary tools to manage energy community projects. It is organised into five categories, providing essential resources for different aspects of development and management, tailored to the languages and specific characteristics of each pilot (Catalan, Polish, Italian, and Spanish). The ECGT is accessible through the [COMANAGE Open Platform](#) (COP). It offers tools and guides in the following areas:

Technical

Tools created to support the implementation of all technical aspects of energy community projects, including **step-by-step processes** for energy community members to follow when engaging in shared self-consumption, and **templates** to provide a structured approach to setting up and operating these systems. This category was tailored to the specific context of the pilots.



Financial

An Energy Community Business Development Enhancement Tool that guides users through the **financial steps** required to ensure the sustainability of energy communities, including a **“how-to” guide** focusing on multiple scenarios, cash flow and stakeholder identification. Energy communities can systematically analyse their financial aspects, identify potential risks and ensure that the business model is **economically sustainable**. This financial tool supports the EC stakeholders to:



- Design a Business Model Canvas. The tool includes three predefined business models representative of EC: collective self-consumption, car sharing, and building renovation.
- Identify ECBM (Energy Community Business Model) key features and flows of services / goods / currency.
- Value the ECBM in objective terms following the VALERI methodology.
- Obtain these outcomes:
 - Standard financial report
 - Cashflow identification
 - Sensitivity and Multiple Scenario Analysis
 - Key stakeholders.

Dissemination

Materials tailored to **effectively disseminate** energy communities and raising awareness among the general public and stakeholders actively involved in the energy sector. This section contains a **video package**, and **ready-to-use materials** designed to inform about the practical aspects and principles behind energy communities and to **inspire viewers** to get involved and actively contribute.



Infographics



Sticker



Poster



Ready-to-use presentation

Social

The **social** category brings together the formula for a long-term, growing and sustainable strategy to **amplify the voices** of community members, facilitate inclusive dialogue and encourage active engagement. It includes a list of **10 DIY rules**, a **participation plan** and a plan to tackle **energy poverty**.



Gender equality checklist



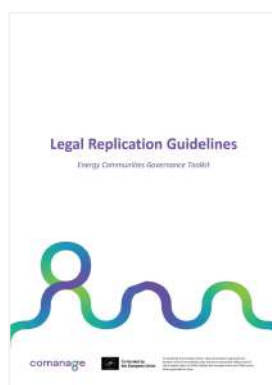
Energy Poverty Tackling Plan for Energy Communities



Participation Promotion Plan



10 DIY rules for equality, inclusion and intersectionality in participation



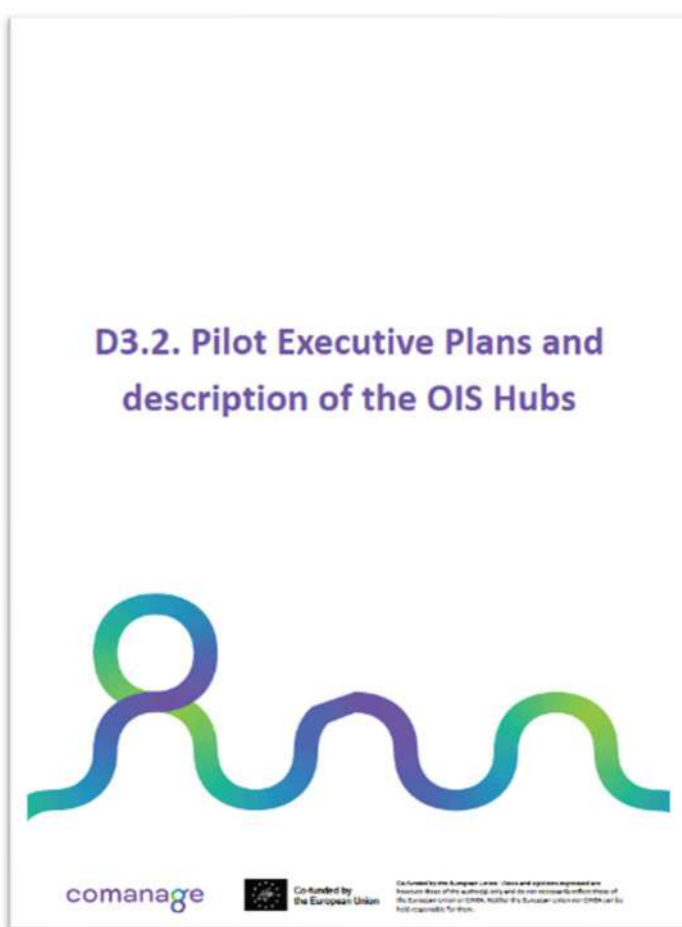
Legal

This category includes information on the establishment of **legal entities**, internal **regulation**, private rooftop **leasing** and municipal **tax incentives**. It provides **legal templates** developed to facilitate the creation of **public-private partnerships**, ensuring the support that energy communities need for successful development, implementation and long-term sustainability. Tailored legal information was provided in this category, according to the pilot's national framework.

2.3. OIS Hubs methodology and Pilot Executive Plans

The Operational Integrated Services Hubs have worked as a “container” for the connection of the various energy communities’ stakeholders. The methodology approached has been the organization of Regular Hub meetings, both onsite and online. One OIS Hub was created per pilot, being three in total for the project. Each OIS Hubs is composed of a **Hub Manager, key local stakeholders and additional actors from civil society**, who followed the same methodology to share knowledge and experiences within the Consortium.

The Hubs have played a key role, not only by providing data and feedback throughout the project, but also by participating in the co-design processes and different scenarios for the establishment, governance, and sustainability of energy communities’ projects. In the end, OIS Hubs worked as a sort of **permanent reference point** of the area, where citizens and public administration could reach in case of questions, doubts or suggestions regarding energy community projects.



Pilot Executive Plans refer to **plans which outline the strategic steps, time-schedule, actions, and measures** to be undertaken in the Piloting and Testing phase by each Pilot partner. The plans have been made by tailoring their approach to the identified financial, social and communication tools, business models, organizational structures, and legal and administrative support services developed by the COMANAGE project.

The Plans have been made by using a **participatory approach**. The co-planning process involved active participation from AMB, KMA, and ANCI LAZIO staff, as well as the current members of the OIS Hubs. During the project, these plans have been implemented by each of the pilot partners, and monitoring and evaluation actions have been carried out, to see how objectives have been achieved along the process.

2.4. Training programme and E-learning platform

Training tools can be divided into two categories. On the one hand, there is the **Training programme**, which is focused on providing face-to-face training to interested actors, as a way to both provide a physical space to ask questions and

solve doubts, and to promote the E-learning platform. The training programme, was designed by ASIFOR and was then adapted by each pilot, based on their specific needs and characteristics.

