PROJECT

PRO-ENERGY – PROMOTING ENERGY EFFICIENCY IN PUBLIC BUILDINGS OF THE BALKAN MEDITERRANEAN TERRITORY

Work Package:	2. Project Communication and Dissemination
Activity:	2.1 Communication and dissemination – Communication plan and project identity
Activity Leader:	Region of Epirus – Regional Unit of Thesprotia
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pro-energy-project.eu

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IDENTIFICATION SHEET

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INTRODUCTION

PRO-ENERGY is a transnational cooperation project, co-financed by the Cooperation Programme "Interreg V-B Balkan Mediterranean 2014-2020", under Priority Axis 2, Specific Objective 2.2 Sustainable Territories. The project aims at promoting Energy Efficiency in public buildings in the Balkan Mediterranean territory and to create a practical framework of modelling and implementing energy investments interventions, through specific ICT monitoring and control systems, as well as through energy performance contracting (EPC). The specific objective of PRO-ENERGY is to reduce by more than 20% the energy spending in public buildings of the participating entities in one year after the implementation of pilot actions.

Based on the above, Work Package 2 (WP 2) "Project Communication and Dissemination" aims to disseminate & diffuse project results, to involve stakeholders in project activities& to ensure replicability & multiplier effects of the project; it includes the drafting of the Communication Plan (definition of stakeholders strategy, messages, channels, action plan, assessment), the implementation of the Action Plan (project identity, website, social media, brochures, events, e-Newsletters, videos), monitoring of action's plan implementation,& the design of the PRO-ENERGY roadmap for replicability of results/multiplier effects& the roadmap's consultation with local/regional/national/European stakeholders.

More specifically, Activity 2.1 "Communication and dissemination – Communication plan and project identity" aims to:

- Formulate a detailed Communication Plan that shall include

  (a) the project identity (project logo, etc.),
  (b) the dissemination strategy for the publicity actions and communication,
  (c) the promotion means that will be used to reach the target-audiences and achieve the relevant objectives, and,
  (d) details about all dissemination activities planned for the project.

For the identification of target-audiences the Stakeholders Analysis Matrix (part of the LFA – Logical Framework Approach) shall be used.

The present deliverable is the final Communication Plan of the PRO-ENERGY project.

SECTION 1

COMMUNICATION STRATEGY

1. Identification of Target Groups

1.1 Introduction

PRO-ENERGY overall aims at promoting Energy Efficiency in public buildings in the Balkan Mediterranean territory& to create a practical framework of modelling& implementing energy investment interventions, through specific ICT monitoring& control systems, as well as through energy performance contracting (EPC). The specific objective of PRO-ENERGY is to reduce by more than 20% the energy spending in public buildings of the participating entities in one year after the implementation of pilot actions. Furthermore, the project addresses some of the main climate change mitigation challenges targeted by the Balkan-Med programme programme, namely: low carbon& energy efficiency & the rising per capita demand addressed through the resulting from PRO-ENERGY increased energy efficiency in public buildings, the increased capacities & awareness of local societies on energy efficiency& savings practices & the respective benefits.

Against this background and with regard to the current deliverable, among the expected results are the following:

- Increased awareness of local populations on sustainable energy policies and actions through the extensive communication activities - Target value: 500 attendants of project conferences, 2.000 recipients of promotional material (brochures, eNewsletters etc.), 4000 project brochures (1500EN,1500GR,500BG,500AL) produced, 2500 bilingual joint strategy & 2500 bilingual joint brochures (1500GR-EN,500BG-EN,500AL-EN each) produced.

The aforementioned results are closely linked to the programme result indicator R0605-Level of adaptation to resources efficiency & climate change resilience measures in alignment with EU policy. Enhanced capacities of project partners & stakeholders shall lead to better formulation & implementation of current & future strategies & actions & as a result to increased energy efficiency, while energy consciousness & awareness shall support the whole effort.

Communication and dissemination actions aim at raising awareness for the project, prompting behavioural change & achieving multiplier effects. Furthermore, the aim is to communicate efficiently the project to relevant stakeholders as well as to all target-groups & beneficiaries, so as to instigate higher participation in the project's proceedings from the first day of implementation &, thus, increase effectiveness.

The first step is to define the target-audiences / stakeholders of the communication actions. Stakeholders shall be identified during the preparation of the Communication Plan, where their specific characteristics, interests, capacity & motivation to bring about change shall be examined according to the Logical Framework Approach / Project Cycle Management methodologies & tools (stakeholder analysis matrix).

Communication Plan will include:

- the communication strategy to be followed, including main goals and objectives and target groups
- the main messages to be transmitted,
- the communication channels,
- the specific action, follow-up plan (including the time-plan & milestones for implementation),
- the indicators for the assessment of effectiveness,
- the project identity (logo and motto/slogan of the project) will be designed & applied to several communication materials foreseen, in order to ensure consistent & coherent visibility of the project, its activities & its results.

1.2 Stakeholders Analysis Matrix

Stakeholder analysis is a term that refers to the action of analyzing the attitudes of stakeholders towards a project. A stakeholder is any person or organization, who can be positively or negatively impacted by, or cause an impact on the actions of the project. Types of stakeholders are:

- Primary stakeholders: are those ultimately affected, either positively or negatively by the project's actions.
- Secondary stakeholders: are the 'intermediaries', that is, persons or organizations who are indirectly affected by the project's actions.
- Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization.

Therefore, stakeholder analysis has the goal of developing cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project.

The stakeholders' analysis matrix is a tool used to identify the stakeholders' main characteristics and relation to the project. Partners identified all stakeholders that are influenced by the results / implementation of the project "PRO-ENERGY" or that can influence its progress and its outputs. Each partner identified all relevant stakeholders of its area in the matrix that follows and provided information on the basis of the following criteria:

- Stakeholders' basic characteristics
- Interests and how Affected by PRO-ENERGY
- Capacity and Motivation to Bring About Change
- Possible Actions to Address Stakeholders Interests

	Table 1: Stakeholders Analysis Matrix			
	I. GREECE			
	REGION OF EPIRUS-REGIONAL UNIT OF THESPROTIA (LP)			
No	**Stakeholder Category & Basic Characteristics**	**Interests and how Affected by PRO-ENERGY**	**Capacity and Motivation to Bring About Change**	**Possible Actions to Address Stakeholders Interests**
1.	**Central Government in Greece:** • Ministry of Environment and Energy • Ministry of Interior • Ministry of Transport and Infrastructures • Ministry of Finance • Ministry of Development and Investments • Ministry of Education and Religious Affairs • Ministry of Health	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields	• Political Influence • Decision-making power • Financial resources • Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans)	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
2.	**Regional and Municipal Authorities** • Region of Epirus • Decentralized Administration of Epirus and Western Macedonia • Regional Unit of Thesprotia	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc.	• Political Influence • Decision-making power • Financial resources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

