CROSS
ONE STOP SHOP

CRoatian One-Stop-Shop

Sustainability, exploitation and replication strategy

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CRoatian One-Stop-Shop

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About CROSS

The general project objective of the CROSS project is to establish and operate a regional one-stop-shop (OSS) in order to accelerate the renovation wave in the public sector covering a territory of four regional and 88 local authorities in Croatia and offering a comprehensive, all-inclusive service from technical, financial to legal advice, procurement and quality assurance of works. The long-term objective is to replicate this concept to a wider area covering Croatia and beyond as well as to ensure the long term sustainability of the OSS.

CROSS will achieve the targeted impacts and goalsset out in the project through the completion of the following specific project objectives:

1. Speed-up of public building renovation
2. Provision of support for the preparation of project pipelines
3. Development, validation and implementation of advanced funding, procurement and financing models
4. Stakeholder engagement and long-term sustainability

TABLE OF CONTENTS

1. INTRODUCTION 5
2. OBJECTIVES 6
3. IMPLEMENTATION OF THE STRATEGY 7
   3.1. Capacity Building 7
   3.2. Continuation of the Support Facility's Operations 8
4. DETAILED PLAN FOR IMPLEMENTATION 9
5. LONG-TERM SUSTAINABILITY 11
6. EXPLOITATION OF PROJECT RESULTS 13
7. FACILITATING REPLICATION 15
8. CONCLUSION 16

1. INTRODUCTION

The Sustainability, Exploitation, and Replication Strategy is a critical component of the CROSS Support Facility, designed to ensure its enduring impact and success beyond the project's initial duration. This strategy is multifaceted, focusing on several key areas to maintain the operational viability of the support facility, leverage the results and innovations achieved during the project for broader and more significant impact, and facilitate the replication of the successful CROSS model across other regions and sectors.

In a rapidly evolving landscape of public building renovation and decarbonization efforts, the strategy is vital for addressing both current and future challenges. The public building sector in Croatia and across the European Union faces the imperative to significantly reduce energy consumption and carbon emissions. This strategy outlines how the CROSS Support Facility will continue to drive these efforts forward, ensuring that the benefits of the project are not only sustained but also amplified over time.

The strategy begins with a robust framework for capacity building, aimed at empowering both internal and external stakeholders. By equipping regional and local authorities with advanced knowledge and skills in procurement, funding, and financing, we can ensure that the principles and practices developed during the CROSS project are embedded into everyday operations. This approach not only enhances the immediate impact of the project but also creates a foundation for long-term change.

Moreover, the strategy emphasizes the importance of ongoing support and collaboration with financial institutions to secure the necessary funding for continuous renovation efforts. By establishing strong partnerships with entities such as the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD), the CROSS Support Facility can provide sustained financial backing for public building renovation projects.

Finally, the strategy focuses on replication and exploitation, aiming to spread the benefits of the CROSS model beyond the initial regions involved in the project. By promoting the adoption of this model in other regions and sectors, the CROSS Support Facility can help drive a broader transformation towards energy efficiency and sustainability in public buildings across Europe.

In summary, the Sustainability, Exploitation, and Replication Strategy is a comprehensive plan designed to ensure that the CROSS Support Facility remains a pivotal force in the ongoing effort to decarbonize public buildings. Through capacity building, sustained support, and strategic replication, this strategy aims to create lasting value and drive significant progress in the field of public building renovation and energy efficiency.

2. OBJECTIVES

The Sustainability, Exploitation, and Replication Strategy is designed to ensure that the CROSS Support Facility not only meets its immediate objectives but also delivers lasting benefits.

The primary goals of this strategy are:

1. **Ensure Long-term Sustainability**: Develop mechanisms to sustain the CROSS Support Facility's operations post-project.
2. **Maximize Exploitation of Project Results**: Utilize project outcomes to create value and drive further innovations in public building renovation.
3. **Facilitate Replication**: Promote the adoption of the CROSS model in other regions and sectors to amplify its impact.