On the other hand, we have the **E-learning platform**, which includes a multilingual training course(s) through Moodle, which aims to provide financial, technical, legal, communications and social knowledge for any interested actors to be able to not only promote the creating of Energy Communities but also to provide the necessary support to deal with daily issues and to foster energy communities' growth and sustainability in the long term. The platform is available in five languages -English, Catalan, Spanish, Italian, and Polish - and remains accessible beyond the project's duration.



Figure 2. COMANAGE E-learning platform landing page

2.5. Decision Support System

The Decision Support System (DSS) is an interactive online chat tool, similar to a chatbot, which provides useful information for decision-making, based on data collected by project partners. As an open platform, it **supports local and regional authorities in selecting and applying the most suitable models, services, and tools** for energy communities, tailored to their needs and context.



Figure 3. COMANAGE DSS landing page

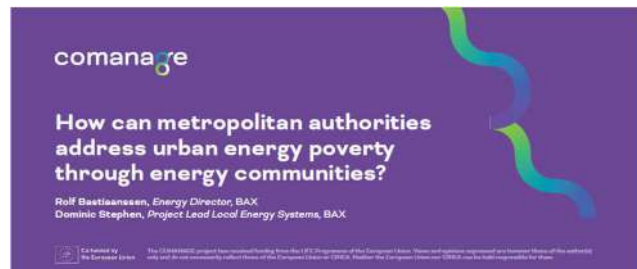
2.6. Policy Recommendations



As part of COMANAGE's policy outreach, several contributions were developed. On the one hand, a [joint policy report](#), co-authored with LIFE Tandems, ConnectHeat, and LIFELoop. It offers a comparative overview of national legislative frameworks for energy communities in 11 EU countries, highlighting policy and offering practical recommendations for inclusive, citizen-led renewable energy initiatives.

On the other hand, and more based on the project pilots' experience, two policy briefs were produced to address specific challenges faced by the Energy Communities and Local Authorities. More information on the policy briefs is available in *D6.3 Policy Recommendations*.

- [“Escaping the pilot trap: how can local authorities support scalable energy communities in Europe’s metropolises?”](#) – focuses on how energy communities can support Europe’s energy transition while reducing costs and boosting local economies.
- [“How can metropolitan authorities address urban energy poverty through energy communities?”](#) – focuses on the topic of energy poverty.



3. Stakeholders and target groups

The long-term sustainability, replication and exploitation strategy of the COMANAGE project cannot only be guaranteed by the Consortium partners. It requires an effective process of engagement with external partners, stakeholders, and institutions who should make effective use or have a replicator potential of the project lessons and outputs. In accordance with the stakeholder analysis, carried during the proposal phase and during the project implementation, the following stakeholder categories have been identified:

- **Municipalities and civil servants, local and regional authorities, and decision makers:** it is the primary target group to ensure the successful exploitation of COMANAGE results and current activities.
- **Renewable Energy Communities (RECs), energy cooperatives, citizenship:** these stakeholders are considered as the second main audience of COMANAGE results, receiving information and knowledge through social media and the COMANAGE online communication means.
- **Energy Service Companies (ESCOs), energy providers and private sector:** category of stakeholders that could play an active role in supporting local and regional authorities in the establishment of RECs.
- **Academia, think tanks and research centres:** indirect stakeholders that could share the lessons learnt and use them as best practices for further applied research projects.
- **METROPOLIS network:** stakeholders specifically involved in the replication activities, such as the Board of Replicators (BoR) of metropolitan cities and other interested cities not being specific members to the BoR. METROPOLIS' personal and regular contact with its member cities, allowed closer collaboration and influence than with other cities and municipalities. The BoR have tested the replicability of the project in different contexts beyond the Pilots.

Table 1 outlines the potential benefits for each stakeholder category, as well as the indicators used to measure output uptake levels. This information informs the development of the replication and exploitation actions and strategies detailed in the following sections.

Stakeholders	Benefits	Indicators for exploitation/replication
Municipalities and civil servants, local and regional authorities, and decision-makers	• Exploiting the learning from different pilot cases and learning from the experience of other European regions and local municipalities that face specific challenges and have different levels of maturity. • Receiving support mechanisms and tools developed by the project, including policy recommendations, policy briefings, the EC Governance Toolkit, the Decision Support System, training programmes, an E-learning platform, and theoretical and methodological frameworks.	• Level of uptake of COMANAGE tools and learnings by other municipalities and local authorities at the regional and national level. • Number of visits to, downloads of and visualisations of the COMANAGE Open Platform (COP). Pilot partners should be able to track and assess which tools receive more interest from stakeholders and identify which aspects can be internalised and implemented without additional costs.

Stakeholders	Benefits	Indicators for exploitation/replication
Energy communities, cooperatives, and citizens	- Dissemination activities that could promote awareness raising, access to knowledge, as well as participation and engagement. - Receiving support mechanisms and tools developed by the project, including the EC Governance Toolkit, the Decision Support System, training programmes, an E-learning platform.	- The participation of citizens and RECs' representatives in regional events and initiatives. - Number of visits to, downloads of and visualisations of the COMANAGE Open Platform (COP).
ESCOs, energy providers and private sector	Bilateral agreements with the One-Stop-Shop (OSS) or public authorities to provide support on financing solutions, energy efficiency renovation, investments and or maintenance.	Number of public tenders and contracts (in the form of Public-Private Partnerships (PPP) or public procurement), EU initiatives or partnerships involving private stakeholders.
Academia, think tanks and research centres	- Theoretical and methodological frameworks developed by the project, including the EC Governance Framework and the OIS Hub Methodology. - Knowing the innovative solutions developed in the pilot areas. - Applying and replicating these solutions in other initiatives or projects. - Policy briefs, papers or articles that support and incentivise collaboration with other municipalities or metropolitan areas.	The use and citation of COMANAGE publications over the next few years.
Members of the METROPOLIS network	- Using and testing the learnings from the COMANAGE project and its subsequent Policy Recommendations. - Receiving support mechanisms and tools developed by the project, including policy recommendations, policy briefings, the EC Governance Toolkit, the Decision Support System, training programmes, an E-learning platform, and theoretical and methodological frameworks	- The level of uptake of the COMANAGE tools among METROPOLIS members. - Page views and downloads of the Policy Recommendations from the METROPOLIS website.

Table 1. List of stakeholders for exploitation and replication

4. Roadmap for Sustainability and Exploitation

The long-term sustainability of the lessons learned, and tools developed by the COMANAGE project lies in the exploitation of its results by stakeholders in the pilot regions and other regions that could benefit from its solutions. These solutions are made available in an open and selective manner, allowing local and regional stakeholders to assess their relevance and adapt them to their own context. To this end, sustainability and exploitation strategies have been set out in **strategy sheets** for each of the project's results. Each strategy sheet presents the objectives and actions of the sustainability and exploitation plans, as well as any possible barriers that may or may not be common to both strategies. They also indicate the human and financial resources required to implement these actions and the potential stakeholders who could develop them.