	• Municipalities of Thesprotia Regional Unit	• Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields • Own and manage public sector buildings	• Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans)	• Mobilize citizens and business representatives to influence them
3.	**Public Companies** • Hellenic Public Properties Company (HPPC) S.A. • Building Infrastructures (KTYP) S.A. • Development Agency of Epirus S.A. (EPIRUS A.E.)	• Own and manage public sector buildings • Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc.	• Decision-making power	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
4.	**Institutions** • Technical Chamber of Greece • Centre for Renewable Energy Sources • Green Fund	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc.	• Decision-making power • Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

	• Research Institutions (e.g. National Observatory of Athens) • Academic Institutions (e.g. University of Ioannina, Technological Educational Institute of Epirus)	• Manage funding resources		• Mobilize citizens and business representatives to influence them
5.	**Associations** • Associations of real estate owners (e.g. Hellenic Property Federation) • Associations of property developers (e.g. Federation of Property Developers and Construction Companies)	• Potential Building owners	• Decision-making power • Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
6.	**Environmental NGOs** • Greenpeace • WWF • INZEB • Hellenic Passive House Institute • Panhellenic Association of Certified Energy Inspectors (PACEI)	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc.	• Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by PRO-ENERGY	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
7.	**Private Entities** • Energy Service Companies (ESCOs) • Energy Auditors • Banks and Financial Institutions	• Implement energy efficiency interventions • Manage funding resources	• Financial resources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

Development Agency of Evia SA (PP2)				
No	Stakeholder Category & Basic Characteristics	Interests and how Affected by PRO-ENERGY	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
1.	**Central Government in Greece:** • Ministry of Environment and Energy • Ministry of Interior • Ministry of Transport and Infrastructures • Ministry of Finance • Ministry of Development and Investments • Ministry of Education and Religious Affairs • Ministry of Health	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields	• Political Influence • Decision-making power • Financial resources • Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans)	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them

| 8. | **Regional and Municipal Authorities**
• Region of Sterea Ellada
• Decentralized Administration of Thessaly an Sterea Ellada
• Regional Unit of Evia
• Municipalities of Evia Regional Unit
• Municipalities belonging to other Regional Units of Sterea Ellada | • Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc.
• Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields
• Own and manage public sector buildings | • Political Influence
• Decision-making power
• Financial resources
• Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans) | • Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.
• Mobilize citizens and business representatives to influence them |
| 9. | **Public Companies**
• Hellenic Public Properties Company (HPPC) S.A.
• Building Infrastructures (KTYP) S.A.
• Development Agency of Evia S.A. | • Own and manage public sector buildings
• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. | • Decision-making power | • Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.
• Mobilize citizens and business representatives to influence them |

10.	**Institutions** • Technical Chamber of Greece • Centre for Renewable Energy Sources • Green Fund • Research Institutions (e.g. National Observatory of Athens) • Academic Institutions (e.g. University of Thessaly, Technological Educational Institute of Sterea Ellada)	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage funding resources	• Decision-making power • Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
11.	**Associations** • Associations of real estate owners (e.g. Hellenic Property Federation) • Associations of property developers (e.g. Federation of Property Developers and Construction Companies)	• Potential Building owners	• Decision-making power • Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
12.	**Environmental NGOs** • Greenpeace • WWF • INZEB	• Formulate policies and interventions on Energy Efficiency, Renewable	• Technical Guidance/Assistance	• Raise their awareness through conferences, public consultations, articles and

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by PRO-ENERGY	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
	• Hellenic Passive House Institute • Panhellenic Association of Certified Energy Inspectors (PACEI)	Energy Sources, Governance etc.		publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
13.	**Private Entities** • Energy Service Companies (ESCOs) • Energy Auditors • Banks and Financial Institutions	• Implement energy efficiency interventions • Manage funding resources	• Financial resources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

I. CYPRUS

Cyprus Energy Agency (PP3)

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by PRO-ENERGY	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
1.	Government (State): • Ministry of Energy, Commerce & Industry (MECI) • Ministry of Agriculture, Rural Development & the Environment (MARDE) • Directorate General of European Programmes,	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage / Implement Horizontal Operational Programmes	• Political Influence • Decision-making power	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them

	Cooperation, and Development (DG EPCD) • Ministry of Finance (MoF) • Department of Electrical and Mechanical Services • Department of Public Works	• Energy Service makes suggestions and recommendations about possible support schemes and mechanisms to promote those topics.		
2.	Chambers & Unions: • Cyprus Scientific and Technical Chamber (ETEK) • Union of Cyprus Municipalities • Union of Cyprus Communities	• The main associations representing the Local Authorities in Cyprus and could makes suggestions and recommendations about possible mechanisms to promote those topics.	• Influence the community of people who are involve regarding energy efficiency and renewable energy sources	• Raise their awareness through conferences, workshops, seminars, articles and publications, bilateral meetings etc. • Mobilize Cyprus communities and business representatives to influence them
3.	Private Sector •Cyprus Energy Efficiency Businesses Association •Cyprus Building Contractors Association	• Could makes suggestions and recommendations about possible mechanisms to promote those topics in business representatives	• Influence the community of people who are involve regarding energy efficiency	• Raise their awareness through seminars and workshops, articles and publications, bilateral meetings etc.

	•Mechanical & Electrical Contractors Association •Cyprus Employers & Industrialists Federation (OEB) •Universities (University of Nicosia, European University, Frederick) •Other research institutes (Cyprus Institute)	• Universities could have synergies with the stakeholders of the public and private sector in order to promote and develop the monitoring of energy consumption	and renewable energy sources	• Mobilize business representatives to influence them
4.	Civil society: •NGOs (Cyprus Energy Agency) •Energy Saving Officers of public buildings •Energy auditors	• Enhances the role of local authorities in sustainable energy planning, providing technical support for developing and implementing actions to promote energy efficiency. • NGOs could manage / implement Programmes about energy efficiency	• Influence the community of people who are involve regarding energy efficiency and renewable energy sources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
DEPARTMENT OF ELECTRICAL AND MECHANICAL SERVICES (PP4)				

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by PRO-ENERGY	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
1.	Government (State): • Ministry of Energy, Commerce & Industry (MECI) • Ministry of Agriculture, Rural Development & the Environment (MARDE) • Directorate General of European Programmes, Cooperation, and Development (DG EPCD) • Ministry of Finance (MoF) • Department of Electrical and Mechanical Services • Department of Public Works	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage / Implement Horizontal Operational Programmes • Energy Service makes suggestions and recommendations about possible support schemes and mechanisms to promote those topics.	• Political Influence • Decision-making power	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
2.	Chambers & Unions: • Cyprus Scientific and Technical Chamber (ETEK) • Union of Cyprus Municipalities • Union of Cyprus Communities	• The main associations representing the Local Authorities in Cyprus and could makes suggestions and recommendations	• Influence the community of people who are involve regarding energy efficiency	• Raise their awareness through conferences, workshops, seminars, articles and publications, bilateral meetings etc.

