PROJECT

PRO-ENERGY

D2.x.4 PRO-ENERGY Roadmap

Work Package:	2 Project Communication & Dissemination
Work Package Leader:	Region of Epirus – Regional Unit of Thesprotia
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DENTIFICATION SHEET

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SECTION 1

PROJECT OVERVIEW

1.1 General Information

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.

The common challenge of PRO-ENERGY is to improve energy efficiency of public buildings (municipal/provincial/regional buildings, schools, universities, health centres, hospitals, museums, sports facilities etc.). This is a common problem faced by the territories participating in the project characterized by old facilities, outdated/degradated building façades, materials & equipment (insulation, electrical appliances, cooling/heating systems etc.), low energy consciousness & awareness, lack of skilled civil servants, etc. all leading to high energy consumption & CO2 emissions.

In this direction, **WP2 (Communication & Dissemination)** aims to disseminate and diffuse project results, to involve stakeholders in project activities while ensuring replicability and multiplier effects of the project.

A range of strategies will be unfolded in order for the project to have a successful outcome. One of them, the information & publicity strategy includes the preparation of a special publication, the **PRO-ENERGY Roadmap for the replicability of results & multiplier effect**, whose ultimate goal is to ensure the replicability of the project outputs & results to public, residential, commercial & other buildings in the participating areas, as well as to other areas in the Balkan-Mediterranean programme area, beyond the partnership.

The consultation of the Roadmap with local stakeholders in all participating territories will also contribute to the increase of awareness. The aim of this Roadmap is to be a guideline for future projects and stakeholders that might wish follow the path towards the development of PRO-ENERGY. To get this purpose, the Roadmap provides essential information and tools for any interested partner/stakeholder that want to learn more about ways to ensure energy efficiency

and to apply a similar approach to a new initiative or more simple to join to the PRO-ENERGY Network.

The present document collects all partners' contributions, thus forming this Synthesis Report, designed by the **Lead Beneficiary of the Project**, **Region of Epirus - Regional Unit of Thesprotia.**

SECTION 2

DESCRIPTION OF THE PRO-ENERGY PROJECT – CURRENT ACHIEVEMENTS

2.1 Introduction

The PRO-ENERGY project was launched as a very ambitious intervention aimed at improving energy efficiency of public buildings (municipal/provincial/regional buildings, schools, universities, health centers, hospitals, museums, sports facilities etc.).

At the same time, the project is focused to create a practical framework of modelling & implementing energy investment interventions through specific ICT monitoring & control systems.

The project kicked off in February 2019 and is expected to last until November 2022. The project partners are:

- Region of Epirus - Regional Unit of Thesprotia - Greece
- Development Agency of Evia SA - Greece
- Cyprus Energy Agency - Cyprus
- Department of Electrical and Mechanical Services – Ministry of Transport, Communications and Works - Cyprus
- Regional Development Agency with Business Support Centre for Small and Medium-sized Enterprises - Bulgaria
- National Agency of Natural Resources - Albania

2.2. Overview of the Objectives

<table>
<tr><th colspan="6">Project Objectives</th></tr>
<tr><td colspan="6">To promote 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)</td></tr>
<tr><th colspan="6">Specific Objectives</th></tr>
<tr><td colspan="6">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</td></tr>
<tr><th colspan="6">Programme Outputs Indicators & Project Main Outputs</th></tr>
<tr><td>1 open-source Joint ICT Platform guiding energy consumers behaviour to energy saving actions contributing to the achievement of 20% reduced energy spending in public buildings & to increased energy efficiency</td><td>1 Joint Strategy & Action Plan contributing to developing effective energy efficiency policies & measures & to defining pilot actions for the reduction of energy spending in public buildings</td><td>1 Joint Cost-Benefit Analysis Modeller (open to all) supporting decision-making for retrofits, renovations etc. which lead to increased energy efficiency.</td><td>1 Framework for energy-related interventions in public buildings which includes the implementation of Energy Audits in selected public buildings enabling through smart sensor systems the recording of energy consumption</td><td>15 Training sessions (seminars, study visits, eLearning etc.) on energy-related topics (energy management process, monitoring, targeting, energy auditing, regulations & standards, development of energy projects, financial tools & techniques with emphasis on energy</td><td>1 Benchmarking Tool for the benchmarking of participating authorities regarding energy performance & the promotion of energy efficiency & savings in public buildings.</td></tr>
</table>

				performance contracting etc.) contributing to increased capacities of energy managers & other stakeholders leading to medium-term & long-term energy efficiency.	

Operational Objectives (connected with the respective Work Packages)	
WP1: PM & Coordination	WP1 aims to ensure timely & proper implementation of project activities& coordination of all partners, & includes project management & reporting activities, project meetings (also kick-off), evaluation& monitoring performance activities (indicators & mid-term evaluation), quality assurance (manual & procedures) &participation to program events.
WP2: Communication & Dissemination	WP2 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, eNewsletters, 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.
WP3: Joint Regional Analysis, Strategy& Framework	WP3 aims at formulating a Joint Strategy & Action Plan for the whole Balkan Med area regarding energy efficiency through behavioural change based on the analysis of the existing situation regarding energy efficiency in participating territories incorporating mapping of policies, initiatives& interventions & the selection of good practices& benchmarking of participating authorities, at building know-how which will be used in trainings of WP4& at establishing the framework for the pilot actions of WP5 through the establishment of joint criteria for selecting pilot public buildings, the identification/selection of pilot buildings from all territories& the implementation of energy audits (smart metering) in these buildings.
WP4: Capacity Building for Energy Managers	WP4 capitalizes on knowledge & results of WP3 & includes the identification/selection of trainees (energy managers), the assessment of their training needs, the design & development of training curricula on topics such as energy management process, monitoring, targeting, energy auditing, solution development, regulations& standards, development& management of energy projects, financial tools & techniques with emphasis on energy performance contracting etc., the organisation of training sessions (eLearning, study visits, seminars etc.) as well as the evaluation of training sessions

WP5: **Pilot Actions& Sustainability**	WP5 includes the implementation of pilot actions designed& specified in the Joint Strategy (WP3) & the drafting of a follow-up plan for sustainability of results (pilot actions, trainings) & its consultation with stakeholders.

SECTION 3

DEMYSTIFYING REPLICATION

3.1. What is replication?[1]

The word replication refers to reproducing something in exactly the same way. Replicability on the other hand, refers to the possibility of transporting or 'copying' results from a pilot case to other geographical areas, albeit with potentially different boundary conditions. In other words, if a pilot was proven to work in one community or region, it could be exported to other communities or regions (indigenously or abroad), but taking into account that the boundary conditions could be quite different from those in the piloted community or region. Replication may also encompass the management process that was used in the pilot scheme or the cooperation structure between critical stakeholders.

In this sense, the understanding of replication in PRO-ENERGY and in this guide is that replication can mean copying a full solution, however, it is more likely to refer to reusing parts of a solution by taking generic components either directly, or adapting or repurposing them to function in a different context. Transnational replication between different partners, and their respective cities, regions and countries is the objective of PRO-ENERGY. However, replication may also happen within public entities, where new use cases are found for the same technical components.

Note: *Replication should be understood as a wider concept of reusing different aspects and components of the developed solutions*

3.2 Factors for replicability

The potential to replicate a solution depends on the interest and support from the developer of the original solution to share and facilitate the necessary information. The interest of a solution developer to facilitate the replication is often founded in the belief that open collaboration among a community of developers leads innovation and qualitative solutions.

Looking beyond the contextual challenges for replication and focusing on how to increase the replicability of components from concrete solutions there are a few things that solution

[1] **Source:** https://smartcities-infosystem.eu/sites/www.smartcities-infosystem.eu/files/document/the_making_of_a_smart_city_-_replication_and_scale_up_of_innovation_across_europe.pdf

developers can do to facilitate the process. Three aspects are particularly relevant to increase replicability:

- *Make sure people can find your solution*
- *Provide clear documentation and easily accessible information*
- *Help others to use it*