4.1. Sustainability plan overview

The **COMANAGE Sustainability Strategy** aims at keeping all developed tools and materials alive and useful to help energy communities achieving long-term sustainability and expected impacts. This sustainability strategy is not only focused on impacting the pilot areas, but also beyond, reaching BoR members and other areas. Hence, the sustainability actions are focused on:

- Support the **integration of the knowledge and created tools** into pilots' daily activities for the improvement of energy communities' governance and management.
- Secure sufficient **support in partnership territories** to both extend the usage of the created tools and to look for further improvements and synergies.
- **Mainstream project results** at the local, regional, national, and European level.
- **Mobilize resources** for actions/measures in collaboration with public administration (PA) representatives and other key actors.
- **Build consensus** about the importance of RECs and **raise awareness** among citizens, while involving different stakeholders.
- Provide **updated and valuable content** on and for energy communities at local level.
- Create **local networks** of stakeholders.

4.2. Exploitation plan overview

The **COMANAGE Exploitation Strategy** aims at facilitating and encouraging the use of the results produced for scientific, societal, economic purposes and policy making. It allows a long-term exploitation of the project outputs and expand the impact on energy communities. The exploitation activities will be addressed to all the results generated during the project's lifetime and will include actions capable of making the **results exploitable/usable** in further research and innovation activities or services. The use of the results will be encouraged so that each partner and stakeholder can select and capitalize on the tools most relevant to their own needs.

Alongside to developing exploitation strategies, it is important to implement Intellectual Property, Access and Exploitation Rights management measures to ensure the proper protection of intellectual outputs.

4.2.1. Intellectual Property, Access and Exploitation Rights Management

COMANAGE partners in charge of the different ERs should protect the intellectual property developed during and after the project from possible external threats or improper usage. This also takes into consideration the development of mitigation strategies in case of internal disagreements between partners that might occur following the rules defined in the Consortium Agreement (CA). Intellectual Property Rights (IPR) management is essential when considering the exploitation of the COMANAGE exploitable results.

According to what is established in the COMANAGE GA Article 16.4 and Annex 5, *Section on Ownership of Results*, the results are owned by the Party that generates them. In the specific case of COMANAGE, the development of the project outputs is collaborative as it involves different partners during the process. Hence the provisions are established on the following *joint ownership principles*:

- The owners will **collectively agree** on how to strategically exploit the outputs.
- When considering specific components of a product (for instance as in the case of the different tools of the ECGT), opting to exploit the general asset, instead of individual components, may be more practical. In such cases, owners of different parts can agree on joint ownership of the composite and establish a joint ownership agreement to govern its exploitation. These measures ensure a **fair and transparent** approach to the usage of jointly developed outcomes.
- **Rights of use:** Unless otherwise specified, each joint owner has the right to use jointly owned results for non-commercial research, teaching, and non-commercial journalistic purposes without seeking prior consent from other joint owners. This usage is royalty-free.
- **Exploitation rights:** Joint owners are entitled to exploit the jointly owned results and grant non-exclusive licenses to third parties (without sub-licensing rights). However, this requires providing other joint owners with (a) a minimum of 45 calendar days advance notice and (b) fair and reasonable compensation.

The justification for adhering to the specified guidelines for **access rights**, as specified in the *Consortium Agreement (CA) Article 9* and related sub-articles, during and after the projects is as follows:

- The access rights granted **strictly exclude any sublicensing rights** unless expressly stated otherwise. This ensures that parties accessing the rights do not have the authority to further sublicense them, maintaining control and accountability.
- Access rights come **without any administrative transfer costs**. This promotes a streamlined process, eliminating financial barriers and facilitating efficient collaboration among the involved parties.
- **Access rights to results** and background necessary for a party's work under the project are granted on a **royalty-free basis**. This fosters an environment where parties can utilize essential elements for their project-related activities without incurring additional financial burdens.
- **Access rights for the exploitation** of a party's own results are granted under fair and reasonable conditions, subject to a **written bilateral agreement**. This ensures an equitable arrangement for both parties involved in the exploitation process.
- Access rights for internal non-commercial **research, teaching activities**, and non-commercial **journalistic purposes** are granted on a **royalty-free basis**. However, it is stipulated that no results shall be accessed by,

transferred, or licensed to any third party without the **explicit consent** of the owning party or associated party. This protects the proprietary nature of the results.

- Parties are allowed to request access rights up to 12 months after the project completion (as outlined in *Section 9.6.2.1.2*). This provision provides a reasonable timeframe for parties to assess their access needs after the project completion, ensuring flexibility in the utilization of access rights.

When considering intellectual property, IPR management is integral to preserving the value and integrity of these exploitable results while facilitating their responsible dissemination to external parties. The selection of the most suitable protection measures depends on the nature and specificities of the result considered and should take into consideration the right balance between sharing knowledge and protecting the intellectual asset. From this perspective, adherence to the project guidelines does not imply an automatic adoption of all the results, but rather their responsible availability and adaptability to different usage contexts.

4.3. Communication and disseminations activities

In order to support SRE Plan and its strategies and specific actions, communication and dissemination activities are key. Hence, **three local communication and dissemination strategies**, as highlighted in the *D7.1 Communication and Dissemination Plan* have been crafted for AMB, KMA, and ANCI LAZIO, and tailored to their specific contexts and communication needs. Each strategy outlines objectives and goals for targeted actions, providing guidelines on using different tools and channels to have the greatest impact on stakeholders and identified audiences. Moreover, a communication kit, available in both English and the local languages, has been provided to each pilot case according to their local strategy. In accordance with the COMANAGE Grant Agreement, the three local strategies aim to:

- **Raise awareness** among relevant target groups at local, regional, national, European, and international levels about the project exploitable results.
- **Create synergies** and complementarities with relevant local, regional, national, and European projects and initiatives.
- **Establish the COMANAGE Open Platform**, ensuring accessibility of the main digital outputs to all interested users and maximizing the impact of communication and dissemination activities.

This updated version of the SRE Plan highlights actions that will be undertaken by the project Consortium after the project ends, to keep sharing the COMANAGE Exploitable Results.

- Document the usage of the COMANAGE methodology in activities through **visual descriptive content** and material especially through social media.
- Write **articles for public divulgation** in which the outcomes of the methodology helped to reach the COMANAGE project objectives.
- Present the methodology and project results at **conferences, workshops, and training sessions**.
- Use **social media channels** (LinkedIn) and other channels (newsletters, partners social media) to continuously promote and highlight the toolkit and the methodology's value and benefits to assist energy communities.
- Highlight **real success stories (videos)** that demonstrate how the toolkit has been used to achieve positive sustainability outcomes as an inspiration source.
- **Share the latest updates** and regulatory changes in the pilot partners' websites.