		about possible mechanisms to promote those topics.	and renewable energy sources	• Mobilize Cyprus communities and business representatives to influence them
3.	Private Sector •Cyprus Energy Efficiency Businesses Association •Cyprus Building Contractors Association •Mechanical & Electrical Contractors Association •Cyprus Employers & Industrialists Federation (OEB) •Universities (University of Nicosia, European University, Frederick) •Other research institutes (Cyprus Institute)	• Could makes suggestions and recommendations about possible mechanisms to promote those topics in business representatives • Universities could have synergies with the stakeholders of the public and private sector in order to promote and develop the monitoring of energy consumption	• Influence the community of people who are involve regarding energy efficiency and renewable energy sources	• Raise their awareness through seminars and workshops, articles and publications, bilateral meetings etc. • Mobilize business representatives to influence them
4.	Civil society: •NGOs (Cyprus Energy Agency) •Energy Saving Officers of public buildings •Energy auditors	• Enhances the role of local authorities in sustainable energy planning, providing technical support for	• Influence the community of people who are involve regarding energy efficiency	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

	developing and implementing actions to promote energy efficiency. • NGOs could manage / implement Programmes about energy efficiency	and renewable energy sources	• Mobilize citizens and business representatives to influence them
III. BULGARIA			
Regional Development Agency with Business Support Centre for Small and Medium-Sized Enterprises, RDA (PP4)			
No	**Stakeholder Category & Basic Characteristics**	**Interests and how Affected by PRO-ENERGY**	**Capacity and Motivation to Bring About Change**	**Possible Actions to Address Stakeholders Interests**

1	• **At national level** in Bulgaria: • Sustainable Energy Development Agency (SEDA is a legal entity at state budget support with headquarters in Sofia and has the status of an executive agency within the Ministry of Energy) • Ministry of Regional Development and Public Works • Association of Bulgarian Energy Agencies	• Formulate policies and interventions on Energy Efficiency, Renewable Energy Sources, Governance etc. • Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include interventions on the aforementioned fields	• Political Influence • Decision-making power • Financial resources • Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans)	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them
2	**At NUTS 2 level** • Ministry of Regional Development and Public Works – General Directorate "Strategic Planning and Programmes for	• The Regional Development Council coordinates the implementation of the state policy for regional	• Political Influence • Decision-making power • Financial resources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.

	Regional Development Department "South Central Region" • Council of Regional Development of South-Central Region • 5 Regional governors of Plovdiv, Pazardzhik, Smplyan, Haskovo, Kardzhali (NUTS 3) • BG421 Plovdiv Region; BG422 Haskovo Region; BG423 Pazardzhik Region; BG424 Smplyan Region; BG425 Kardzhali Region • 5 Regional Administrations of Plovdiv, Pazardzhik, Smplyan, Haskovo, Kardzhali • 5 Regional centres – municipalities of Plovdiv, Pazardzhik, Smplyan, Haskovo, Kardzhali	development in NUTS 2 planning region. • Discusses and approves the draft of the integrated territorial strategy for development of NUTS 2 planning region; • Performs functions for management, coordination, monitoring and control of the implementation • Participates in the process of selection of projects co-financed by the European Structural and Investment Funds, other European funds and financial sources.		• Mobilize citizens and business representatives to influence them

3	**At regional level – Plovdiv Region (NUTS 3) - BG421** • Regional Council for sustainable energy development of Plobdiv region • All 18 municipaities: Asenivgrad, Brezovo, Kaloyanovoo, Karlovo, Lucky, Martista, Plovdiv, Parvomai, Rakovski, Dodopi, Sadovo, Saedinenie, Hissar, Kritchim, Perustista, Stamboliyski, Kuklen, Sopot	• Regional Governor • Regional Development Councils - Assist municipal administrations of municipalities in the region in developing and implementing plans for integrated community development by providing advice and recommendations - Coordinates the implementation of sectoral strategic documents - assists in the preparation of projects - Assists in providing information and publicity on the territory	• Political Influence • Decision-making power • Financial resources	• Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. • Mobilize citizens and business representatives to influence them

| 4 | **At municipal level**

• Plovdiv municipality
• Mayor of Plovdiv
• Municipal Council
• Energy Agency Plovdiv
  https://www.eap-save.eu/
• Regional Council for sustainable energy development of Plovdiv region
• SEDA Regional representative Plovdiv
• Universities
• Companies | • The Mayor
• The municipal council
 – Organize the elaboration of the plan
 – Manage, organize and control the activity | • Political Influence
• Decision-making power
• Financial resources | • Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc.
• Mobilize citizens and business representatives to influence them |

1.3 Stakeholders' Synthesis Overview

On the basis of the above analysis and in order to classify the target group by each category and project area the current plan presents the following tables which summarize:

- the total number of stakeholders per country and category and is accompanied by the relevant chart.
- the total number of stakeholders per country and administrative level and is accompanied by the relevant chart.

