

P1.9 Action Plan

What measures should be implemented given the company's resources?



SWITCH-Med Programme
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European Union



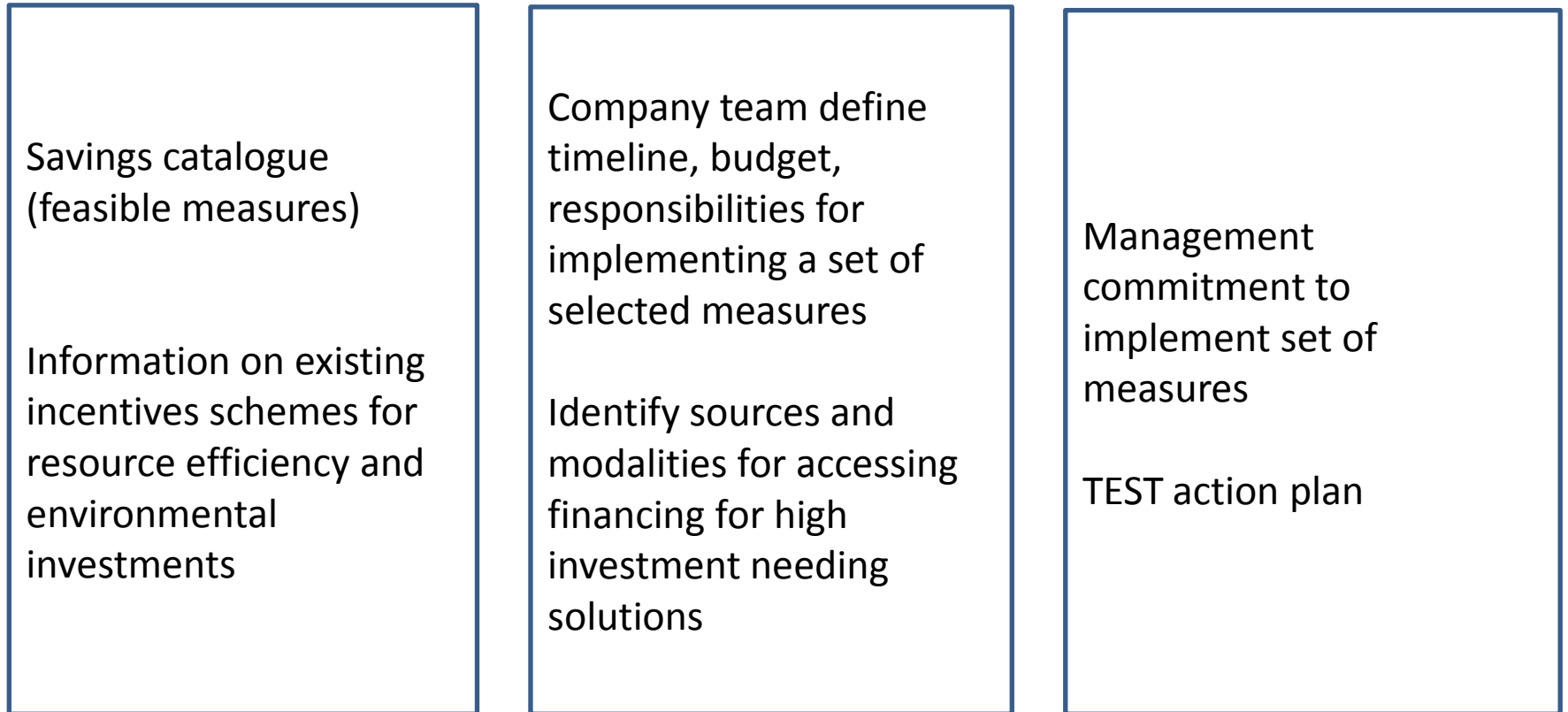
Regional Activity Centre
for Sustainable Consumption
and Production