- **Create a peer-learning network among metropolitan municipalities**, enabling direct knowledge transfer on governance models, financing, regulatory adaptation, and stakeholder engagement for energy communities.
- **Support municipalities in integrating the methodology into local planning tools**, such as Sustainable Energy and Climate Action Plans (SECAPs), urban development strategies, and energy transition roadmaps.

4.4. Sustainability and Exploitation Strategy sheets for the Exploitable Results

The following strategy sheets outline the Sustainability and Exploitation strategies for each COMANAGE Exploitable Result, including additional actions to the different strategies, such as specific actions. Moreover, other aspects such as IPR issues, challenges & solutions and resources are being considered.

These sheets intend to showcase in a simple and understandable matter, how the COMANAGE Consortium aims to exploit and maintain its different outputs ones the project ends. It is worth noting, that most of the strategies are at consortium level. However, there are also partner-specific strategies, based on their experience along the project and interest and acceptability on the different results. All specificities are highlighted accordingly.

4.4.1. Energy Communities' Governance Framework SE Strategies

ECGF		It is a methodological framework that can be used in different cooperative projects and adapted to the specific context. It offers civil servants a range of tools that fit the objective of developing a fully qualified and equipped workforce, capable of implementing, executing, and performing all the necessary actions to help energy communities. The collaborative character of this methodology is a brand-new aspect within PA agencies that could enable a higher level of engagement and participation. It is based on the method Theory U.	
	Strategies		Actions
SUSTAINABILITY	• Be attractive. • Share it as a best practice. • Communication		• Train people to know how to keep using the methodology in new projects and initiatives. • Sharing COMANAGE results highlighting the importance of the methodology used. • Build on the project results for future proposals. • Look for synergies with universities and other public actors that build repositories for EC related documents.
	EXPLOITATION • Making available deliverables more accessible and easier to use. • Making materials more visually appealing to facilitate their implementation. • Reach key actors to keep implementing the proposed methodology.		• Develop infographics and other visual materials from existing materials. • When arranging training sessions, workshops, or informative sessions, provide the participants with this methodology to empower stakeholders with the necessary skills to proficiently apply the methodology. • Take part in conferences, show best practices, use social media, participate in workshops.
IPR			Challenges & Solutions
Owner	Co-opAbility		• Resources to keep sharing the ECGF methodology • Counting with staff that has the necessary expertise
Access/use	COMANAGE partners, Researchers, civil servants, cooperatives, market actors		
Resources (human & financial)			
1. <u>Internal staff</u> with the necessary knowledge to implement the methodology and explain it in different contexts.			

4.4.2. Energy Communities' Governance Toolkit SE Strategies

ECGT		It is an online Toolkit with technical, financial, dissemination, social and legal tools and templates.	
	Objectives		Actions
SUSTAINABILITY	- Promoting its use among relevant stakeholders. - Ensuring update content according to the developments. - Involving users in improving the tool, include a feedback collection mechanism. - Building credibility and trust.		- Create a user-friendly webpage. Embed the ECGT in the pilot/ partners websites (AMB, KMA, NCI LAZIO, ECO, AISFOR) - Ensure human and financial resources for maintenance and content. - Create a mechanism (on the webpage) for users to provide feedback on the toolkit's usability and effectiveness. - Have a National Leadership on the topic to foster credibility. - Update the contents ones or twice per year.
EXPLOITATION	- Foster community engagement through knowledge sharing and collaborations. - Collaborate with Civil Society Organisation (CSOs), public institutions, and network to integrate the toolkit into their programs and use the specific tools when convenient.		- Encourage stakeholders, energy communities, and civil servants to use the toolkit or its different tools to implement sustainable practices, make informed decisions, and drive positive change. - Incorporate the toolkit into workshops, webinars, or capacity-building initiatives (foundational resource in user guides, tutorials, and FAQs).
IPR			Challenges & Solutions
Owner	ECO, KMA, AMB, ANCI LAZIO, ANESE, AISFOR.		- Maintaining up-to-date and relevant resources. - Finding resources - Have a National Leadership on the topic to foster credibility. - Counting internally with legal experts
Access/use	Open access. Non-commercial use, for knowledge-based and societal purposes		
Resources (human & financial)			
1. <u>Internal staff</u> with expertise in legal, communication, and technical areas to assist RECs and manage the toolkit or specific tools that need updating. Technical partners commit to providing support when needed. 2. <u>Outsource specific services</u> to external professionals, if possible. 3. <u>Find collaborations</u> with supramunicipal agencies or local PAs.			

4.4.3. OIS Hub methodology and Pilot Executive Plans SE Strategies

OIS Hub & Executive Plans		Refer to the Operational Integrated Services Hubs and to the plans which outline the strategic steps, time-schedule, actions, and measures to be undertaken. The OIS Hub is a “container” for the connection of the various energy communities’ stakeholders.
	Strategies	Actions
SUSTAINABILITY	• Ongoing Hub meetings as part of the metropolitan areas’ activities. • Dynamic improvement of the sessions • Explore funding opportunities	• Train people to have the necessary experience and facilitation competences to follow the Theory U methodology. • Include case studies, FAQs and more practical sessions. • Integrate the methodology into existing municipal advisory services (OSS), ensuring that citizens and local actors can directly benefit from a unified support system. • AMB: Formalize Energy Communities as a recurring topic in Metropolitan Energy Transition Tables, ensuring continuous exchange between municipalities and inclusion in strategic agendas.
EXPLOITATION	• Integration in their daily practice (online / onsite) • Establishment of OSS • OIS Hub as a Replicable model • Communication & Promotion • Synergies with other tools/initiatives	• Integration: ○ KMA already integrated 1 meeting every 3 months. ○ AMB integrated at least 1 per year. ○ ANCI Lazio already planned at least one annual meeting within its institutional activities. It will also take advantage of already scheduled sessions with the associated municipalities. The topic of Energy Communities will be integrated without creating additional organizational burdens. • OSS: ○ KMA has one person that is focused on providing this support ○ AMB as part of “La Teulada” will have webinars and face-to-face meetings with citizens. La Teulada has 2 full time technicians focused on providing this support to citizens and municipalities. ○ ANCI Lazio will use its website, already serving as an information hub for municipalities, by integrating a dedicated section on Energy Communities. • Having newsletters and mailing lists with ECs related information.

IPR		Challenges & Solutions
Owner	AMB, KMA, ANCI LAZIO	• Challenge: significant heterogeneity of resources and skills among the municipalities in the region. ○ Solution: integrate RECs into the topics of existing networks and working groups, thus ensuring dissemination and replicability without requiring additional structural commitment.
Access/use	Civil servants working in supporting and boosting the creation of ECs, members of established ECs, and individuals who want to start an EC.	
Resources (human & financial)		
1. <u>Internal staff</u> with the necessary expertise to lead these actions.		