CATEGORY	GREECE	CYPRUS	BULGARIA	TOTAL
Policy - Makers	30	18	27	75
Business Support Organizations (Associations/Chambers, Unions)	8	6	4	18
Academic/ Research Institutes	6	8	2	16
Public and Private Organizations	12	12	3	27
Civil Society	10	6	3	19
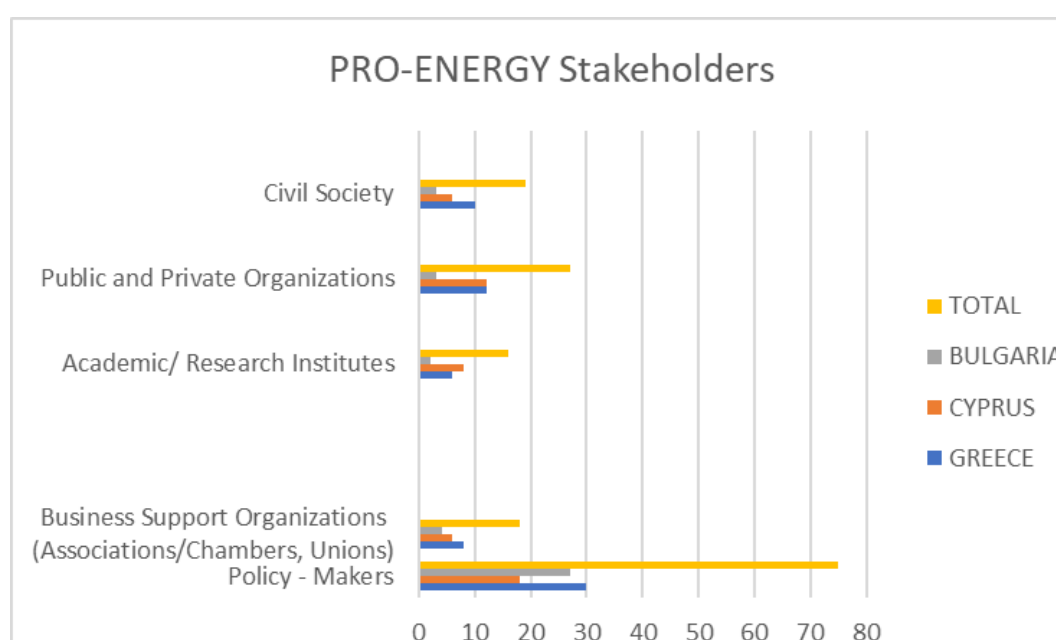
ADMINISTRATIVE LEVEL / AUTHORITIES	GREECE	CYPRUS	BULGARIA	TOTAL
CENTRAL LEVEL	14	12	3	29
REGIONAL	6	0	8	14
MUNICIPAL	3	0	18	21
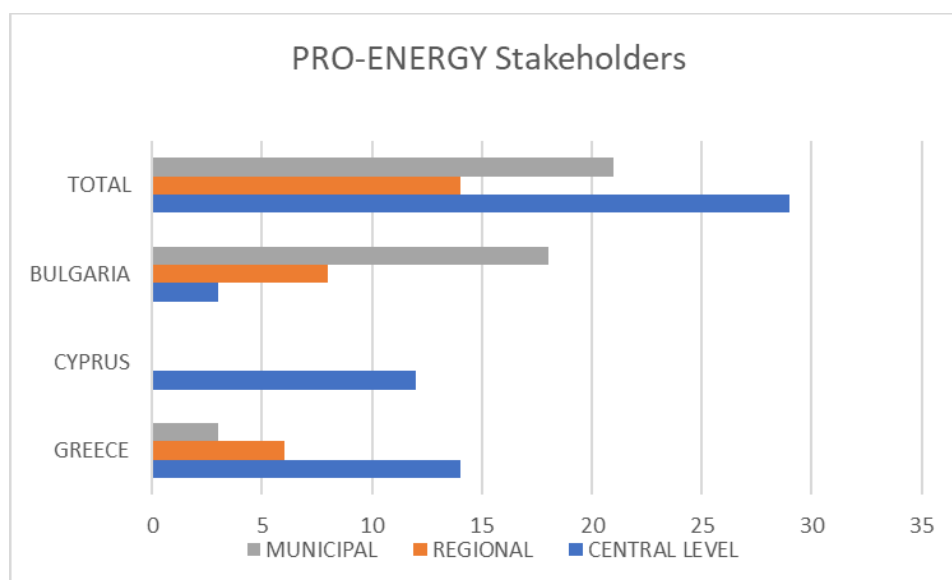
2. Communication Objectives

On the basis of the target groups that have been identified in the previous section as well as the overall objectives of the Project, as these were mentioned in the introductory section of the current deliverable the current section presents the main communication objectives as follows:

1. Provide general information with regard to the PRO-ENERGY project and specifically regarding its main objectives, activities and results;

2. Raise awareness for the project of stakeholders on sustainable energy policies and actions through the extensive communication activities;

3. Raise awareness and interest around the project thereby stimulating a dialogue among partners;

4. Enhanced capacities of project partners & stakeholders that shall lead to better formulation & implementation of current & future strategies & actions & as a result to increased energy efficiency, while energy consciousness & awareness shall support the whole effort.

5. Communicate the benefits of the planned activities for the participating regions, authorities and the respective stakeholders, such as improved funding opportunities for energy upgrades through energy performance;

6. Provide maximum visibility of project activities among the main economic, social and institutional actors and the general public;

7. Stimulate public bodies and decision makers to take action;

8. Instigate higher participation in the project's proceedings by all stakeholders from the first day of implementation &, thus, increase effectiveness;

9. Raise awareness of PRO-ENERGY available tools and ways to access them;

10. Further prompt behavioural change by all target groups in order to achieve multiplier effects;

11. Mainstream good practices regarding methods and tools supporting entrepreneurship at local/regional/national/international level with emphasis on energy effiency, its application and benefits.

The above objectives will need to be achieved according to the AIDA model. The acronym AIDA stands for Attention, Interest, Desire and Action. Against this background, we can group the above objectives according the main proceedings identified by AIDA model and then break them down for each of the category of stakeholders that have been identified in the previous section.
More specifically:

A. _**Attention and Interest**_

o Provide general information with regard to the PRO-ENERGY project and specifically regarding its main objectives, activities and results;

o Raise awareness for the project of stakeholders on sustainable energy policies and actions through the extensive communication activities;

o Raise awareness and interest around the project thereby stimulating a dialogue among partners;

o Provide maximum visibility of project activities among the main economic, social and institutional actors and the general public;

B. *Interest and Desire*

o Communicate the benefits of the planned activities for the participating regions, authorities and the respective stakeholders, such as improved funding opportunities for energy upgrades through energy performance;

o Raise awareness of PRO-ENERGY available tools and ways to access them;

C. *Desire and Action*

o Enhanced capacities of project partners & stakeholders that shall lead to better formulation & implementation of current & future strategies & actions & as a result to increased energy efficiency, while energy consciousness & awareness shall support the whole effort.

o Stimulate public bodies and decision makers to take action;

o Instigate higher participation in the project's proceedings by all stakeholders from the first day of implementation &, thus, increase effectiveness;

o Further prompt behavioural change by all target groups in order to achieve multiplier effects;

o Mainstream good practices regarding methods and tools supporting entrepreneurship at local/regional/national/international level with emphasis on energy efficiency, its application and benefits.

On the basis of the main categories identified above we can classify the communication objectives as follows:

CATEGORY	NUMBER OF OBJECTIVES (AIDA MODEL)

	Attention and Interest	Interest and Desire	Desire and Action
Policy - Makers	****	**	*****
Business Support Organizations (Associations/Chambers, Unions)	****	**	*****
Academic/ Research Institutes	**	**	*****
Public and Private Organizations	**	**	*****
Civil Society	***	**	***

Against this background, and considering further the main target of the project that is the upgrade of public buildings in terms of energy efficiency, it can be said that the primary target groups, meaning the most important audiences that partners should reach out to are the public entities (municipal/provincial/regional buildings, schools, universities, health centres, hospitals, museums, sports facilities etc.). Additionally, the public sector employees consisting of the human factor who shall act both as end-user and as main actor of behavioral change.

When it comes to administrative level, it is of major importance to secure the proper cooperation of stakeholders involved on the Regional Level, as this constitutes the main field of the project development.