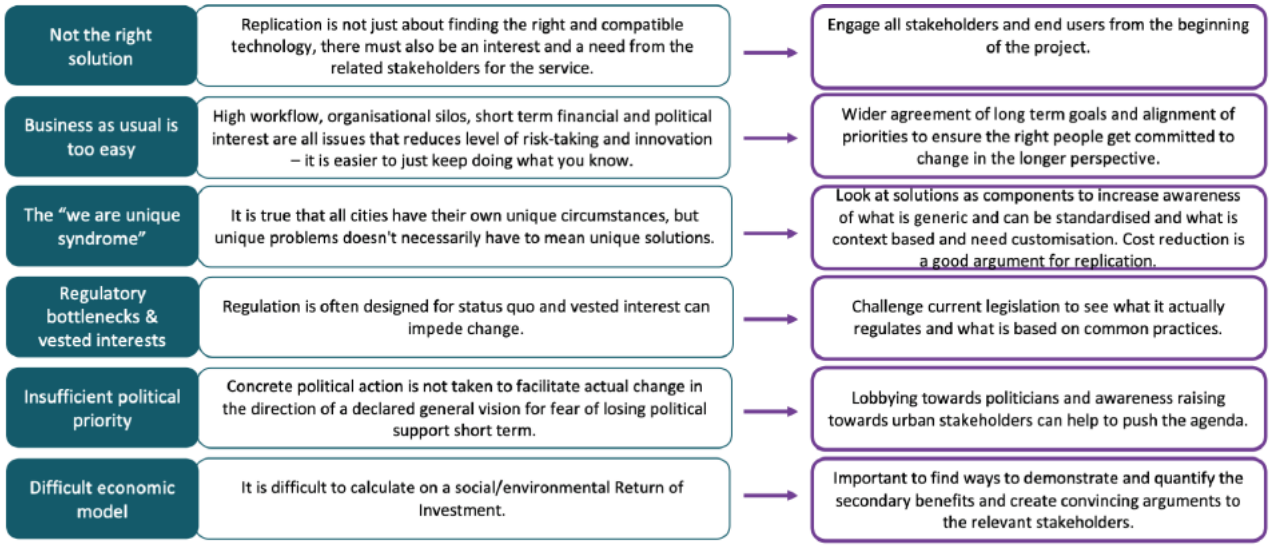
3.3 Barriers for replication

Even though there are many arguments to replicate and reuse what is already available, it is not always easy to make it happen. As with any other development in a relevant project, it requires work to prepare an enabling context.

Working with the stakeholders to increase knowledge and awareness about alternative solutions can help to overcome these barriers. Once the “we are unique syndrome” is broken down into which aspects actually are unique and where some standard components can work to address a certain issue, the decision makers can be more receptive to the input from another city. To build confidence in replicating a solution, complete information about technical and non-technical aspects of the original development, testing and implementation is essential.

The barriers presented below are not necessarily overcome by working open source, rather, an open-source solution is likely to face the same challenges. However, open source can help to strengthen the argument for change of practices and trigger innovation, both in terms of products and services as well as in new ways of working together. Open source and replication can together play an important role for how public entities in general can improve their services to the citizens while reducing cost and time spent.

***Figure 1**: Common barriers for replication and potential solutions*



***Source**: Replication Guidelines, Open-source solutions for Public Service Delivery, 2020*

SECTION 4

GUIDELINES FOR REPLICABILITY

4.1 Brief guidelines for replication / capitalization

This section provides some simple information so that new areas can be included within PRO-ENERGY and to capitalize results and outcomes achieved by this project. Generally speaking, for those regional and local entities / municipalities / development agencies that intend to add to the path adopted by PRO-ENERGY, the following 5 outcomes of the project can be “copied” and replicate.

Once all partners have submitted their Respective templates, the LP – Region of Epirus will create a united consolidated Roadmap.

Joint ICT Platform	Joint Strategy and Action Plan	Joint Cost-Benefit Analysis Modeller	Energy Performance Contracts	Training sessions
				
Joint ICT Platform guiding energy consumers behaviour to energy saving actions contributing to the achievement of 20% reduced energy spending in public buildings & to increased energy efficiency	Joint Strategy & Action Plan contributing to developing effective energy efficiency policies & measures & to defining pilot actions for the reduction of energy spending in public buildings	Joint Cost-Benefit Analysis Modeller (open to all) supporting decision-making for retrofits, renovations etc. which lead to increased energy efficiency	Energy Performance Contracts through open-tendering procedures to finance energy upgrades from cost reductions & contribute in this way to increased energy savings & increased energy efficiency	Training sessions (seminars, study visits, eLearning etc.) on energy-related topics (energy management process, monitoring, targeting, energy auditing, regulations & standards, development of energy projects, financial tools & techniques with emphasis on energy performance contracting etc.) contributing to increased capacities

				of energy managers & other stakeholders leading to medium-term & long-term energy efficiency

4.2 Annexes - Contribution of Development Agency of Evia

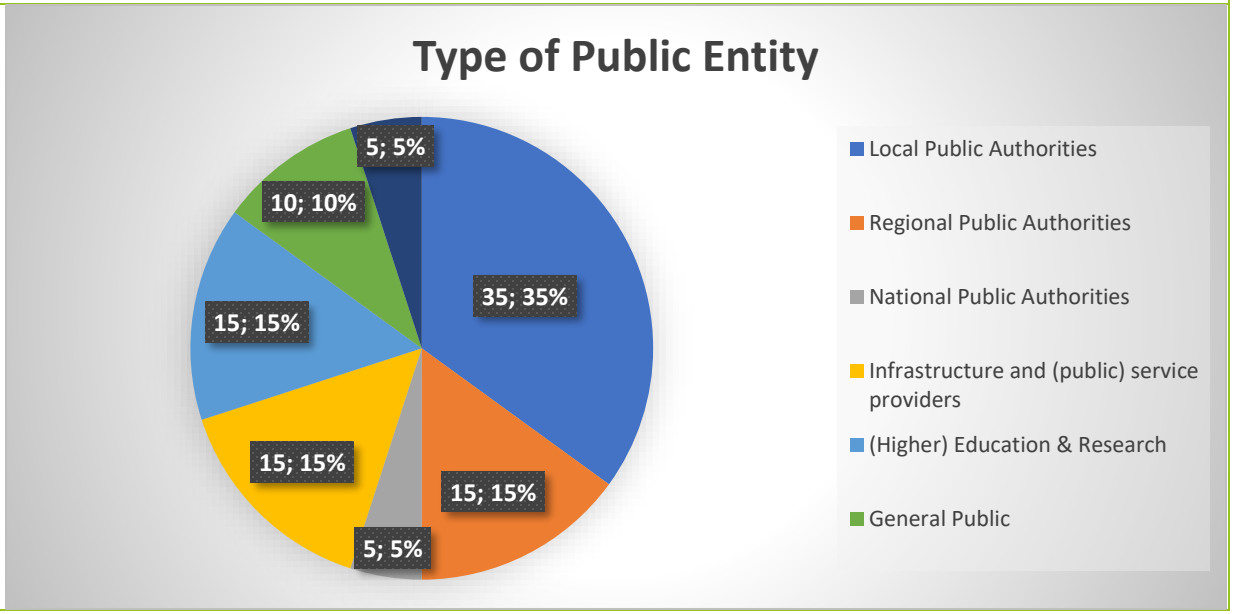
In this template, each partner is obliged to list the type of their respective stakeholders that they plan to involve in the PRO-ENERGY alongside with their capacity in energy efficiency matters, their interests in the project, as well as how the latter are affected from the (successful) implementation of this project.

ANNEX I – Stakeholders Analysis			
Stakeholder Category & Basic Characteristic	**Interest and how affected by PRO-ENERGY**	**Capacity and Motivation to bring about a change**	**Possible actions to address stakeholders interests**
Local Public Authorities			
Cities and municipalities	▪ Direct contact with the public users ▪ Awareness of the local situations and it's problems ▪ Direct contact with private entities ▪ Management of the city infrastructure	▪ Financial resources ▪ Local decision-making power ▪ Development of energy initiatives at local level ▪ Adaptation of the national regulations	▪ Raise awareness of the local population ▪ Communication between all stakeholders' groups ▪ Dissemination of information concerning the regulations and offers
Regional Public Authorities			
▪ National energy Boards and Councils	▪ Direct contact with the public users	▪ Distribution of the resources	▪ Raise awareness of the local population ▪ Communication between

▪ Regional tourist Boards and Councils	▪ Awareness of the local situations and it's problems ▪ Direct contact with private energy offers ▪ Management of the local infrastructure	▪ Development of energy initiatives at local level ▪ Management of the local regulations and signalization of the problematic situations	all stakeholders groups ▪ Dissemination of information concerning the regulations and offers
National Public Authorities			
▪ Relevant ministries that work on energy initiatives, environmental protection, smart indicators and sustainable development ▪ National Authority ▪ Policy Maker ▪ Funder	▪ Develops national sustainable development policies ▪ Designs programs that include interventions in all fields of the energy sector ▪ Develops the national energy policy ▪ Represents the country in International energy events	▪ Political influence ▪ Decision-making power ▪ Financial resources ▪ Development of energy initiatives at national level	▪ Raise awareness through meetings, consultations and involvement in events ▪ Raise awareness in media ▪ Presenting Strategies
Infrastructure and (public) Service Providers			
Interest Groups and (public) Service Providers			