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Overview of Step 1.9



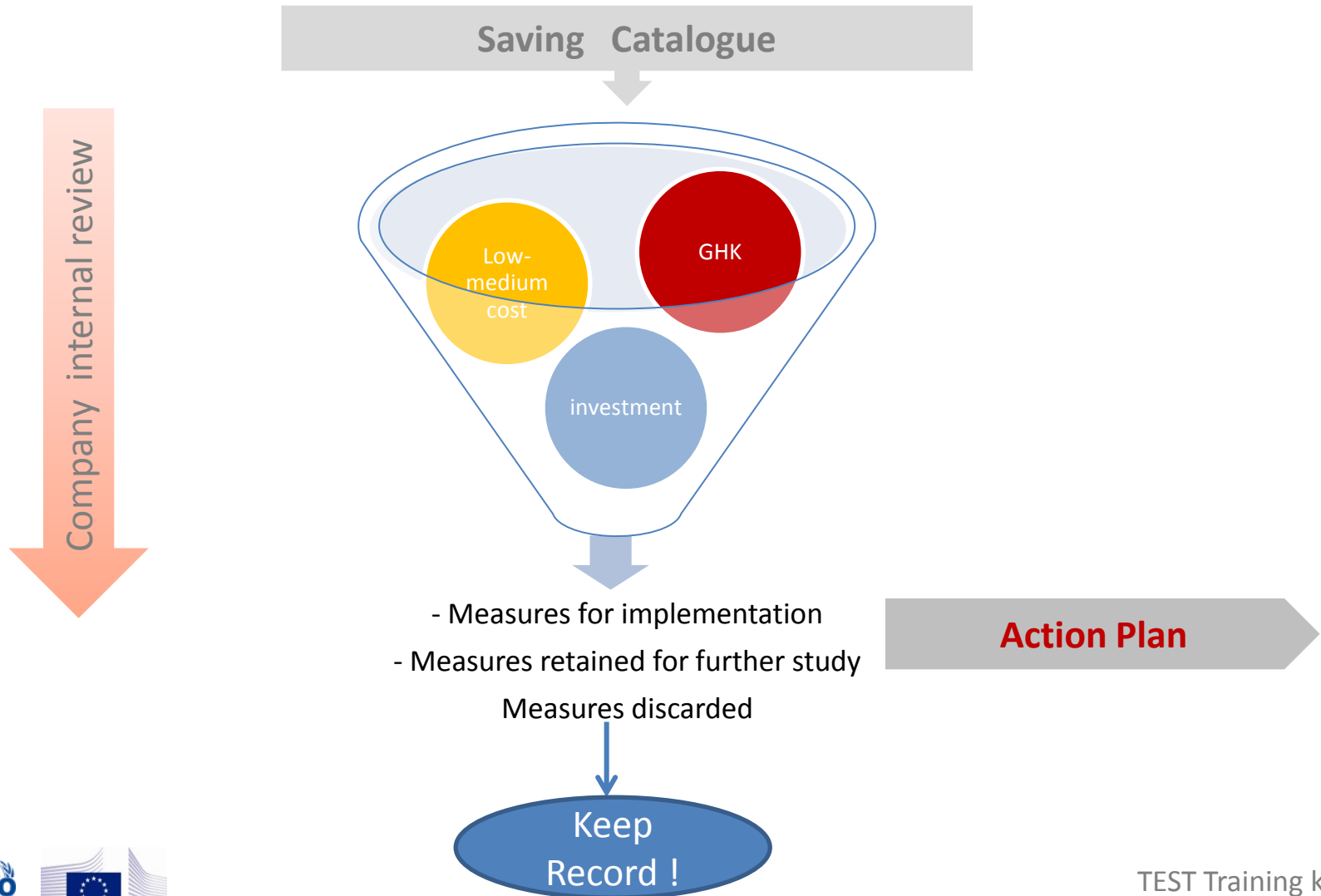
Inputs

Activities

Outputs



The process



Why feasible measures can be discarded?



- Too long PBP (company subjective)
- Conflict with other investment plans and company/corporate priorities
- Diffidence vs. estimated performance of new technology/solution
- Concerns about product quality (customers or standards requirements)
- Lack of financing

Examples

Typically discarded measures:

- Process integration (waste heat recovery)
- Water recycling for secondary grade applications
- Set points of processes requiring heating/cooling
- Process modifications



Financing instruments

- **Internal financing:** Can be mobilized for measures with short payback periods and low to medium investment volume. Company must consider its situation and financing strategy, including all competing investment plans with more options for financing investments in resource efficiency and environmental protection.
- **Commercial loans:** Lending conditions vary depending on market conditions, client risk profile, and type of investment.
- **Soft loans:** Low interest rates and advantageous lending conditions. Access to these financial instruments is generally subject to restrictions linked to relevant country priority policy objectives, specific sectors/technology and size of industry. Access to soft loans sponsored by foreign governments is usually subject to additional restrictions related to a technology's country of origin.
- **Guarantee funds:** Provide collateral/bank guarantees at discounted fees to back up bank loans. These instruments were designed to support SME investment.