Moreover, the project provides for an opportunity for local enterprises to be engaged (energy audits) and prepare the ground for a potential further engagement in terms of energy refurbishment constructional, financial and managerial activity.

At a second level, and via the utilization of the communication channels, tool and activities that are being described below in further detail, partners will manage to engage also Central Government Agencies, Institutions, Associations etc. in order to be informed and involved in the process of implementation and thus ensure the efficiency of the project's results and outputs.

The communication activities aim at supporting the main objectives of the Project as mentioned also above and further bring a change, and more specifically:

- In terms of knowledge, raise the awareness on the primary target groups in relation to energy policies and specifically on the potential offered via the tools and policies designed to improve their status in this regard;
- In terms of attitude, shift via the knowledge provided their opinion with regard to the importance of upgrading the buildings via the application of energy efficiency practices;
- In terms of practice, prompt behavioural change by all target groups, and especially public sector employees, in order to achieve multiplier effects;

With regard to the key messages to be delivered in relation to every communication objective, these will need to be simple and take into consideration the different levels in terms of knowledge and practices among the target groups.

On the basis of the categorization presented above according the AIDA model, the key messages that refer to objectives targeting *Attention and Interest* will need to be short and contain all the main information in relation to the project firstly, and overall, the area of energy efficiency and its benefits in a very simple way in order to attract a core number of interested parties to be involved and be engaged in the initial stages and later on.

With regard to the *Interest and Desire,* respective key messages should be more targeted since at this stage it is assumed that the audience is more aware and willing to be engaged to a less or bigger extent. Thus, messages will relate to the benefits from the application of the tools and polices designed by the project and provide information on the ways to access such outputs.

Finally, with regard to *Desire and Action,* since it is granted that stakeholders and target groups are willing to take action, messages should be linked to good practices and enhanced capacities that will allow the target groups to implement energy efficiency practices and improve the behavioural change of all interested parties in order to finally manage to reduce energy spending and, at least, by 20% that is in line with the specific objective of the project.

3. Communication Channels

The best communication channels that have been identified in order to reach the target groups are the following:

- **Personal communication channels**, and specifically:
    - Expert channels (independent experts making statements to the target-audiences);
- **Non-personal communication channels,** and specifically:
    - Printed and Electronic media;
    - Events.

The actions and specific activities that will be undertaken regarding each medium are presented in Section 2 of the current deliverable.

3.1 Project's visual identity

3.1.1 PRO-ENERGY Logo

The PRO-ENERGY logo creation is based on the main themes addressed by the project which include energy efficiency and reduction of energy spending especially in relation to public buildings. The final PRO-ENERGY project logo has been prepared by PP2 (Development Agency of Evia) and has been approved by all PRO-ENERGY partners. The PRO-ENERGY logo is presented below.

The PRO-ENERGY motto is identical with the title of the project which is "Promoting Energy Efficiency in Public Buildings of the Balkan Mediterranean territory".

In general, the goal for the selected PRO-ENERGY logo and motto is:

- To get attention;

- To be interesting;

- To strengthen the desire to be informed;

- To be relevant to the concept of the project;

- To induce action.

It should be mentioned that the logo and motto of the PRO-ENERGY project should be used by all partners in all project communication, including promotional material (brochures, flyers, posters etc.), websites (project website, programme website, partners' websites), etc., so as to ensure the uniform and coherent project identity.

All partners should be using the PRO-ENERGY logo and motto along with the EU flag and the Interreg Balkan-Mediterranean Programme 2014-2020 logo in all documents, deliverables, templates and other outputs of PRO-ENERGY as described in the TNCP Balkan – Mediterranean 2014 – 2020 (relevant section: Plan-Communication Plan), as well as the Communication Manual and specifically document: 'An Integrated Communication Guide for Projects' and instructions provided in relation to logos and online poster creation tool, and Article 7 of the Subsidy Contract.

All partners should read very carefully these manuals and articles and ensure that all persons involved in the project (especially those dealing with communication issues referring to PRO-ENERGY, but also technical ones) are aware of and respect those requirements.

Furthermore, and on top of the logos, special requirements described in these manuals that need to be taken account by all activity leaders of the PRO-ENERGY communication and dissemination actions for the production of the communication tools, define the following:

- The **Logo** must be placed on an object financed from or completed with the help of the Programme funds immediately after acquiring or completing the object, except for objects on which the Logo has been placed already during production.

- The **digital Logo**, necessary for marking objects and events financed from the Programme funds, shall be available to the Project Partners on the Programme's website in different formats. These include file formats suitable for common users, but also for professional use by design companies

- **Information and communication material**, such as publications (newsletters, brochures), must contain a clear indication of the EU's participation on the title page. Brochures contain more detailed information on the Programme. They may have the form of a catalogue, which give a comprehensive survey of a given programme period with a handful of projects summarising the activities, the results and the outcomes. They are targeted at

applicants and at institutions involved in programming and implementation as well as at national, regional and local public authorities and development agencies, trade and professional bodies, economic and social partners, non-governmental organizations (NGO's), organizations representing business, information centers in Europe as well as Commission representations in the participating Member States, educational institutions and project promoters. Publications should include references to the body responsible for the information content and to the Managing Authority designated to implement the assistance package in question.

• The **Website** has to be linked with the Interreg Balkan-Mediterranean Programme's website. The website language shall be English, i.e. the official language of the programme, Greek, Bulgarian and Albanian (partners language). The website will provide information about the Project and Partners, news, events and links to useful websites.

• **Social media** represents low-cost tools that are used to combine technology and social interaction with the use of words. Social media shall give the project a voice and a way to communicate with peers, potential stakeholders and the general public.

• **Events, Conferences, seminars, webinars and other activities.** The target audience of these will be: national, regional and local public authorities, development agencies, trade and professional bodies, economic and social partners, non-governmental organizations (NGO's), organizations representing business, educational institutions, politicians and representatives of the media and the general public. Thematic Web-based seminars (webinars) may also be organized. Webinar are presentations, lectures, workshops or seminars that are transmitted over the Web using video conferencing software. A key feature of a Webinar is its interactive elements: the ability to give, receive and discuss information in real-time. Using Webinar software participants can share audio, documents and applications with webinar attendees, allowing interaction between the presenter and the audience. Conferences and other activities can be organized on a yearly basis to present and assess the achievements of the Programme. All events shall be live-streamed and promoted on Twitter through thematic hashtags.

All of these tools have to be widely used and exploited by all partners during project implementation, not only when performing communication tasks.

4. Good Practices

Some interesting Communication Good Practices are presented below as "food for thought" for the PRO-ENERGY project. These Good Practices represent effective and efficient communication initiatives that can be considered to a greater or lesser extent by (and properly adapted to) the PRO-ENERGY Project.