4.4.4. Training programme and E-learning platform SE Strategies

E-learning		It is, on one hand a training programme to provide face-to-face training to interested actors, and on the other, an E-learning platform which includes multilingual training courses on ECs through Moodle.
	Strategies	Actions
SUSTAINABILITY	• Be up to date • Keeping people informed about the courses' updates. • Joining with other platforms to avoid internal management costs.	• Add the latest update date somewhere in the Moodle platform. • Keep the training courses updates, specially from a regulatory perspective. • Link the partners websites to the Moodle Platform. • Add new and specific relevant information for RECs. • Seek other opportunities (Udemy, Coursera, MOOC...). • Integrate the E-learning in the services provided by the OSS.
EXPLOITATION	• Potential replication to other languages • Synergies with other projects and initiatives • Reach professional schools and other training platforms • Communication	• Translation of the course to different languages, it has already been translated to Spanish. • Hold meetings with other initiatives which could build on what is already available or could translated to additional languages. • Look for additional training platforms and schools where to host the training to reach wider audiences. • Count with the support of other actors to share the training course (BoR, other EU or national projects...)
IPR		Challenges & Solutions
Owner	AISFOR, AMB, KMA, ANCI LAZIO, ECO	• Challenge: big adaptations of the materials are very time consuming.

Access/use	Open access to civil servants, trainers, researchers and any other interested actor	○ Solutions: plan periodic updates and prioritize essential changes. Main Moodle technical issues can be on AISFOR management ● Challenge: creation of replication course(s) can be time consuming ○ Solution: AISFOR will create the new course(s) in the Moodle platform, provide instruction to facilitate the process and the common contents to be translated for free. However, the stakeholder responsible for the new course (e.g. French replicator), will need to prepare or corresponding materials independently to then be included in the Moodle Platform.
Resources (human & financial)		
1. <u>Internal staff</u> to manage the platform and solve potential technical aspects. Also, to update the materials when necessary. 2. <u>Find collaborations</u> with supramunicipal agencies or local PAs. 3. <u>Hosting and domain costs:</u> AISFOR holds de hosting costs and can ensure financial resources for it.		

4.4.5. Decision Support System SE Strategies

DSS		It is an online tool, similar to a chatbot, which provides useful information for decision-making, based on data collected by project partners.	
	Strategies		Actions
SUSTAINABILITY	• Be up to date, accurate and trustworthy. • Be accessible		• Update all necessary materials that feed the DSS on a regular basis (twice per year). • Provide additional information when necessary. • Provide the necessary contact information, in case of specific questions or technical issues. • Integrated it in the first contact citizens have with OSS, being able to answer multiple single questions at the same time, without overloading OSS personnel.
EXPLOITATION	• Address users to specific services or offices that could provide them with additional support. • Adress users to general clusters of installers and other promoters. • Link the DSS to other websites.		• Include a message where people can find contact information. • Include links to places where users can easily find potential installers and promoters. • Look for synergies with other municipalities and service providers to include the DSS link in their websites. • Provide an OSS contact when the question asked to the DSS is too complex too specific.
IPR			Challenges & Solutions
Owner	SPXL, AMB, KMA, ANCI LAZIO		• Challenge: Technical support may be needed at some point. ○ Solution: Train OIS Hub Managers or third parties on how to update the DSS.
Access/use	Open access to all interested users.		
Resources (human & financial)			
1. <u>Internal staff</u>: to manage the platform and solve potential technical aspects. Also, to update the materials when necessary. 2. <u>Hosting and domain costs</u>: SPXL holds de hosting costs for the DSS and also de Google Drive folder where all materials are included.			

4.4.6. Policy Recommendations SE strategies

Policy Recommendations		Is a set of 2 policy briefs which address specific challenges faced by Energy Communities and Local Authorities. One focused on how local authorities can support scalable ECs and the other on how metropolitan authorities can address urban energy poverty through ECs.
	Strategies	Actions
SUSTAINABILITY	• Be accessible and attractive • Active dissemination	• Include the Policy Recommendations in project partners’ websites. • Capitalize the knowledge gathered for future proposals and to feed other projects and initiatives. • Relaunch through social media channels, reaching member municipalities involved.
EXPLOITATION	• Focus more on a regional and national coverage. • Communication campaigns.	• Translating the materials into pilot and BoR members’ languages (CAT, IT, PL, ES, FR) • Disseminate the policy recommendations briefs • Promote the dissemination of documents during scheduled seminars and meetings with local administrators, thus ensuring a large audience without the need for dedicated events.
IPR		Challenges & Solutions
Owner	COMANAGE Consortium	• Challenge: risk of documents remaining unknown among small municipalities. ○ Solution: leverage established institutional communication channels and network of contacts, ensuring that recommendations reach even the most remote areas.
Access/use	Public authorities, researchers...	
Resources (human & financial)		
 Options:		
1. <u>Internal staff</u> : to manage the keep sharing and using the developed materials.		

5. Replication Plan

Overall, the **COMANAGE project** has been designed to be scalable and replicated, allowing its growth and expansion beyond its ending. Its tools and resources are intended for standardization and further replication among interested local and regional public administrations worldwide. The three **pilot cases (AMB, KMA and ANCI LAZIO)** developed during the project lifecycle are a grounded-based experience and a reference for the potential replicators, through standardized methodologies, project processes, governance frameworks and best practices that might facilitate replication in different contexts.

Replication actions have been planned in the three pilot OIS Hubs and adapted to each local context, while the efforts have extended beyond individual municipalities to encompass the broader national and regional context. These three local strategies were based on the establishment of **physical and virtual spaces** for dialogue and collaboration with local agents with a **participatory approach**, in which knowledge was shared, and information was provided on each executive plan, the needs of the participants were known and cases of good practices that could serve as a reference model were identified. A crucial point was the involvement of decision-makers and Public Authorities representatives for gaining credibility and influence. By actively engaging with these official stakeholders, the representatives not only gained access to valuable insights and resources but also benefited from their ability to amplify the COMANAGE message and objectives within their respective jurisdictions.

As an example of these collaborative ecosystems, there is the community of practitioners of **Lazio Region municipalities**, who have identified the Community of Ventotene as best practice, the **Community Transformation Offices (“Oficinas de Transformación Comunitaria”, OTCs) network in the metropolitan area of Barcelona**, or the **Krakow Metropolitan Area**, that includes 15 municipalities and might expand the experience of the project to the neighbouring municipalities within Małopolska region and share the experience to other municipalities in Poland. All these metropolitan ecosystems can be scaled up to a higher territorial level and involve other metropolitan areas and cities in the replicability of the COMANAGE project.