By developing mechanisms to sustain the CROSS Support Facility's operations post-project, utilizing project outcomes to create value, and promoting the adoption of the CROSS model in diverse contexts, we aim to amplify the impact of our efforts. This strategy ensures that the benefits of the project are extended, fostering continued progress in public building renovation and sustainable practices well beyond the project's conclusion. Through ongoing collaboration, innovation, and knowledge-sharing, the CROSS Support Facility will serve as a model for similar initiatives across Europe.

3. IMPLEMENTATION OF THE STRATEGY

The strategy is structured around two key activities:

- capacity building and
- continuation of the support facility's operations.

These activities are essential for embedding the project's innovations into routine practices, ensuring ongoing support for public building renovations, and expanding the project's reach to new regions and stakeholders. By strengthening the capabilities of local and regional authorities and securing continuous financial and operational support, the CROSS Support Facility can drive sustained progress in the field of public building renovation.

3.1. Capacity Building

The first key activity involves building the capacity of both participating and external regional authorities. This is crucial for ensuring that the knowledge and practices developed during the CROSS project are widely adopted and effectively implemented. Capacity building will focus on enhancing the skills and knowledge of local and regional authorities in procurement, funding, and financing procedures.

Objective: Strengthen the capabilities of regional and local authorities to develop and implement advanced procurement, funding, and financing procedures for public building renovation.

This will involve:

- **Internal Webinars and Trainings**: Conducted by REGEA experts, these sessions will educate and train members of the procurement departments within the consortium's regional authorities. The aim is to enable these authorities to effectively utilize the developed guidelines, procedures, and documents, thereby increasing the speed and efficiency of the renovation processes. At least four training sessions will be held.
- **External Webinars and Trainings**: These will be organized for public authorities outside the consortium, and these sessions will disseminate the knowledge and experience gained during the project to a broader audience. At least two such activities will be held in the last year of the project during workshops/roundtables and the final conference, aiming to support local and regional authorities in developing and implementing public building renovations using advanced financial and procurement models.

3.2. Continuation of the Support Facility's Operations

The second key activity focuses on the ongoing operation of the CROSS Support Facility, ensuring its sustainability and capacity to provide continuous support for public building renovations.

Objective: Ensure the ongoing operation and financial sustainability of the CROSS Support Facility post-project.

This involves:

- **Collaboration with Regional Authorities**: The support facility will continue to operate through sustained cooperation between REGEA and the four regional authorities (City of Zagreb, Karlovac County, Krapina-Zagorje County, and Zagreb County). These authorities are committed to the facility's continued operation and financing after the project's end, ensuring ongoing support for building renovations.
- **Commercial Support to Other Authorities**: REGEA will also extend support to other local and regional authorities not part of the original consortium. This support will be offered on a commercial basis, aiming for financial self-reliance without the need for further subsidies or grants. The development of viable business models, including membership options and other technical support activities, will be explored to ensure the facility's sustainability.

Both activities are crucial for establishing cooperation with financial institutions such as the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). These partnerships will help secure the necessary financing for ongoing public building renovation projects, ensuring the long-term viability and impact of the CROSS Support Facility.

4. DETAILED PLAN FOR IMPLEMENTATION

The detailed plan for implementation includes specific actions and timelines to achieve the objectives of the strategy:

1. **Capacity Building of Participating Regional Authorities**
    - **Objective:** Develop the skills and knowledge required for improved procurement, funding, and financing procedures.
    - **Actions:**
        - **Internal Webinars and Trainings:** Conducted by REGEA experts, focusing on guidelines, procedures, and documents.
        - **Timeline:** Four training sessions are scheduled after the first year of the project.
        - **Outcome:** Increased efficiency and speed of the public building renovation process.
2. **Capacity Building for External Local and Regional Authorities**
    - **Objective:** Expand the knowledge and skills to other authorities outside the consortium.
    - **Actions:**
        - **External Webinars and Trainings:** Aimed at supporting broader implementation using format of roundtables/workshop and final conferences.
        - **Timeline:** Two activities scheduled in the last year of the project.
        - **Outcome:** Wider dissemination of advanced financial and procurement models.
3. **Continuation of the CROSS Support Facility Operation**
    - **Objective:** Ensure the long-term operation and sustainability of the support facility.
    - **Actions:**
        - **Continued Cooperation:** Between REGEA and the four regional authorities.
        - **Commercial Basis Support:** For other local and regional authorities, ensuring financial self-reliance.
        - **Business Models:** Development of viable business models.
        - **Outcome:** Sustained support for public building renovations post-project.