Type of Good Practice	Examples of Good Practices
Use of New technologies	RegioClima, an INTERREG IVC Project which addresses the effects of climate change on regional development policies, thought of an innovative way to launch its activities in June 2009 through an innovative e-conference tool. For two hours, eight simultaneous events took place in Cyprus, Italy, Spain, Estonia, Slovakia, France and Greece. Due to the outstanding response, project partners have now decided to utilize e-tools for various meetings in the future. Use of smart tools and digitalization applications that have been broadly applied, since the emergence of the COVID-19 Pandemic. These refer to applications for the organisation of coordination meetings or other events (conferences, seminars etc) such as google meet, skype, zoom, cisco webex or other relevant platforms that enable stakeholders not to lose contact and progress in their communication activities due to movement restrictions.
Use of Social Media (Facebook, LinkedIn, Twitter, YouTube, Flickr)	The social media have completely changed our ways of communication in recent years. "Social media are media for social interaction, using highly accessible and scalable publishing techniques. They use web-based technologies to turn communication into interactive dialogue." So, what makes them distinct from more traditional media such as newspapers, radio and television are their low costs, interactivity and accessibility – which are also their biggest strengths. Anyone can access the social media

	websites, open an account and start publishing information or react to it.
	Facebook is a major communication channel, as it supports communication activities such as direct mailings and the website of each programme by repeating the same information. On LinkedIn you can also find various discussion groups dealing with EY programmes. The information shared ranges from job announcements to exchanging opinions about state aid rules, though the activity level of the group can vary considerably.
	Territorial cooperation programmes are gradually using more and more using social media to spread their messages. Several online tools have gained popularity during the last few years and new ones constantly appear on the market as part of a fast-changing environment.
	Nowadays, you can set up blogs, open Facebook or LinkedIn pages, upload pictures on a photo sharing platform like Flickr, create a YouTube channel or a Twitter account. There are hundreds of social media tools but it is important to ensure the efficiency of the tool for your purposes as well as make sure that there is an important community of users behind.
	When it comes to select the tool/s to be used, it is not relevant the number of platforms selected but the use you make of the tools chosen.
Realization of "New Languages" to address new target groups	The CBC Programme Latvia - Lithuania - Belarus has started presenting itself as three comic-strip characters. Their wish was to surprise the target audiences with a totally unexpected brand, present a human face to potential applicants and partners and to have an innocent and helpful tool for trainings.
New ideas to enhance information circulation by moving toward the general public	In the MED Emporion Project, innovative ways to approach the public were made. Three market festivals have been organised in the pilot cities of Torino, Marseille and Barcelona. The project partners want to recreate a meeting point where gastronomic proposals and leisure

	activities, showcasing the Mediterranean character and "way of life", could be fused.
New unconventional initiatives to raise awareness about programmes	In 2009, Arianna Biriki, Communications Manager of the CBC Programme Hungary - Slovakia and her colleagues decided to organise a new type of major information activity. The objective: Inform potential applicants about newly opened call for proposals. This was a very successful communication action, which brought together applicants, media and citizens in an unconventional environment. Throughout the four days, the JTS team was zig-zagging through the Hungarian and Slovak border. They met representatives from thirteen villages and towns, their beneficiaries, potential beneficiaries and unsuccessful applicants alike. Due to extensive preparatory work prior to the event (sending informative documents regarding the programme, invitations, leaflets to the mayors, etc.) the local media, newspapers and inhabitants were well informed of the topics covered, meeting dates and locations.

SECTION 2

COMMUNICATION PLAN

1. Introduction

The proposed communication activities of PRO-ENERGY project can be listed under three main categories:

- **PRO-ENERGY PROJECT IDENTITY**: It includes the logo and motto of PRO-ENERGY and its applications.
- **TOOLS & INFRASTRUCTURES**: It includes the design and development of the PRO-ENERGY project website, as well as the setup and operation of "press offices" within partners' organizations for the smooth and sound implementation of the communication actions.
- **PRO-ENERGY COMMUNICATION:** It includes the design and production of brochures and eNewsletters and the organization of events.

Since the activities under first category have been accomplished already, in the following sections the recommended actions and activities for the remaining two categories are presented.

1.1. Tools and Infrastructures

Action 1.1.1	Project Website & Social Media Applications
Link to WP	2
Aim	Design, development and operation of the PRO-ENERGY project website and social media pages (Facebook, Twitter, LinkedIn) that will be in line with the PRO-ENERGY identity and will be continuously updated and enriched with content.
Description	A website for PRO-ENERGY is needed, available in the official language of the programme, English as well as in Greek, Bulgarian and Albanian (partners language) due to the transnational character of the project and the different origin (4 countries participating) of the opinion leaders and multipliers. The website will act as a benchmark for topics of energy efficiency and relevant applications in public buildings, and as such it should be rich in relevant and updated content addressed by PRO-ENERGY in English and in other

native languages of the PRO-ENERGY participating countries (Greek, Bulgarian and Albanian).

The website will include two interfaces: the private and the public one. The public will be accessible by everyone: visitors will be able to find the main information of the project, publications, events, news, activities, training, cost benefit analysis etc. The private interface where partners will be able to upload the deliverables of each action, monitor the physical progress of the project, be informed about upcoming events, find material related to past events, communicate with each other etc., will be accessible only by the project partners by using specific access codes. This interface will also include the Joint Platform that is planned to be designed and operated under WP5 in order to measure the energy consumption within the period defined to meet the project specific objectives.

The basic steps for the website development are the following:

1. Development of functional and technical requirements
2. Design and development of the website
3. Web pages' design and development
4. Website maintenance
5. Integration of already available and new content - translation
6. Regular updates and translation.

Currently the project website has not been designed yet. The website will be available in 4 languages.

Facebook, Twitter and LinkedIn accounts will be created for the project. All the partners and the stakeholders will be able to upload pictures, to ask questions about the project implementation and express their views. The aim of the accounts is to reach a wider audience and to post current and real time information. The added value of the social media is the low - cost, virality of messages (but also receiving useful feedback) and linking and networking with relevant actors.