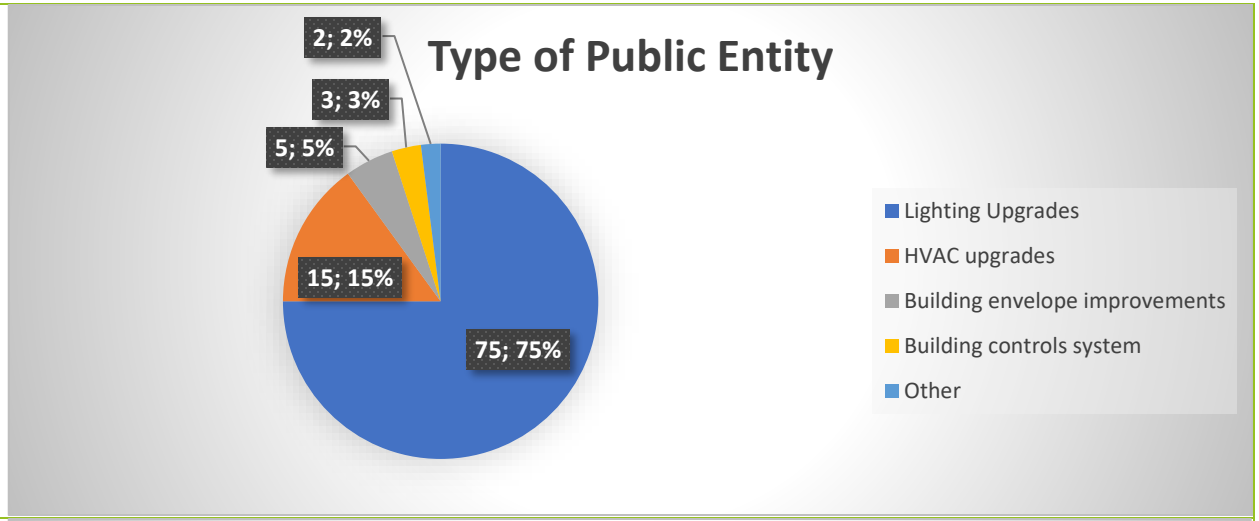
(Higher) Education & Research			
▪ Public universities; ▪ Private universities; ▪ Business management schools ▪ Schools and faculties relevant to the energy sector	▪ Education ▪ Insemination	▪ Professional staff ▪ Infrastructure Capacity ▪ Capacity to follow new trends and strategies	▪ Raising awareness for the professionals, educational structure and students ▪ Promoting results
General Public			
▪ ICT Sector ▪ Private Energy suppliers	▪ Business Contracts ▪ Follow the new trends and demands and adapt the offer	▪ High level of awareness ▪ Rapid adaptation and modification of the offer ▪ Direct contact and established network	▪ Raising awareness ▪ Local meetings and consultations

These next two (2) questionnaires, are obliged to be diffused by each partner to their abovementioned selected stakeholders that they plan to engage in the program, as a method of involving the public and introducing them into the principles of PRO-ENERGY project. Results will be provided through a report.

ANNEX II – Energy Efficiency Program Survey	
Name of your Organization	
Address City: State/Province:	
What type of public entity do you represent? ☐ Local Public Authorities: ☐ Regional Public Authorities: ☐ National Public Authorities: ☐ Infrastructure and (public) Service Providers: ☐ (Higher) Education & Research: ☐ General Public: ☐ Other (please specify):	

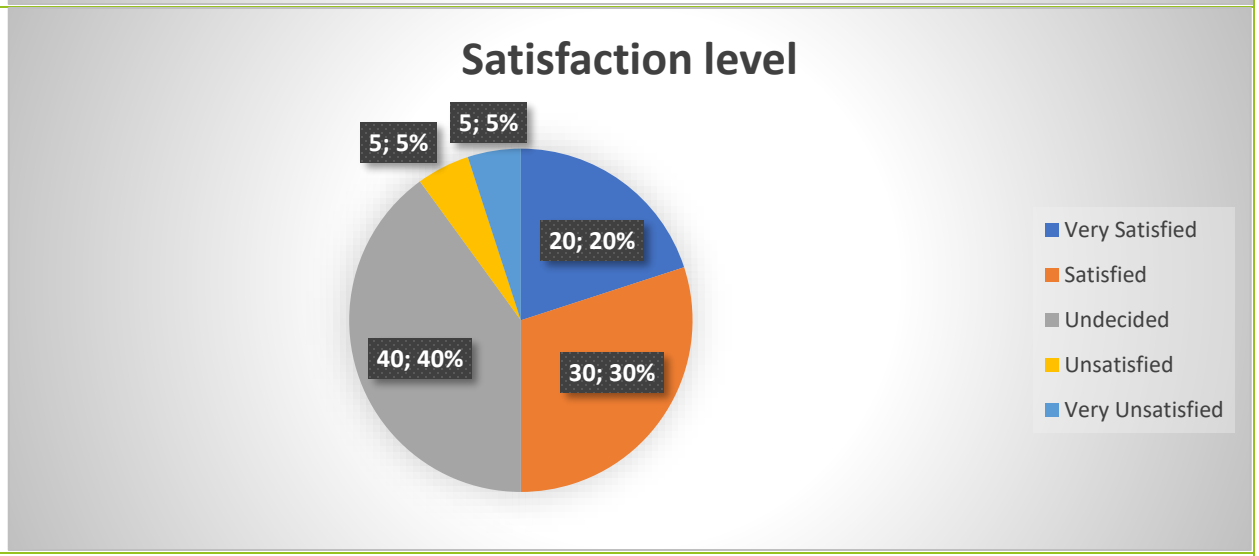
What type of energy efficiency work needs to be performed on your building?

- ☐ Lighting Upgrades:
- ☐ HVAC upgrades:
- ☐ Building envelope improvements:
- ☐ Building controls system:
- ☐ Other (please specify):



How satisfied were you with the energy efficiency programs in general?

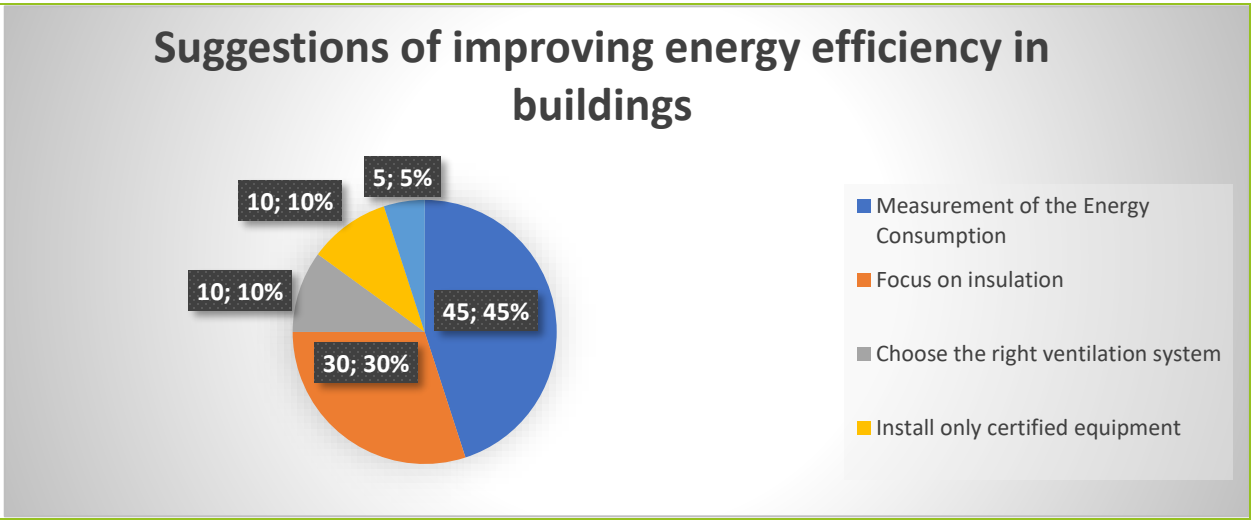
- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Undecided
- ☐ Unsatisfied
- ☐ Very Unsatisfied



Suggestions to improve the energy efficiency in buildings:

The top 5 answers can be categorized as follows:

1. Measurement of the Energy Consumption
2. Focus on insulation
3. Choose the right ventilation system
4. Install only certified equipment
5. Calculate the return on investment



Please describe any other major barriers to energy efficiency investment at your organization:

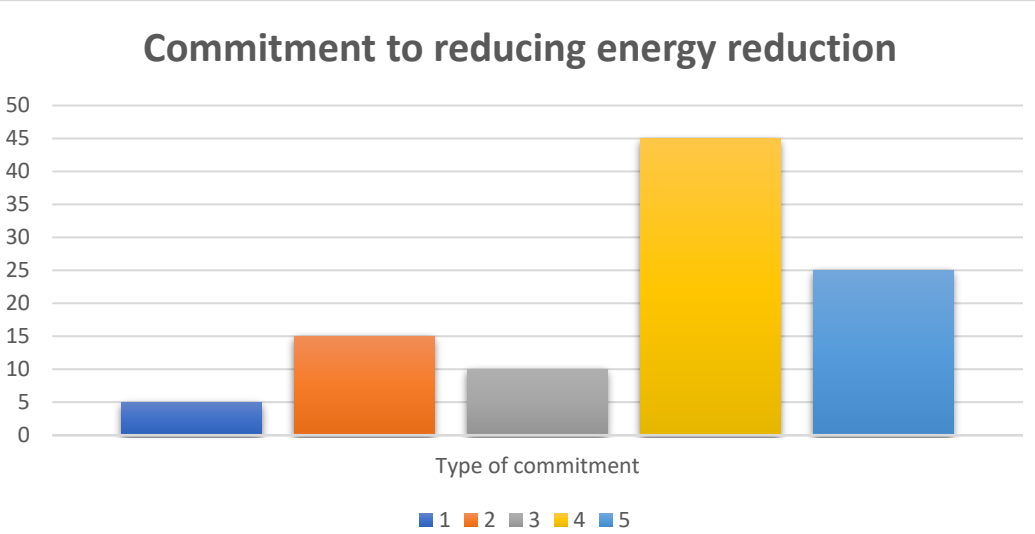
The key barriers identified can be summarized and grouped in the following list:

1. **Economic**
   - Lack of funds, high capital costs, financial risk
   - Limited payback expectations / investment horizons
   - Building stock characteristics
2. **Institutional**
   - Complex/inadequate regulatory procedures
   - Lack of relevant legislation
3. **Behavioral**
   - Training and skills of professionals
   - Customs, habits and relevant behavioral aspects
   - Lack of awareness on saving potentials

ANNEX III – Organizational Attributes

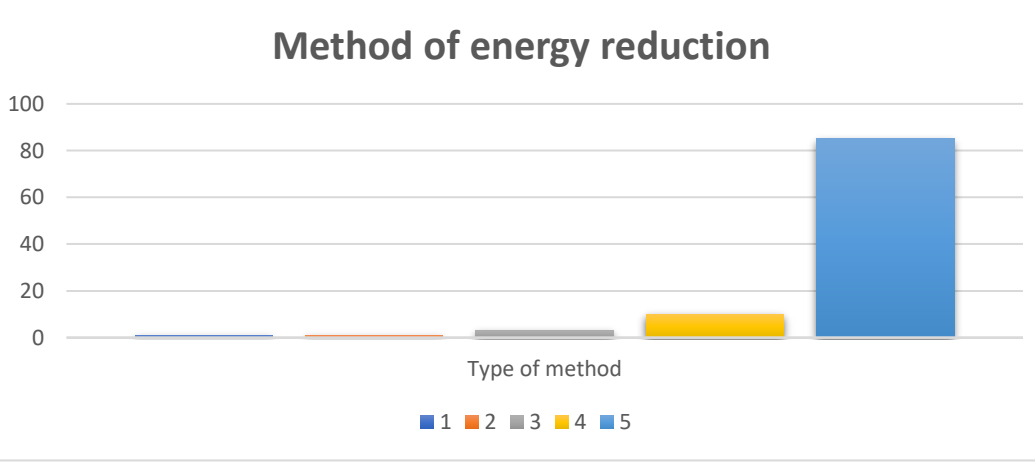
Which of the following best describes your organisations commitment to reducing energy usage?

1. Target set for whole organisation for carbon and energy consumption reduction
2. Target set for whole organisation for energy consumption reduction
3. Vision for energy reduction clearly stated and published
4. Draft energy policy or vision present but not clearly stated
5. No policy



Which of the following best describes how energy reduction is managed in your organisation?

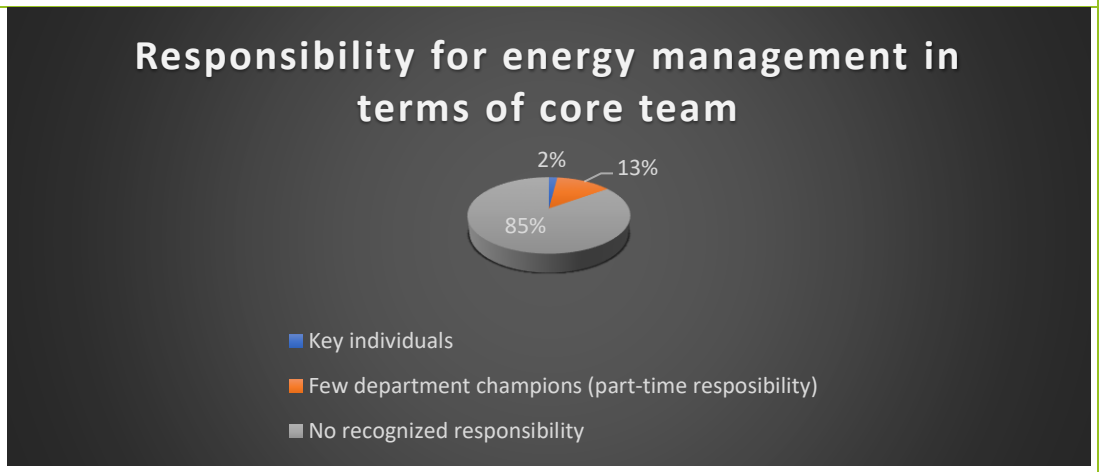
1. Executive team review progress against targets on quarterly basis and progress against target published externally
2. Sponsor reviews progress and removes blockages through regular Programme
3. Boards and progress against targets routinely reported to Senior Management



4. Team
5. No monitoring

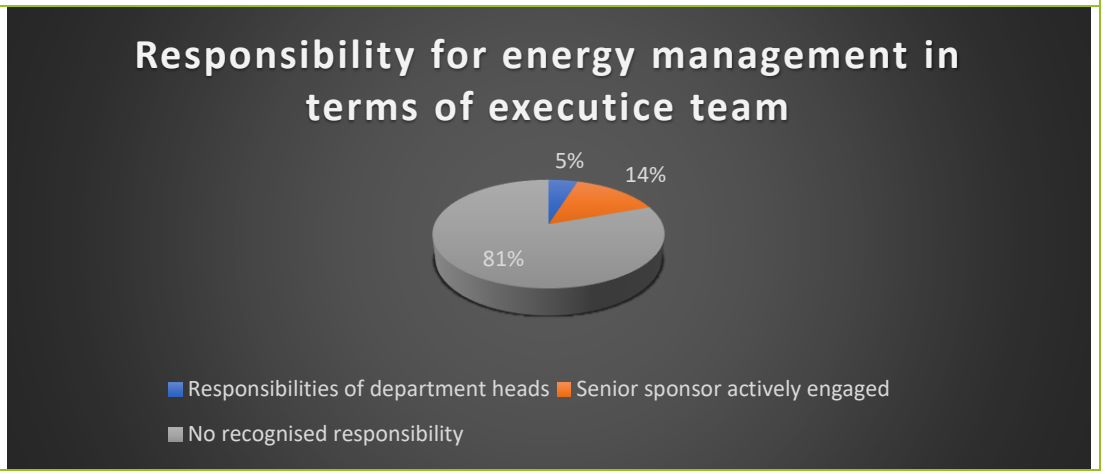
Which of the following best describes your organisation's allocation of responsibility for energy management in terms of the core team?

1. Key individuals have accountability for energy reduction
2. Energy reduction a part-time responsibility of a few department champions
3. No recognised Energy reduction responsibility



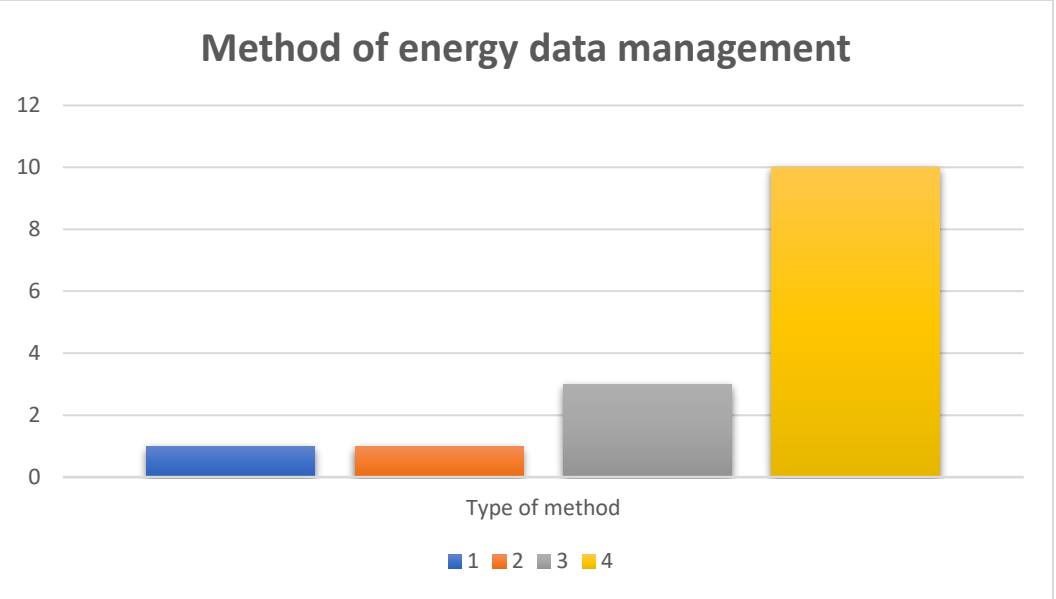
Which of the following best describes your organisation's allocation of responsibility for energy management in terms of the executive team?