4. **Establishment of Financial Institution Partnerships**

    - **Objective:** Secure ongoing financing for public building renovations.
    - **Actions:**

        - **Partnerships with EIB, EBRD, etc.:** To secure necessary funding.
        - **Timeline:** Throughout CROSS activities, with a focus on WP3 (Task 3.3).
        - **Outcome:** Stable and continuous financial support for renovation projects.

By implementing these activities, the CROSS Support Facility will be well-positioned to maintain its operations and impact long after the project concludes. The combined efforts in capacity building, ongoing support, and financial partnerships will ensure the continued success and replication of the project's outcomes across the region.

5. LONG-TERM SUSTAINABILITY

Ensuring the long-term sustainability of the CROSS Support Facility involves developing strategies and mechanisms that will support its continued operation and effectiveness beyond the project's lifespan.

This objective encompasses several key aspects:

Financial Sustainability

Firstly, financial sustainability involves establishing stable funding sources to support ongoing operations and activities of the support facility. This may include exploring options such as securing long-term partnerships with regional authorities, leveraging financing from financial institutions like the European Investment Bank (EIB) or other EU funding mechanisms, and potentially developing fee-for-service models or membership structures. By diversifying funding streams and ensuring a sustainable financial model, the facility can continue to provide essential support services without relying solely on project-based grants.

Operational Continuity

Operational sustainability focuses on maintaining the organizational structure, governance framework, and operational procedures that support the CROSS Support Facility's functions. This includes defining clear roles and responsibilities for stakeholders, establishing efficient management practices, and ensuring compliance with regulatory requirements. Regular performance evaluations and continuous improvement efforts will be integral to adapting to changing needs and circumstances, thereby enhancing the facility's operational resilience.

Capacity Building and Knowledge Transfer

A critical component of long-term sustainability is building the capacity of regional and local authorities to independently manage and implement public building renovation projects. This involves providing ongoing training, workshops, and knowledge-sharing sessions tailored to procurement practices, funding mechanisms, and innovative technologies. By empowering stakeholders with the necessary skills and knowledge, the support facility can facilitate sustainable practices and ensure the effective utilization of project outcomes well into the future.

Stakeholder Engagement and Collaboration

Sustainability also hinges on fostering strong stakeholder relationships and collaboration networks. Engaging with policymakers, industry stakeholders, and community representatives through regular consultations, feedback mechanisms, and collaborative initiatives will ensure alignment with sectoral needs and priorities. This proactive engagement will support the ongoing relevance and impact of the support facility within the broader community.

Monitoring, Evaluation, and Adaptation

Finally, continuous monitoring, evaluation, and adaptation are crucial for assessing the facility's performance, identifying areas for improvement, and responding to emerging challenges. By regularly reviewing key performance indicators, collecting feedback from stakeholders, and benchmarking against best practices, the support facility can optimize its operations and demonstrate tangible impacts on energy efficiency and decarbonization goals.

In summary, ensuring the long-term sustainability of the CROSS Support Facility involves a multifaceted approach that integrates financial stability, operational continuity, capacity building, stakeholder engagement, and adaptive management practices. By focusing on these elements, the facility can effectively support ongoing public building renovation efforts, promote sustainable practices, and contribute to broader environmental objectives over the long term.

6. EXPLOITATION OF PROJECT RESULTS

Maximizing the exploitation of project results within the context of the CROSS Support Facility involves leveraging the outcomes and achievements of the project to create lasting value and drive further innovations in public building renovation.

This objective encompasses several strategic actions:

Dissemination of Best Practices

One key aspect is disseminating best practices and lessons learned from the project across relevant stakeholders. This includes sharing insights into successful procurement models, innovative financing mechanisms, and effective project management strategies. By documenting and widely distributing these practices through publications, workshops, webinars, and conferences, the CROSS Support Facility aims to inspire and inform similar initiatives both locally and internationally.