The website includes a public interface with basic information about the project, partnership, topics covered, events, publications, newsletters etc., as well as a private interface (restricted area, password-protected) reserved for project partners. All project

	partners should contribute with content and updates for the project website. In the context of this action all partners are also expected to link the PRO-ENERGY website to other websites (own, affiliated, stakeholders' websites etc.) and social media pages so as to increase its visibility.
Start	31/01/2021
End	End of the PRO-ENERGY project
Deliverables	1. Design and development of the project website and social media pages (Facebook, Twitter, LinkedIn) 2. Uploading of content & translations.
Responsible	LB – Region of Epirus, Regional Unit of Thesprotia with the contribution of all other partners
Budget (estimation)	40.688,00 €
Criteria of Success & Effectiveness	1.500 unique visitors up to the end of the project
Action 1.2.1	**Organization and Operation of Press Offices for the Implementation of the Communication Plan**
Link to WP	2
Aim	Improved efficiency and effectiveness of the communication strategy.
Description	This action refers to the establishment of an unofficial "press office" in each partner organization, which will support the respective communication actions, will participate in the editing and forwarding of press releases and other articles, will contact stakeholders and multipliers, will prepare and organize events and meetings (where applicable), will take care of promotional material translation and printing (where applicable), and will provide administrative and technical support to the respective partner for all PRO-ENERGY communication actions.
Start	31/01/2021
End	End of the PRO-ENERGY project
Deliverables	1. Organization and operation of press offices (till the end of the project) 2. Press releases and articles

Responsible	All partners
Budget (estimation)	N/A
Criteria of Success & Effectiveness	• Published press-releases and articles • Implementation of the action plan within the predefined financial and time limits

1.2. PRO-ENERGY Communication

Action 2.1.1	Printed & Electronic Promotional Material
Link to WP	2
Aim	Raising awareness and informing stakeholders about PRO-ENERGY and its activities.
Description	This action concerns the design and production of the following: 1. 4 eNewsletters, one every six months, shall be developed in the course of the project and uploaded on the PRO-ENERGY website. There will be a provision in the PRO-ENERGY website for registration to the newsletter that shall be dispatched automatically by the system while the newsletters will be also posted in the public section of the website. 2. Project stationery including folders, USB sticks, design and production of banners for conferences etc. 3. Project brochures (bilingual brochures including a general presentation and design of the project). 4. Joint strategy & Joint platform brochures (bilingual brochures for the presentation and promotion of the strategy and the platform).
Start	31/01/2021
End	End of the PRO-ENERGY project
Deliverables	1. 4 eNewsletters in English (posted in the Website and forwarded electronically to regional stakeholders). 2. 4000 project brochures (1500EN,1500GR,500BG,500AL) produced

	3. 2500 bilingual joint strategy brochures (1500GR-EN,500BG-EN,500AL-EN each) produced. 4. 2500 bilingual joint brochures (1500GR-EN,500BG-EN,500AL-EN each) produced.
Responsible	PP2 – Development Agency of Evia with the contribution of all other partners
Budget (estimation)	71.770,00€
Criteria of Success & Effectiveness	Coverage of all targeted stakeholders and multipliers of the target-groups, 2.000 recipients of promotional material (brochures, eNewsletters etc.)

Action 2.1.2	Project Events Organization
Link to WP	2
Aim	The organization of PRO-ENERGY events with innovative elements and interactive character, in order to attract the majority of stakeholders and multipliers and provoke discussion about energy efficiency tools and practices that can be applied by the target groups in the participating areas in order to stimulate further actions on energy efficiency in public buildings as well as in order for the stakeholders of the participating authorities to build capacities and extend their know-how in the PRO-ENERGY topics.
Description	The action includes the following events: • The four (4) local, one day, events which will be organised by all partners apart from the LP and will take place in Chalkida, Cyprus, Plovdiv, Albania. Such events will be open inviting all the local stakeholders. The goal is to have more than 30 participants, and it will be also used for the consultation of the Joint Strategy under WP3. Such events are planned to take place in February 2021. • The five (5) local, intermediate one day, conferences which will be organised by all partners and will take place in Igoumenitsa, Chalkida, Cyprus, Plovdiv, Albania. Such events will be open

	inviting all the local stakeholders. The goal is to have more than 50 participants, and it will be also used for the presentation of training results under WP4 and project's outputs. The conferences are planned to take place in April 2021. • A joint Final Conference that will be organised by the LP in Igoumenitsa aiming at disseminating and transferring project's outputs and results. All partners will be attending such conference that will target all key stakeholders and more than 80 participants. The final conference is planned to take place in July 2021. • 6 training seminars will be organized by project partners, one in each project area. Each seminar will last 2-days and regional stakeholders will be invited to participate. • Thematic webinars that will delivered
Start	01/02/2021
End	End of the PRO-ENERGY project
Deliverables	• A joint Final Conference in Igoumenitsa • Four (4) local, one-day, events in Chalkida, Cyprus, Plovdiv, Albania. • Five (5) local, intermediate one-day, conferences in Igoumenitsa, Chalkida, Cyprus, Plovdiv, Albania. • Six training sessions one each participating area • Two thematic webinars.
Responsible	PP2 – Development Agency of Evia with the contribution of all other partners
Budget (estimation)	76.083,00 € for the events and conferences, 55.690,00 € for the training sessions and webinars
Criteria of Success & Effectiveness	• Number of stakeholders and multipliers participating in the events • Number of participants in conferences (in total)- 500 attendants of project conferences • Number of trainees in seminars (in total) • Media coverage.

1.3. Budget

The following table includes data summarized from the previous chapters of Section 2.

No	Category / Action	Total Budget (€)
1.	TOOLS AND INFRASTRUCTURE	40.688,00
1.1.1	Development of the PRO-ENERGY Website	40.688,00
1.2.1	Organization and Operation of Press Offices for the Implementation of the Communication Plan	N/A
2.	PRO-ENERGY COMMUNICATION	203.543,00
2.1.1	Design and Production of Brochures and Informative Material	71.770,00
2.1.2	Events Organization	131.773,00
	TOTAL	207.611,00

The following table shows the allocation of the total budget per category/action and partner:

No	Category / Action	LP (€)	PP2 (€)	PP3 (€)	PP4 (€)	PP5 (€)	PP6 (€)	Total Budget (€)
1.	TOOLS AND INFRA-STRUCTURE	12.528,00	5.980,00	5.200,00	3.650,00	7.580,00	5.750,00	40.688,00
1.1.1	Development of the PRO-ENERGY Website	12.528,00	5.980,00	5.200,00	3.650,00	7.580,00	5.750,00	40.688,00

1.1.2.	Organization and Operation of Press Offices for the Implementation of the Communication Plan	0	0	0	0	0	0	0
2.	**PRO-ENERGY COMMUNI-CATION**	**49.286,00**	**37.250,00**	**19.581,00**	**23.315,00**	**38.971,00**	**35.140,00**	**203.543,00**
2.1.1	Design and Production of Brochures and Informative Material	20.440,00	12.760,00	6.650,00	6.650,00	13.520,00	11.750,00	71.770,00
2.1.2	Events Organization	28.846,00	24.490,00	12.931,00	16.665,00	25.451,00	23.390,00	131.773,00
TOTAL		**61.814,00**	**43.230,00**	**24.781,00**	**26.965,00**	**46.551,00**	**40.890,00**	**244.231,00**