The replication process was enhanced at the first stage, with the creation of a **Board of Replicators (BoR)**, a **transnational network of practitioners**, and the developing of knowledge exchange and capacity building program activities. Overall, this allowed board members to improve technical skills and enhance capacity building, to ensure successful implementation of an effective ECGT framework in their own different geographical and cultural contexts. Ongoing support and online available resources have been provided to ensure successful replication. In addition, the COMANAGE website has a section to enhance the best practices adopted by the BoR members, allowing practitioners to establish synergies and create a **network of interconnected communities**. These practices encourage the spreading of best practices and the replication of successful Energy Communities models.

More specifically the project’s replication strategy started with the formation of the above mentioned **“Board of Replicators”**, which was the first, apart from the project partners, to learn about the developed ECG Framework and tools and explore strategies and roadmaps to replication, testing them in their own contexts. The replicators have been selected according to their interests, with preference about metropolises above smaller cities. The geographic coverage was Europe and beyond. Some of the BoR expressed their potential interest and capacities for replication through a letter of commitment at the project’s proposal stage. The project dissemination has been done through the METROPOLIS international network of 150 cities and metropolitan areas as well as the dissemination of the Board among the ongoing

METROPOLIS international exchanges program, the “METROPOLIS Solutions’ Labs”, that promotes city-to-city international thematic exchanges. One of them is the Urban Energy transition.

A specific focus on the experiences of the regional or national areas of the ongoing pilot Hubs (AMB, KMA and ANCI LAZIO) has been considered to benefit other local and regional Administrations, identifying at least one replicator for each pilot hub. The international network of METROPOLIS has also ensured to outreach additional replicators beyond Europe, achieving 10 Board members (from Europe and beyond), who have engaged to participate in both online and in-person peer-to-peer mutual learning exchanges and benefited from the developed project tools during and beyond the project’s lifecycle.

Concerning the capacity building program, a **kick-off online meeting** was held to introduce the COMANAGE program and to share expectations from the replicators as well as to meet with the three pilot Hubs and to know the tools already developed. In addition, the participants have co-created a **plan of action** to schedule the online exchanges along with the final replication workshop. During the whole project lifecycle, replicators have had access to the COMANAGE Open Platform and have used the ECGT, the E-learning platform, and the DSS. It is expected that the COMANAGE tools and resources will still be used after the project ends, and BoR members will be encouraged to disseminate them.

Finally, a **replication workshop**, following the peer coaching and knowledge transfer methodology, was held on June 2025, during the European Sustainable Energy Week in Brussels. It counted with the participation of 5 BoR members and the project partners. The output of this workshop was edited for its dissemination and took part of the Policy Recommendations report (*D6.3 Policy Recommendations*).

In addition, Metropolis will continue to disseminate COMANAGE project among its membership, presenting the project during international events and exchanges.

5.1. Peer coaching and knowledge transfer methodology

Peer coaching is a **collaborative process** wherein individuals, often colleagues or peers, engage in mutual support and feedback. Typically, it begins with establishing mutual goals and expectations, followed by regular meetings or sessions, where each participant takes turns as both coach and coached. By these means, they start sharing challenges, insights, and strategies for improvement. Through active listening, probing questions, and constructive feedback, peers help one another gain fresh perspectives, identify strengths and areas for growth, and implement action plans to achieve their goals.

This process fosters a culture of trust, empathy, and accountability, ultimately leading to enhanced performance, and skill acquisition. The following steps can be used to implement a peer coaching process that can be adjusted to any given context. These were the steps followed during the implementation of the project and aimed to be replicated as part of the dissemination of the project results.

Step 1: Consider the roles

- **Case giver:** Share a challenge that is current, concrete, and important, for you and in which you are a key player/decision maker. *Present the case in 15 minutes.*

- **Coaches:** Do not offer advice; instead, listen carefully.

These roles can rotate in different meetings.

Step 2: Intention statement by case giver (10-15 mins.)

Describe your case using the following questions as a guide:

- **Current situation:** What are the key challenges or questions?
- **Stakeholders:** How might others view this situation?
- **Intention:** What future are you trying to create?
- **Learning threshold:** What do you need to let go of, and what do you need to learn?
- **Help:** Where do you need input or help?

Coaches may ask clarifying questions if needed.

Step 3: Mirroring (10 mins.)

- Each coach shares what emerged (feelings, thoughts, etc.) while listening to the case. Again, coaches should refrain from offering solutions.
- After listening to all the coaches, the case giver responds to what they said.

Step 4: Dialogue (20 mins.)

- Reflect together and build on each other's thoughts, without pressure to resolve the case giver's challenge.

Step 5: Closing remarks and journaling (8 mins.)

- Everyone shares a final reflection. The process may conclude with individual journaling where each partner writes down what they have learnt from the process.

A structured roadmap for the replication strategy of the Energy Communities models has been outlined as follows:

Roadmap for the COMANAGE replication strategy

Initiation phase:
(Done)

- **Establish the Board of replicators:** Identify and select potential replicators from metropolitan and regional Public Administrations, prioritizing those with expressed interest and capacity for replication.

Preparation phase: (Done)	▪ Project outreach: Utilize the METROPOLIS International Network and Metropolis Solutions Labs to disseminate information about the Board of Replicators and invite interested parties to join. ▪ Formation of the Board: Form a diverse minimum 5-member Board consisting of practitioners from Europe and beyond, ensuring representation from different geographical and cultural contexts. ▪ Kick-off meeting: Organisation of an online peer-to-peer coaching session to introduce the replicators to each other, share expectations, present pilot Hubs experiences, and introduce project tools and outcomes. ▪ Co-creation of an action plan: Collaborative design of a plan of action with replicators to schedule online exchanges and co-design the replication workshop.
Implementation phase: (Done)	▪ Capacity building exchanges: Organization of at least 5 exchanges¹ among replicators to share best practices, address challenges, and refine replication strategies. ▪ Use COMANAGE tools: During the first three meetings, presentation of the COMANAGE tools and resources available on the COP and E-learning platform. Include evaluation and assessment actions in the fourth meeting. ▪ Ongoing support: Provide continuous support and guidance to replicators throughout the implementation process, addressing any issues and facilitating collaboration.
Evaluation and enhancement phase: (Done)	▪ Monitoring (online and onsite) the progress of replication efforts and the evaluation of the effectiveness of strategies employed by replicators. ▪ Establishment of a progress follow-up process, for replicators to provide updates and new inputs on their progress, challenges, and learnings. ▪ Registration of replicators to the E-learning platform. ▪ Implementation of participatory evaluation to assess the effectiveness of replication efforts by collecting replicators experiences, insights, and best practices. ▪ Online evaluation forms after the online sessions, for improving the upcoming ones.

Table 2. Roadmap for the COMANAGE replication strategy

Co-creation involves active collaboration between stakeholders to develop solutions tailored to their specific needs. In this context, the in-person final **replication workshop** has served as a platform for replicators to engage in peer coaching and knowledge transfer, facilitated by experts in the field. Through interactive sessions and hands-on activities, participants had not only gained insights into the project's methodologies but also have had the opportunity to identify their unique challenges and requirements. Co-design sessions have encouraged **collaborative brainstorming** and prototyping activities, where stakeholders have worked together to **develop solutions** that have addressed their shared needs.