1. Energy management integrated in to responsibilities of department heads
2. Senior Sponsor actively engaged
3. No recognised energy reduction responsibility



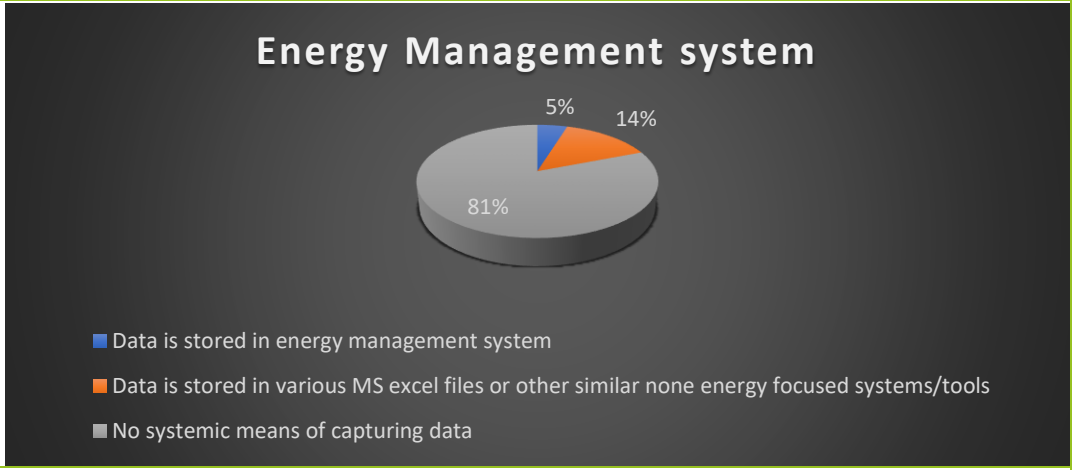
Which of the following best describes how your organisation manages energy data?

1. Energy data compiled on a regular basis. This is collated through automatic metering feeds on fiscal meters. Where relevant sub-metering has been installed
2. Energy data compiled on a regular basis. This is collated through automatic metering feeds on fiscal meters.
3. Energy data compiled on a regular basis, but majority is based on bill data only.
4. No energy data compiled and high reliance on estimated billing



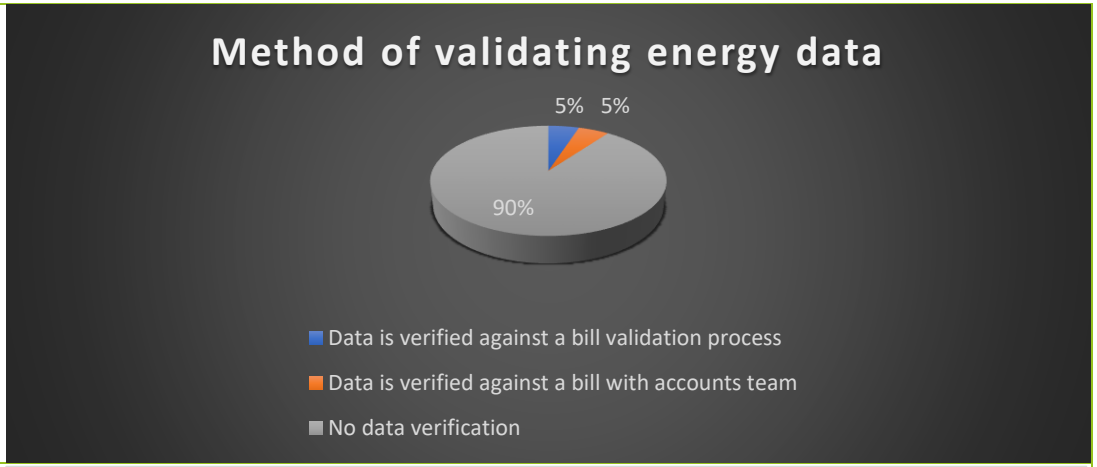
Which of the following best describes your organisation's energy management systems?

1. Data is stored in energy management system
2. Data is stored in various MS excel files or other similar none energy focused systems/tools
3. No systemic means of capturing data



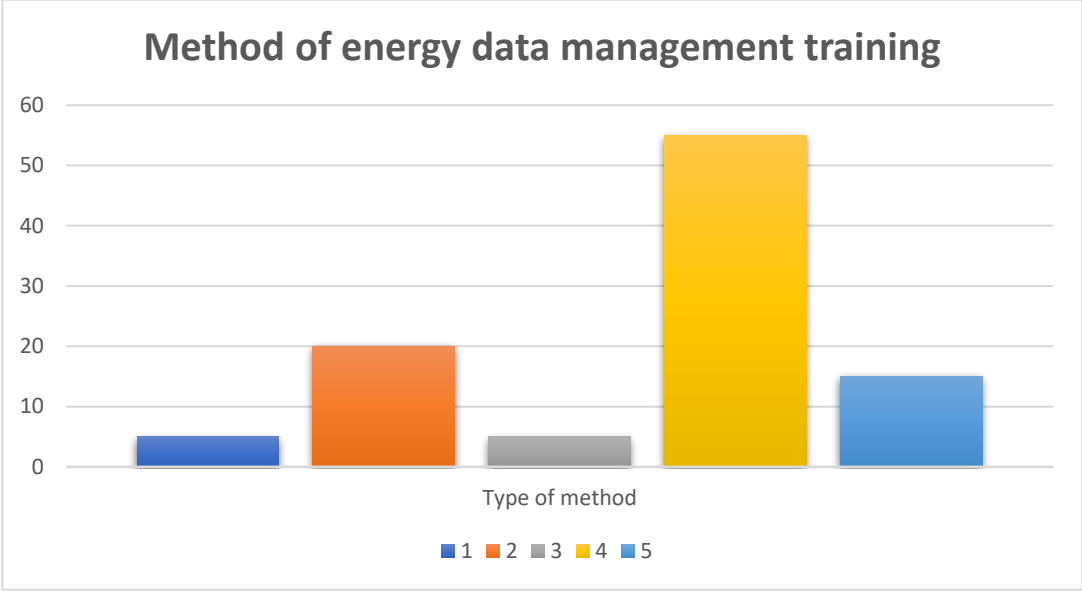
Which of the following best describes how your organisation validates energy data?

1. Data is verified against a bill validation process
2. Data is verified against a bill with accounts team
3. No data verification



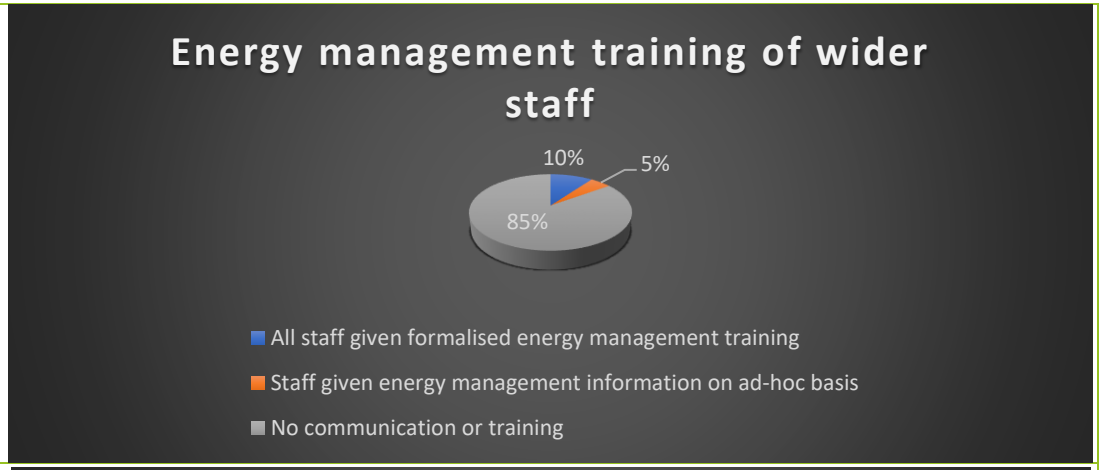
Which statement best describes your organisation's approach to energy management training towards you?