The following charts depict the PRO-ENERGY communication budget allocation per partner and category of actions
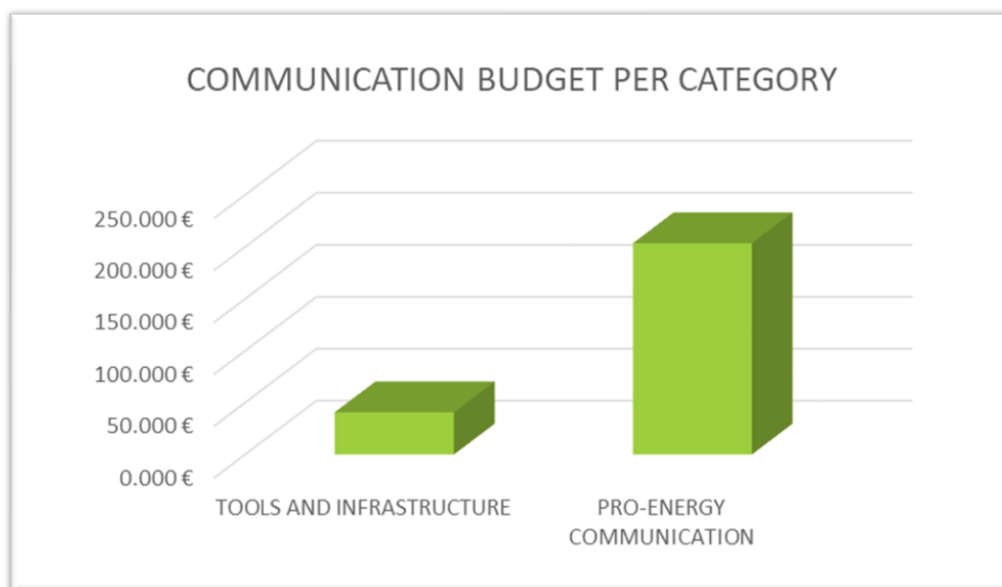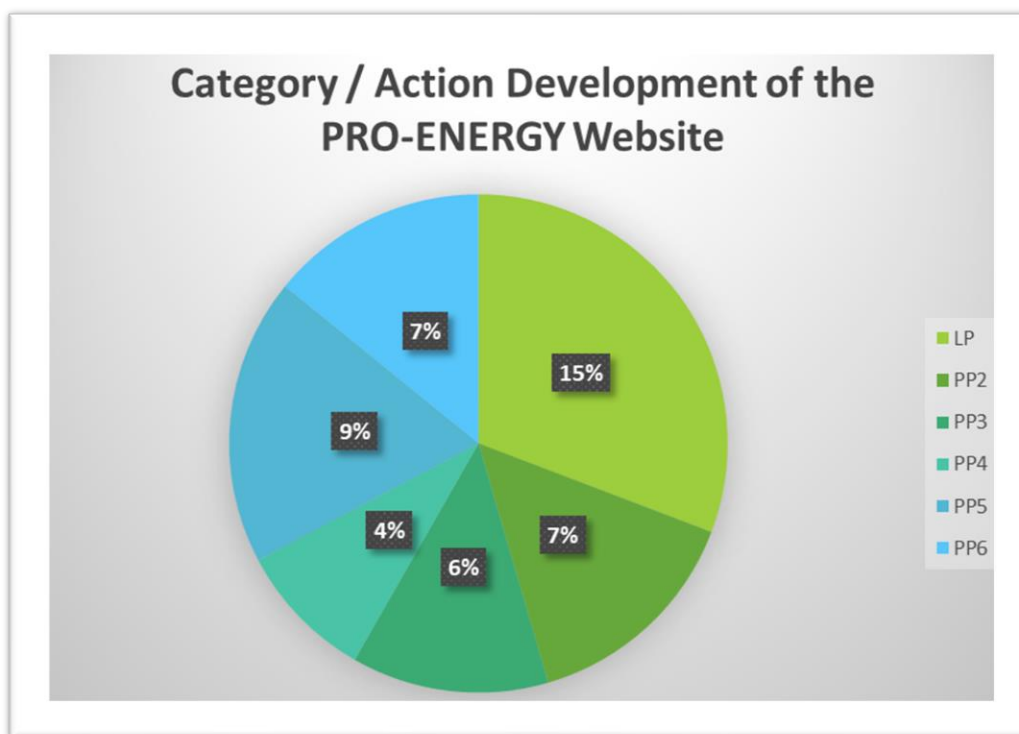
1.4. Evaluation of the Communication Plan

In order to be in the position to evaluate the communication plan of PRO-ENERGY project a time plan has been produced in relation to the core deliverables that were described above that will ensure the achievement of the communication objectives being mentioned in the present deliverable.

More specifically, the following table will enable the monitoring of the communication strategy on the basis of the planned activities as well as the objectives as these were grouped according to the AIDA model.

With regard to Tools and Infrastructure:

TOOLS AND INFRASTRUCTURE	QUANTITY	START DATE	END DATE	FINAL OUTPUT	MID DATE	EXPECTED RESULT
Project Website	1	31.01.21	end of project	PRO-ENERGY Website	31.05.2021	50% of content to be uploaded and translated
Social Media	3	31.01.21	end of project	three accounts on Facebook, Twitter and Linkedin (1.500 visits)	31.05.2021	Fully operational with 800 visits
Press Offices	6	31.01.21	end of project	Operation of press offices and Press releases and articles	31.05.2021	Fully operational at least one press publication (contribution to newsletter

With regard to PRO-ENERGY Communication activities:

PRO-ENERGY Communication Printed & Electronic Promotional Material	QUANTITY	START DATE	END DATE	FINAL OUTPUT	MID DATE	EXPECTED RESULT
eNewsletters	4	31.01.21	end of project	4 e-Newsletters	31.05.2021	2 Newletters (one by 31.03.21 and one by 31.05.21)
Joint strategy & Joint platform brochures	5000	31.01.21	end of project	2500 bilingual joint strategy brochures and 2500 bilingual joint brochures	31.05.2021	At least 2000 of each
Project brochures	4000	31.01.21	end of project	4000 project brochures	31.05.2021	Fully operational at least one press publication (contribution to newsletter

With regard to Project Events Organization:

TYPE OF EVENT	Local Events	Local Intermediate Conferences	Training Sessions	Joint Final Conference
LOCATION	Chalkida, Cyprus, Plovdiv, Albania	Igoumenitsa, Chalkida, Cyprus, Plovdiv, Albania	Igoumenitsa, Chalkida, Cyprus, Plovdiv, Albania	Igoumenitsa

QUANTITY	4	5	6	1
TARGET	30 participants	50 participants	30-40 participants	80 participants
SUGGESTED TIMING	February 2021	April 2021	May-June 2021	July 2021
PURPOSE	Presentation of Joint Strategy	Presentation of training results and project outputs	Enhanced capacities on energy related issues	Dissemination & transfer of project outputs and results