Financing instruments

- **ESCOs financing:** An energy saving investment can be financed through a no-cure, no-pay arrangement from an energy service company (ESCO), which can provide a design for energy conservation measures and capital, equipment leases or energy savings guarantees to back up a bank loan. ESCO investment is repaid from energy savings (reduced energy bill).
- **Equity financing, seed funding, business angels:** Liquidity provided by private investors or investment funds against the acquisition of shares in company/assets value for a range of capital risks.
- **Industrial modernization and upgrade funds:** Usually consist of a mix of incentive instruments (grants on capital investment costs, soft loans, bank guarantees, etc.) to improve competitiveness of key industrial sectors through the acquisition of new technology and business skills.
- **Environmental funds:** Provide soft loans or grants for capital investment costs for the installation of end-of-pipe technology and/or cleaner technology.
- **Crowdfunding:** Emerging financing method for funding an investment project with relatively modest contributions from a large group of individuals usually based on an internet campaign. Campaign contributors can make donations, invest for a potential future return on investment (ROI), or prepay for a future product or service.



Financing instruments

- Which financing instruments are available in your country for resource efficiency, energy efficiency, cleaner technology, etc..?



FINANCING - TUNISIA



Instruments for RECP in Tunisia

FODEP : De-pollution Fund

FNME : National Fund for Energy Efficiency

FODEC : Development Fund for promoting industrial competitiveness

ENVIROCREC : Environmental credit lines.



FODEP De-pollution Fund

| | |
|--------------------|--------------|
| ⇒ Subsidy of FODEP | 20% |
| ⇒ Loan of FOCRED | 50% (or 0%) |
| ⇒ Self financing | 30% (or 80%) |
| <hr/> | |
| TOTAL | 100% |

Note: The maximum investment in the framework of FODEP does not exceed **4 millions de Dinars** by company.

FNME: National Fund for Energy Efficiency

| Activity | Rate | Maximum |
|-----------------------|------|---|
| Energy Audit | 70% | 30.000 DT |
| Demonstration Project | 50% | 100.000 DT |
| Soft investments | 70% | 30.000 DT |
| Hard investments | 20% | <ul style="list-style-type: none">• 100.000 DT (consumption below 4.000 Tep/yr)• 200.000 DT (consumption between 4.000 & 7.000 Tep/yr)• 250.000 DT (consumption above 7.000 Tep/yr) |

DT = Tunisian Dinars

TEP = Ton of oil Equivalent



FNME: National Fund for Energy Efficiency

| Activity | Rate | Maximum |
|-----------------------------------|------|----------------------|
| Cogeneration | 20% | 500.000 DT / Projcet |
| Renewable energy (wind and solar) | 40% | 20.000 DT |
| Biogas production | 40% | 20.000 DT |
| Electrical generation from biogas | 40% | 100.000 DT |

FINANCING - MOROCCO



Industrial de pollution

FODEP: Funded by KFW + EC (25 M€) since 1998, provides grants for industrial de pollution, associated with bank loans. The financing scheme is as follow:

| End of pipe solutions | Resource saving |
|-----------------------------------|-----------------------------------|
| 40% : grant | 20% : grant |
| 40% : bank credit | 40% : bank credit |
| 20% : minimum self financing part | 40% : minimum self financing part |



ANPME : Moussanada Fund

- This program implemented by the National Agency for Promotion of SMEs (ANPME) gives access to lines for financing the technical assistance to SMEs such (implementation of ISO Certification, financing of energy management systems, lean manufacturing..).
- This fund pay 60% of technical assistance cost for eligible companies (Turnover with less 175 MDHs)



ANPME : IMTIAZ Fund

- This program IMTIAZ aims to support high growth potential companies with developments projects, through the granting of their investment.
- This fund provide to the selected companies (20% of their investment cost with a maximum of 5 millions MAD grants). This is a direct financial incentive to support SMEs with potential to achieve high levels of profitability and added value.
- This fund target 80 projects every year.



Others financing instruments

There is also some financial incentives on process, mainly:

- The energy fund: for energy efficiency audit financing
- The Environment National fund (FNE) is an incentive instrument to finance environmental protection in some specific area such pottery, craft, tourism
- The Clean Development Mechanism (CDM): International fund to finance eligible project to reduce the gas emission of Greenhouse Gas emission (GHC) in sector such Energy, industry,..