By actively involving replicators in the process, all COMANAGE outputs were tested, and it was possible to gather specific requirements and needs from them. By incorporating **replicators' feedback**, the Consortium ensured that the tools were relevant, practical, and actionable. Moreover, replication initiatives aim to foster a culture of collaboration,

¹ The format (both in onsite and online) of the exchanges format was defined among the Consortium partners.

empowerment, and continuous improvement, enhancing the project's impact and sustainability across Europe and beyond.

5.2. The Replication pathway after the project ends

Replication actions after the project ends are focused on:

1. Keeping available an open and free access tool in English, Polish, Italian, Catalan and Spanish.
2. Constantly updating the necessary tools to keep the platform attractive and useful.
3. Looking for potential synergies with existing projects and initiatives to disseminate the existence of both the ECG framework and methodology and the COMANAGE Open Platform and its resources.
4. Being open to including additional information or materials in other languages to reach a wider coverage, as well as being available to answering questions or doubts of interested actors.
5. Actively communicating about the project results and available resources.

5.3. Risk assessment for replication and exploitation

The identification of potential risks for the implementation of the COMANAGE replication and exploitation strategy has been done through a participatory approach with all the COMANAGE project partners. Moreover, for each identified risk, a mitigation plan or actions, has been included.

The previous register of the most important barriers related to the COMANAGE identified by the partners could be the departure point to develop a specific assessment focused on the replication and exploitation strategy implementation.

The highlighted points that could put in risk the implementation of the R&E plan are the following:

- **Funding resources** to maintain the (online) resources, tools and collaborative spaces created by the project that might be available for potential replicators.
 - Mitigation action(s): New funding opportunities can be identified after the COMANAGE project to ensure the sustainability in the post-project period including the replication action plan.
- **Staff allocation and other resources regarding the maintenance of the resources and tools that might be used for future replicators**: The staff associated with the deployment of COMANAGE activities and outputs can be specifically hired inside the project or allocated to different activities after the project completion. This means that the resources of human staff availability can be quite limited.
 - Mitigation action(s): Integrating or using the results of COMANAGE in the scope of another project under EU or national scheme funding, such as sister projects, might ensure that the project outputs will be sustained both during and after the project completion. Moreover, integrating some of the implemented dynamics and activities into pilots' daily activities is another way of having human resources dedicated to the promotion on energy communities.
- **Leadership** and ownership among the COMANAGE Consortium members to take responsibility on project resources maintenance.

- Mitigation action(s): Ensure the commitment of the COMANAGE Consortium members in the post-project period. Project partners have defined in this SRE Plan they are willing to do to guarantee the exploitation and replication actions.
- **Transfer and ownership** to other public or private key stakeholders from the ongoing EC ecosystems.
 - Mitigation action(s): Elaborate a transfer strategy to other previously identified key stakeholders. Use the Board of Replicators experience to outreach the project through their territories and networking. Create opportunities to continue the established relationships among the BoR members and to further expand them, while sharing new ideas.
- **Interest and motivation of the Board of Replicators:** Board members interest after the project's completion, particularly in the case that the immediate effects of the project have been achieved.
 - Mitigation action(s): Developing high-quality tools and resources that can be easily adapted to any context, and building strong networks at local, national and international levels, could help maintaining high interest and motivation to further disseminate and use project results.
- **Regulatory and policy changes affecting the applicability of the tools and methodologies**
 - Mitigation action(s): Maintain periodic monitoring of national and EU legislation, update guidance modules accordingly, and rely on institutional members of the consortium (e.g. municipalities, regional entities) to ensure alignment and continuous adaptation.

6. SRE Plan One-year timeline

The COMANAGE project has fostered the development of inclusive and solidarity-driven Energy Communities across all pilot areas. Throughout the project lifetime, the partnership has focused on promoting best practices, facilitating knowledge exchange, and supporting local stakeholders in implementing community energy initiatives. Dissemination and communication activities are designed to ensure the visibility of project results and encourage replication of the approach in diverse contexts. Hence, dissemination and communication activities will continue for up to one year after the project's completion, keeping the COMANAGE experience visible and inspiring across Europe.

6.1. ANCI Lazio

Even after the official conclusion of the COMANAGE project, ANCI Lazio will remain actively engaged in dissemination, capacity building, and follow-up activities throughout the subsequent year, ensuring the sustainability and long-term impact of the project's results.

Building on the solid foundation of collaboration established during COMANAGE, ANCI Lazio will continue to provide technical and institutional support to existing and emerging Energy Communities across the Lazio region. This continued effort will make use of the practical instruments developed within the project—such as the Participation Promotion Plan, the Practical Guide to Building Your Energy Community, and the Legal Tools—which have proven to be effective resources for municipalities, associations, and citizen groups committed to developing Renewable Energy Communities (RECs).

Regarding upcoming specific actions, ANCI Lazio foresees to:

- Strengthen its advisory role for municipalities and local actors interested in creating or joining RECs;
- Promote new training and awareness initiatives targeting citizens, SMEs, and local institutions;
- Expand collaboration with national and European networks to encourage replication of the COMANAGE model; and
- Consolidate partnerships with universities and non-profit organizations to foster research, innovation, and inclusive participation in the energy transition.

For ANCI Lazio, participation in the concluding panel of the 10th Italian Sociology Festival, held in Narni on October 11, 2025, represented a pivotal moment to bring the COMANAGE experience to life. The event offered an opportunity to demonstrate how Energy Communities can foster solidarity, collaboration, and local empowerment, while engaging in dialogue with other pilot partners, including the Kraków Metropolis Association in Poland and the Àrea Metropolitana de Barcelona in Spain. Together, the partners highlighted the uniqueness of the COMANAGE approach, which applied the Coopability guidelines through Otto Scharmer's U Theory from MIT, bridging theory and practice in a participatory and systemic way. By exchanging insights, lessons learned, and innovative methods, ANCI Lazio and its partners aimed to inspire replication across all pilot areas and beyond.

This sustained action is further reinforced by the strategic agreement with the Chamber of Commerce of Rieti and Viterbo and its Special Agency "Centro Italia", with which ANCI Lazio shares the mission of strengthening the energy transition at

the local level. Through this partnership, both institutions will promote training, awareness, and advisory activities to support Energy Communities, with particular attention to inclusiveness, gender balance, and the involvement of SMEs and local enterprises in the green economy and transport sectors.

Moreover, thanks to the patronage and technical endorsement of IFEC (Italian Forum of Energy Communities), ANCI Lazio will ensure that the legacy of COMANAGE continues to grow within a national and European framework, fostering exchange, replication, and mutual learning among active and emerging communities.