Technology Transfer and Innovation

Another critical element is promoting the adoption of innovative technologies and solutions demonstrated during the project. This involves showcasing successful case studies of energy-efficient building renovations, integrating renewable energy systems, and implementing smart building technologies. By facilitating technology transfer and collaboration between research institutions, industry partners, and public authorities, the support facility can accelerate the adoption of sustainable building practices.

Policy Influence and Advocacy

The CROSS Support Facility also seeks to influence policy frameworks and advocate for supportive regulations that incentivize sustainable building practices. This includes engaging with policymakers at local, regional, and national levels to integrate energy efficiency goals into building codes, promote green procurement standards, and secure funding for future renovation projects. By advocating for favorable policy environments, the facility can create long-term incentives for stakeholders to adopt and replicate successful project outcomes.

Partnership and Collaboration

Maximizing project results also involves fostering partnerships and collaborations with a diverse range of stakeholders, including public authorities, private sector entities, academic institutions, and civil society organizations. By forming strategic alliances and consortiums, the support facility can pool resources, share expertise, and collectively address common challenges in public building renovation. These partnerships enable the facility to amplify its impact, reach broader audiences, and catalyze sustainable development initiatives beyond the project's initial scope.

Monitoring and Impact Assessment

Lastly, maximizing exploitation requires robust monitoring and impact assessment mechanisms to track the effectiveness of implemented strategies and interventions. By regularly evaluating key performance indicators and assessing energy savings, environmental benefits, and economic impacts, the support facility can demonstrate the tangible benefits of its activities. This evidence-based approach strengthens accountability and informs future decision-making and resource allocation to sustain momentum and drive continuous improvement.

In conclusion, maximizing the exploitation of project results through the CROSS Support Facility involves a proactive approach to disseminate knowledge, foster innovation, influence policies, build partnerships, and ensure ongoing monitoring and evaluation. By capitalizing on project achievements and fostering collaboration across sectors, the facility aims to advance sustainable building practices, enhance energy efficiency, and contribute to long-term environmental and economic benefits.

7. FACILITATING REPLICATION

Facilitating replication through the CROSS Support Facility involves enabling the adoption and adaptation of successful project models, methodologies, and practices in other regions and sectors. This objective is crucial for scaling up the impact of the project beyond its initial implementation area.

Here's how the facility plans to facilitate replication:

Capacity Building and Training Programs

To support replication efforts, the CROSS Support Facility will offer capacity-building and training programs. These programs will be tailored to equip stakeholders in other regions or sectors with the necessary knowledge, skills, and resources to implement similar public building renovation initiatives. Training sessions, workshops, and webinars will focus on topics such as energy-efficient technologies, sustainable procurement practices, project management, and financial modeling to empower local authorities and stakeholders.

Peer-to-Peer Learning and Networking

Facilitating peer-to-peer learning and networking is another critical strategy for replication. The facility will establish platforms, forums, and communities of practice where stakeholders from different regions and sectors can exchange experiences, share challenges and solutions, and learn from each other's successes and failures. This collaborative approach not only accelerates the replication process but also fosters a supportive ecosystem for continuous improvement and innovation.

Adaptation to Local Context

Recognizing that replication involves adapting solutions to local contexts, the support facility will provide technical assistance and advisory services. This includes conducting feasibility assessments, adapting procurement models to local regulations, and tailoring financing mechanisms to the financial capabilities of different regions or sectors. By addressing specific local challenges and opportunities, the facility enhances the likelihood of successful replication and sustainability of implemented projects.

By empowering stakeholders and fostering collaboration, the facility aims to multiply the impact of its achievements, accelerate the adoption of sustainable building practices, and contribute to broader societal and environmental benefits across different regions and sectors.

8. CONCLUSION

The Sustainability, Exploitation, and Replication Strategy for the CROSS Support Facility is designed to ensure the long-term success and impact of the project. By focusing on financial and operational sustainability, maximizing the exploitation of project results, and facilitating the replication of the model, this strategy aims to contribute significantly to the decarbonization and energy efficiency of public buildings across Croatia and beyond. The proactive engagement with stakeholders, combined with a robust governance framework and continuous capacity building, will ensure that the CROSS Support Facility remains a valuable resource well into the future.

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