1. Environmental / energy group(s) given comprehensive operational training
2. Environmental / energy group(s) given comprehensive technical training
3. Environmental / energy group(s) given ad hoc training
4. Environmental / energy group(s) provided basic energy management information on ad-hoc basis
5. No training



Which statement best describes your organisation's approach to energy management training in terms of the wider staff and other occupiers?

1. All staff given formalised energy management training
2. Staff given energy management information on ad-hoc basis
3. No communication or training

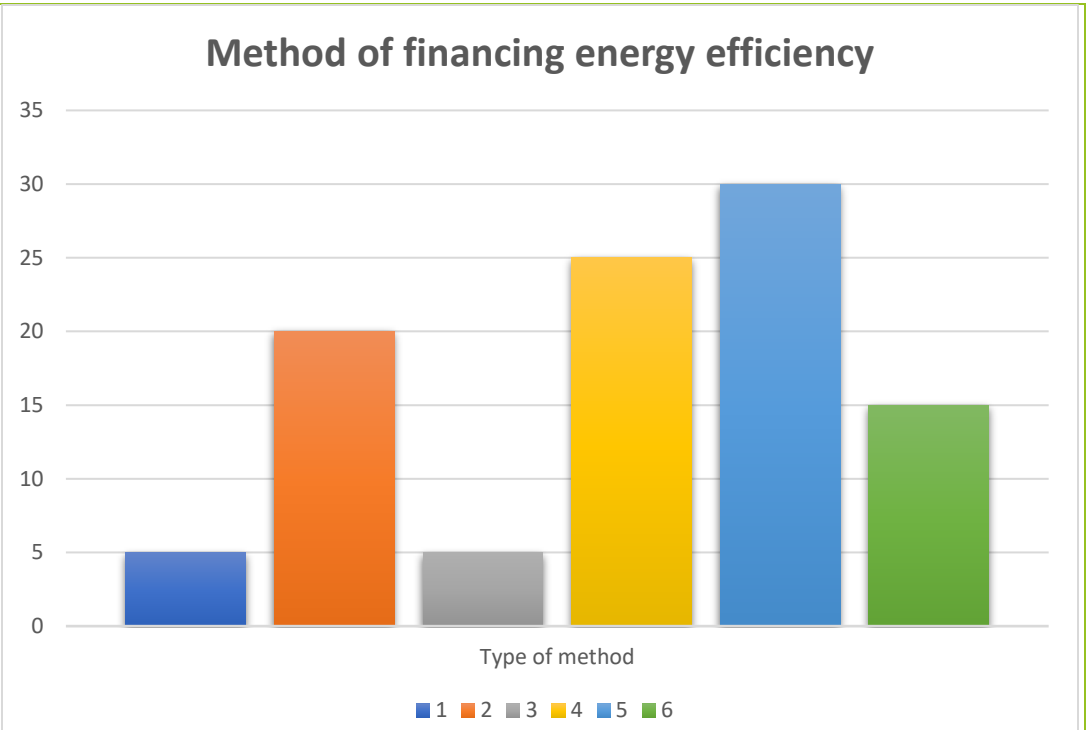


Do you test staff awareness on energy management through a survey?

- ☐ Yes
- ☐ No

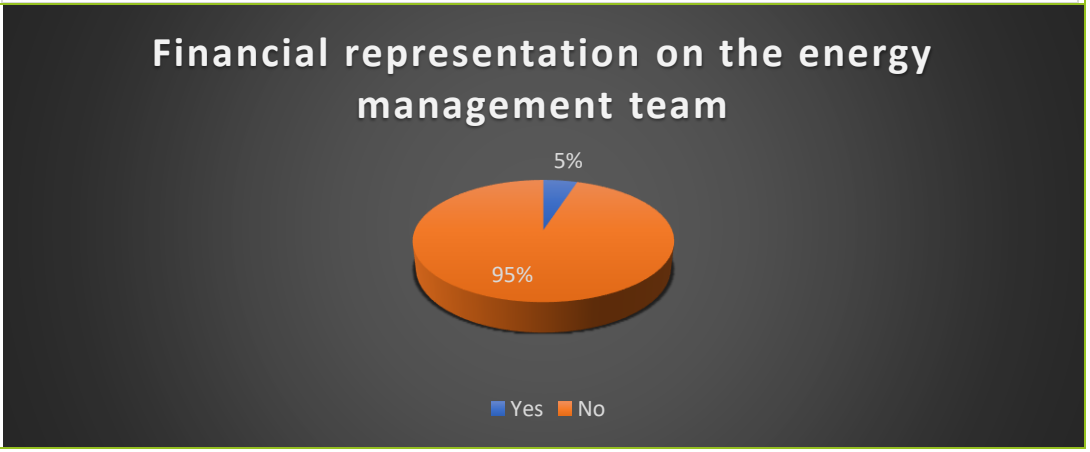
Which statement best describes your organisation's approach to financing energy efficiency in terms of ring-fenced funds?

1. 2 year or more plan agreed with financial budget for energy efficiency initiatives, with a ring-fenced finance programme
2. 2 year or more plan agreed with financial budget for energy efficiency initiatives
3. 1 year plan agreed with financial budget for energy efficiency initiatives
4. Some financial budget allocated to energy reduction, but no clear plan
5. There is a clear plan in place but no budget assigned
6. All finance allocated to energy reduction is done so on an ad hoc basis



Is there any financial representation from the organisation on the energy management team?

- ☐ Yes
- ☐ No



In this template, each partner is obliged to write down their intended interventions on their respective public buildings, with the aim of achieving energy efficiency (smart meters installation, "green" renovation and upgrading of the existing building stock, installation of eco-friendly technology, etc.).

ANNEX IV – Type and Number of Interventions					
Greece (Thesprotia)	**Greece (Evia)**	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
	• Smart Meters Installation				

In **this template, each partner** is obliged to document the list of public buildings that the aforementioned interventions are planned to be made to, as well the specific type of building (school, region hall, city-hall, theater, etc.).

ANNEX VI – List of Public Buildings					
Greece (Thesprotia)	**Greece (Evia)**	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
	• Region Hall				

4.3 Annexes - Contribution of Cyprus Energy Agency

ANNEX I – Stakeholders Analysis			
Stakeholder Category & Basic Characteristic	**Interest and how affected by PRO-ENERGY**	**Capacity and Motivation to bring about a change**	**Possible actions to address stakeholders interests**
Local Public Authorities			
Union of Cyprus Municipalities & Union of Cyprus Communities	The main associations representing the Local Authorities in Cyprus and have several buildings that need energy upgrading	They are quite willing to make changes even though they may not have qualified staff	Presentation and explanation of the main results of the project to the local authorities
Regional Public Authorities			
n/a	**n/a**	**n/a**	**n/a**
National Public Authorities			
Ministry of Energy, Commerce & Industry (MECI)	MECI and has the role of monitoring the implementation of the National Policies related to energy efficiency, energy	The energy upgrade of public buildings but also the implementation of energy saving measures, help the	Organization of study visits to the buildings which will be implemented energy upgrade

	efficiency in buildings, biofuels, and fuels. Also, Energy Service makes suggestions and recommendations about possible support schemes and mechanisms to promote those topics.	achievement of the goals of Cyprus based on the National Action Plan for Energy and Climate.	measures not only in Cyprus but also abroad
Ministry of Finance (MoF)	The Ministry of Finance is responsible for the budget for support schemes for energy renovations	The Ministry is interested in implementing measures that will reduce government expenses	Presentation of the financial tools applied in other countries participating in the project
Infrastructure and (public) Service Providers			
Department of Electrical and Mechanical Services	Responsible for the planning, design, execution, and maintenance of most governmental electrical and mechanical projects, as well as, for the purchase, maintenance and efficient utilization of the governmental machinery and equipment	Interest for continuous information and training on energy upgrades and energy saving	Organization of study visits to the buildings which will be implemented energy upgrade measures not only in Cyprus but also abroad
(Higher) Education & Research			

Universities (public & private) & Other research institutes (e.g. Cyprus Institute, CYENS)	Universities and other research institutes are involved in many European projects and researches	They have experienced staff dealing with issues related to energy saving and energy efficiency	Sending information via email (newsletter) about the actions of the project
General Public			
General Public	The project proposals for energy saving and energy upgrading can be used in households and other businesses	Citizens, especially with the recent increases in fuel and electricity prices, are showing great interest in energy saving proposals and therefore saving money.	Organizing information days for the project activities

ANNEX II – Energy Efficiency Program Survey

Name of your Organization

Address

City:

State/Province:

What type of public entity do you represent?

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What type of energy efficiency work needs to be performed on your building?

- ☐ Lighting Upgrades:
- ☐ HVAC upgrades:
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- ☐ Building controls system:
- ☐ Other (please specify):

How satisfied were you with the energy efficiency programs in general?