TEST ACTION PLAN



The basics of Action Plans

Key elements of action plans

goals

Specify **WHAT** will be implemented and the **performance improvements** that will result

responsibilities

Specify BOTH who will **coordinate** & **who will carry out specific tasks**

resources

Identify the **resources required** for implementation

milestones

Set out **specific implementation steps** & **WHEN** they should be achieved

metrics

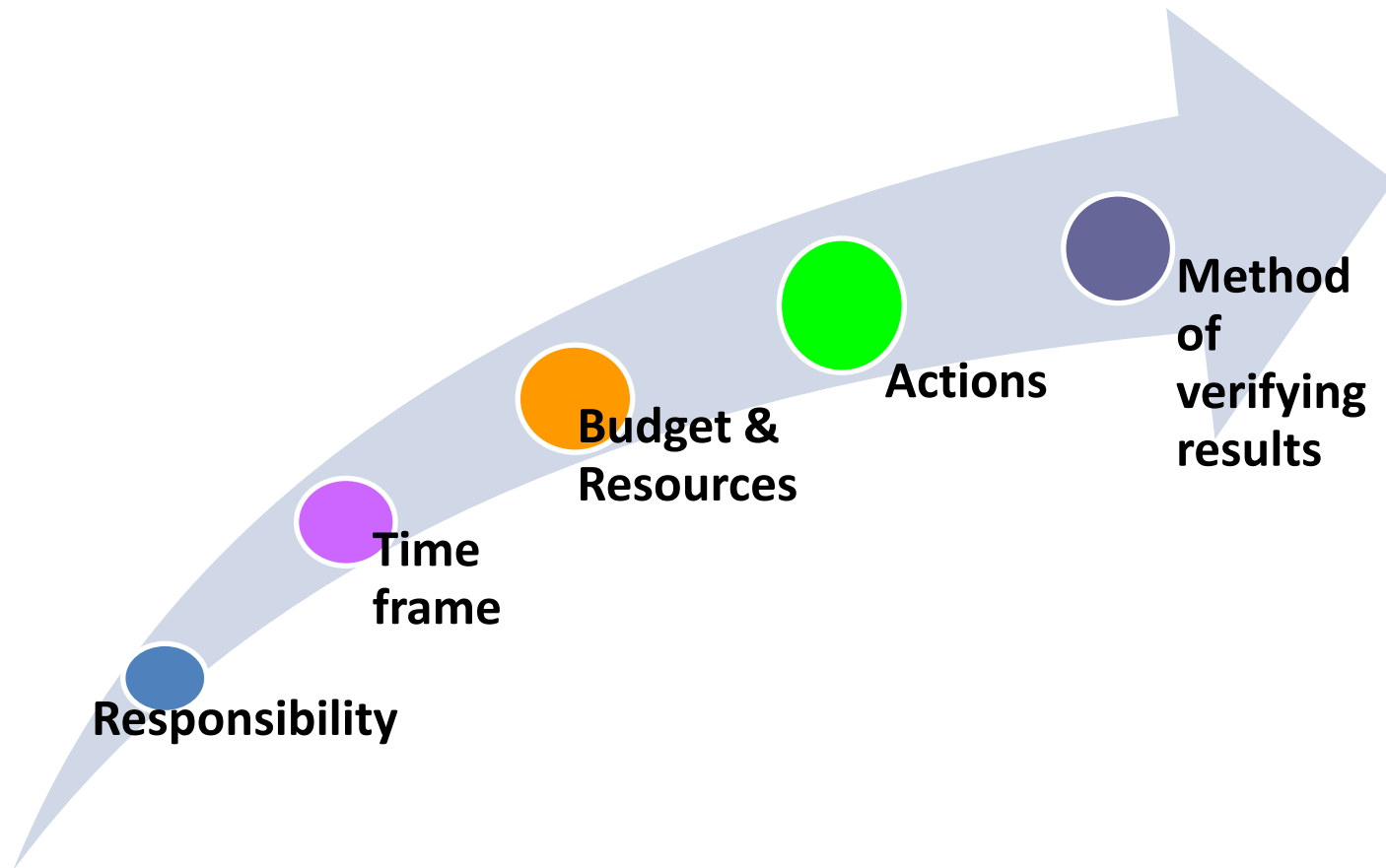
Specify **how goals and milestones will be measured**

What kind of measures does it include?

- Resource efficiency measures (GHK, low-medium costs, high investments)
- Information system (procedures, monitoring equipment, etc..)
- Operational procedures and working instructions
- Training of operators and employees



Action Plan



Action Plan

- Documented / formal
- Updated on a regular basis to verify progress on implementation
- Link each action/measure to objectives of the company policy statement

Tool - TEMPLATE



Linkages with EMS

EMS
Not in place

- This step facilitates the development of operational procedures for efficient implementation of the EMP.

EMS
In place

- Existing EMS documentation can be reviewed to identify gaps and plan add-ons related to operational procedures in particular, including training and communication plans.

Thank YOU for your Attention