Starting from the year following the project's conclusion, in addition to the cities already involved in replicating the solutions developed, several other non-profit organizations—such as LEGA COOP, UNITUS, and ECOINSPIRE LAB ETS—have expressed interest in adopting the materials produced by COMANAGE. This engagement further strengthens ANCI Lazio's dissemination efforts on the topic of Energy Communities in the Lazio region and beyond, while fully respecting the licenses and intellectual property rights of the project materials.

Through participation in public events, institutional communication campaigns, and ongoing assistance to local stakeholders, ANCI Lazio will guarantee that the collaborative story of COMANAGE remains visible, influential, and alive - continuing to inspire sustainable community energy models well beyond the project's completion.

6.2. AMB

After the finalization of the COMANAGE project, the Àrea Metropolitana de Barcelona (AMB) will continue its dissemination, engagement, and support activities throughout the following year, ensuring that the methodologies and tools developed are fully exploited and integrated into local energy community strategies.

As the metropolitan authority supporting 36 municipalities, AMB will leverage its established channel La Teulada, the One-Stop Shop for Energy Communities and self-consumption, to ensure long-term accessibility and continuous use of the COMANAGE resources. The E-learning platform, guidelines, and assessment tools will be embedded into La Teulada's portfolio of services, guaranteeing that municipalities, cooperatives, and citizens can benefit from them beyond the project.

AMB will continue to engage local stakeholders through its Energy Transition Table, a permanent working group that brings together municipal staff, civil society, and experts to share progress, regulatory updates, and new opportunities for REC deployment at metropolitan scale. At least one annual session will include a dedicated follow-up on COMANAGE outcomes and the use of developed tools.

Dissemination of results will further take place through national and European networks, including EnerAgen, ICAEN, ACM and other sister projects, enabling wider replication of the Barcelona metropolitan model. AMB also plans to participate in events such as the European Community Energy Conference, EU-level workshops, and national encounters focused on local energy governance, strengthening the project's visibility and lessons learned.

A strong focus will be placed on municipal monitoring and peer learning. AMB will collect feedback from the first municipalities applying COMANAGE tools, promoting success cases and creating a pipeline of energy community projects showing practical outcomes. Knowledge will be shared through publications, La Teulada website updates, mailing lists, and social media campaigns.

Finally, AMB will explore the integration of COMANAGE tools into future initiatives funded under European or Catalan programmes, ensuring resource continuity without increasing administrative burden for local governments. This strategic alignment will reinforce sustainability, equity, and the cooperative governance principles at the heart of the project.

Through continuous support actions, proactive communication, and institutional cooperation, AMB will guarantee that the COMANAGE legacy remains visible, useful, and impactful, advancing the deployment of inclusive and socially innovative Energy Communities across the Barcelona Metropolitan Area.

6.3. KMA

Following the completion of the COMANAGE project, the Krakow Metropolis Area (KMA) will continue to actively support municipalities that have initiated the process of establishing energy communities as a result of the project. During the quarterly meetings, the topic of energy communities will be addressed if needed. Building on the experience and partnerships developed during COMANAGE, KMA will ensure that the knowledge, methodologies, and tools created remain accessible and beneficial for local actors across the Krakow Metropolitan Area.

KMA will make the project materials and practical instruments available on its official website, enabling municipalities, associations, and citizen groups to apply them in further developing energy communities. The KMA will also continue to collaborate with other organizations and initiatives at both national and European levels to foster knowledge exchange and replication of good practices.

In the near future, KMA plans to hold a meeting with representatives of the SHINE project, which also focuses on the development of energy communities. This exchange will serve to share experiences and lessons learned from the COMANAGE project. Also, KMA is cooperating with the City of Warsaw to promote COMANAGE materials related to energy clusters in the capital city.

The tools developed under the COMANAGE project will continue to be actively used. KMA will promote these resources among municipalities and support their further improvement and dissemination.

7. Conclusions

The sustainability, replication and exploitation, alongside with communication and dissemination, are essential aspects of any EU funded project. With the conclusion of COMANAGE project, the Consortium partners have developed the **Sustainability, Replicability and Exploitation (SRE) Plan**, to give continuity to the project's successful approaches and impact any stakeholder beyond. The project outputs are condensed in six Exploitable and Replicable Results (ERs): Energy Communities' Governance Framework (ER1), Energy Communities' Governance Toolkit (ER2), Operative Integrated Services (OIS) Hub methodology and pilot Executive Plans (ER3), Training programme and E-learning platform (ER4), Decision Support System (ER5), Policy Recommendations (ER6).

The **final version SRE plan** was designed following a **5 steps' methodology**: an identification of key principles and guidelines of SRE; the creation of OIS Hubs; a definition of exploitable assets and partners commitment; and finally, the updating of the first SRE plan, concluding with the present deliverable. The SRE plan structure has been carefully designed to guarantee partners' coordination and engagement of new target groups who can benefit from the ERs use. The plan is constituted by **three main subplans**: the Roadmap for Sustainability and Exploitation, the Replication Plan and the One-year timeline plan.

Within the **Roadmap**, a sustainability plan and an exploitation plan can be found. The first one addresses the actions and strategies across several geographical level for broadcasting the different COMANAGE's ERs and making them sustainable in the long term. Meanwhile, the exploitation plan provides guidelines to manage the use of project outputs for commercial, societal, scientific, economic and policy purposes, sustained by a robust Intellectual Property Rights (IPR) framework and protections measures. For each ERs, **the plans have been integrated in a strategy sheet**, where several strategies and its relevant actions were elaborated, as well as the IPR owners and identified challenges & solutions. Some examples include keeping the outputs (ECGT, E-learning, and DSS) updated, migrating the online content to partners' websites and continuing the OIS Hubs work by incorporating its learning into existing networks. In reiterating the importance of sustainability and exploitation strategies, it is essential to emphasize that the results of COMANAGE constitute a common knowledge and tools base, made available to energy communities, local authorities, and other interested stakeholders. Their use is not mandatory but flexible and adaptable, allowing each partner and stakeholder to select and leverage what best addresses their priorities and regulatory or territorial contexts.

Regarding the **Replication plan**, a robust and scalable framework for replication was successfully created. By means of the creation of the Board of Replicators, a capacity-building program was developed. This ensured the effective creation of collaborative networks within stakeholders, the empowerment of replicators through mutual learning, and the drafting of a Replication pathway for the continued dissemination and application of project outcomes beyond its lifecycle, thereby ensuring a lasting and expanded impact.

Lastly, the planned **One-year scheduled timeline** includes final activities carried out in the last months of COMANAGE project, regarding dissemination and communication within pilots Hubs. Furthermore, future actions within a one-year period were considered and reflected on this plan. This approach reconciles the dissemination of results with a principle of selectivity and quality, ensuring that the most robust and relevant outputs have greater impact and long-term continuity in each territory.