- ☐ Very Satisfied
- ☐ Satisfied

☐ Undecided ☐ Unsatisfied ☐ Very Unsatisfied
Suggestions to improve the energy efficiency programs:
Please describe any other major barriers to energy efficiency investment at your organization:

ANNEX III – Organizational Attributes

Which of the following best describes your organisations commitment to reducing energy usage?

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- ☐ Team
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Do you test staff awareness on energy management through a survey?
☐ Yes
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☐ 2 year or more plan agreed with financial budget for energy efficiency initiatives, with a ring-fenced finance programme
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Is there any financial representation from the organisation on the energy management team?
☐ Yes
☐ No

Initially, the two above questionnaires were translated into Greek and then sent to the stakeholders as they were recorded in ANNEX I – Stakeholders Analysis. The questionnaires had been sent in Microsoft Forms for easier filling and better analysis and utilization of the data.

Below are presented the key results from the analysis of the data obtained from both questionnaires:

ANNEX II – Energy Efficiency Program Survey

- The majority of people who completed the questionnaires were representatives from local public authorities and national public authorities.
- The participants stated that the main energy upgrade measure that could be implemented in the buildings where they work was the upgrade of the building envelope.

- The majority appointed that the most important obstacles for the implementation of energy efficiency investments were the high initial cost of most investments, the lack of specialized personnel and the time-consuming process of submitting and approving financing.

ANNEX III – Organizational Attributes

- Most participants stated that a target for reducing energy consumption throughout the whole organization was set and that the senior management of the organization was regularly informed about the progress of this goal, although in most cases no responsible person or energy team had been designated.
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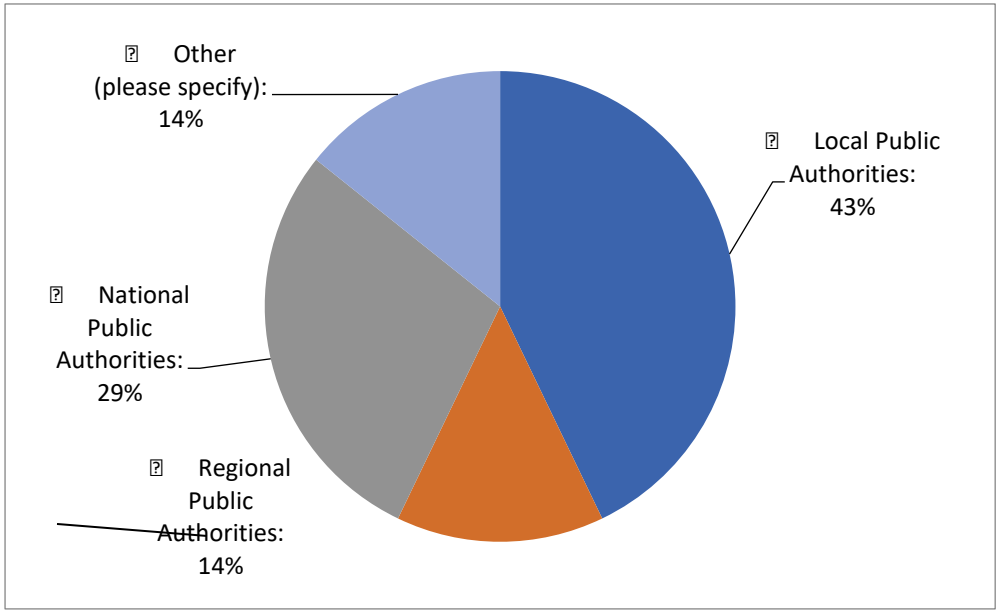

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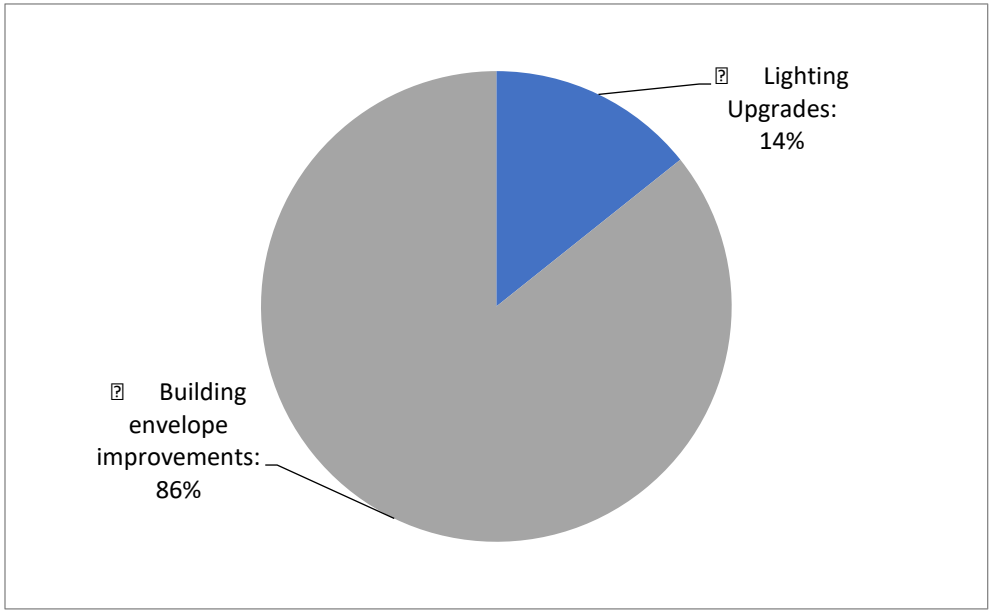

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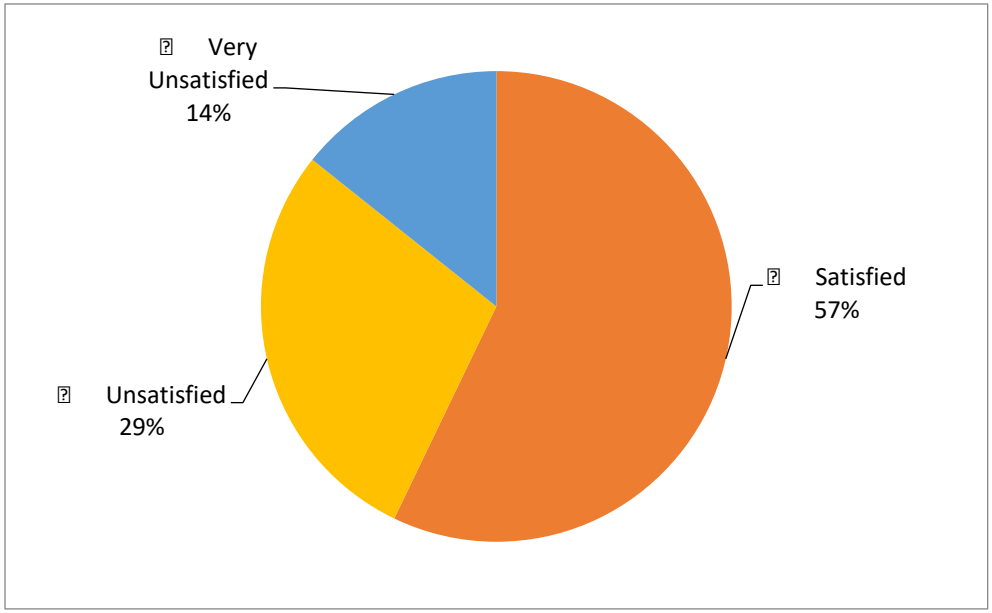

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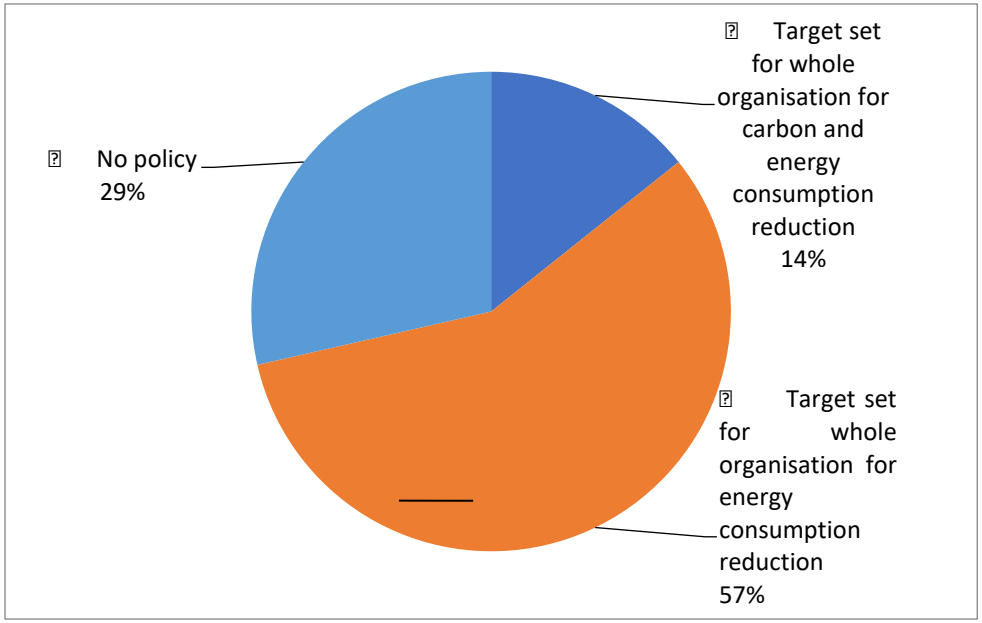

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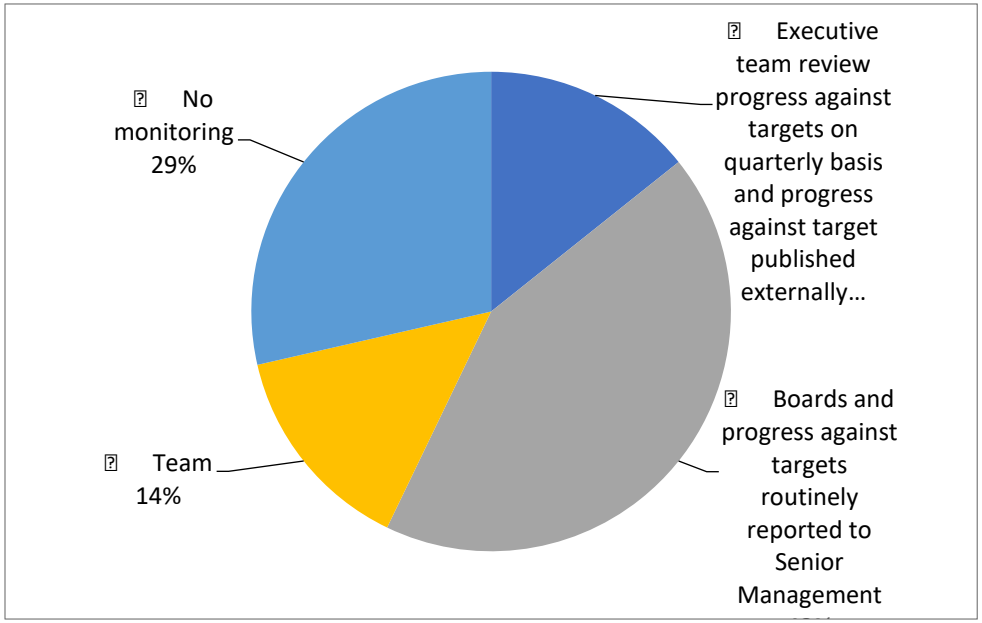

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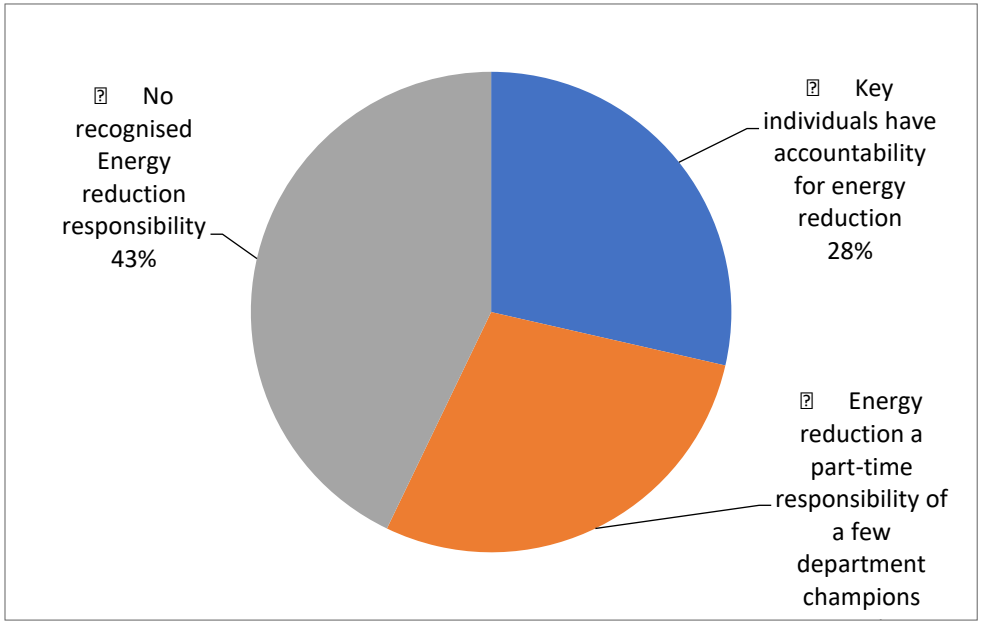

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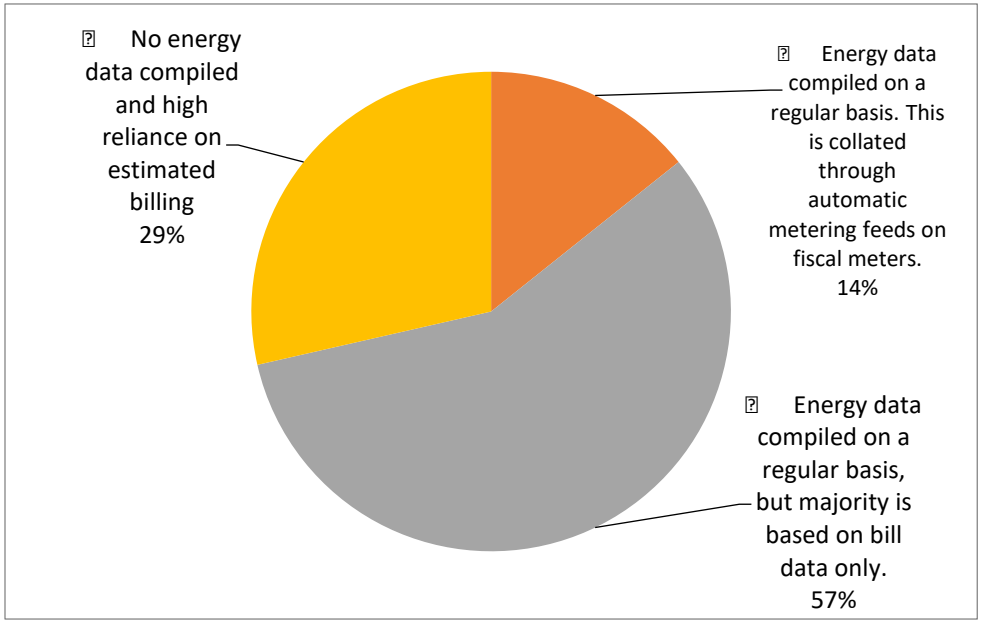

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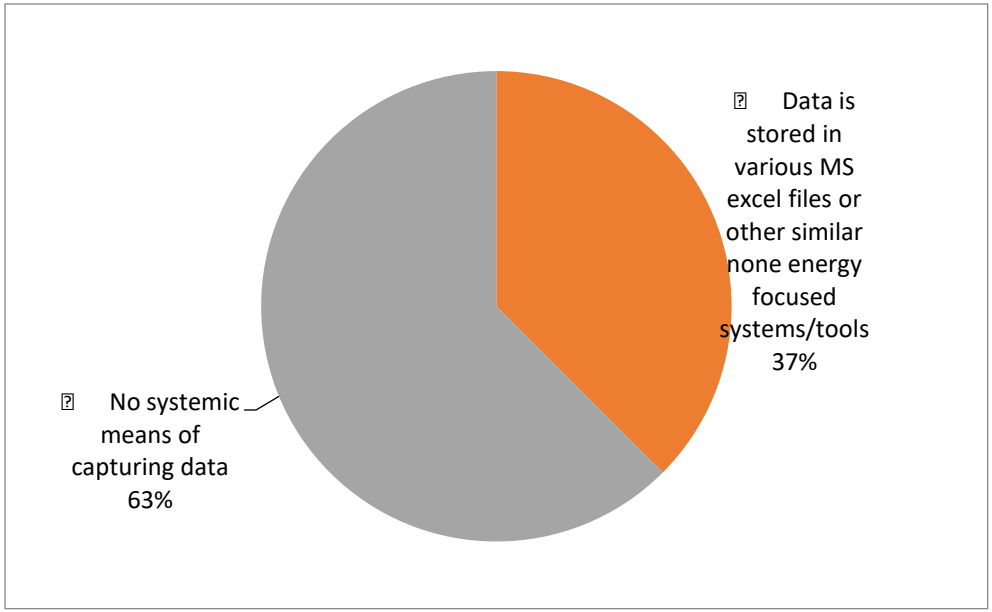

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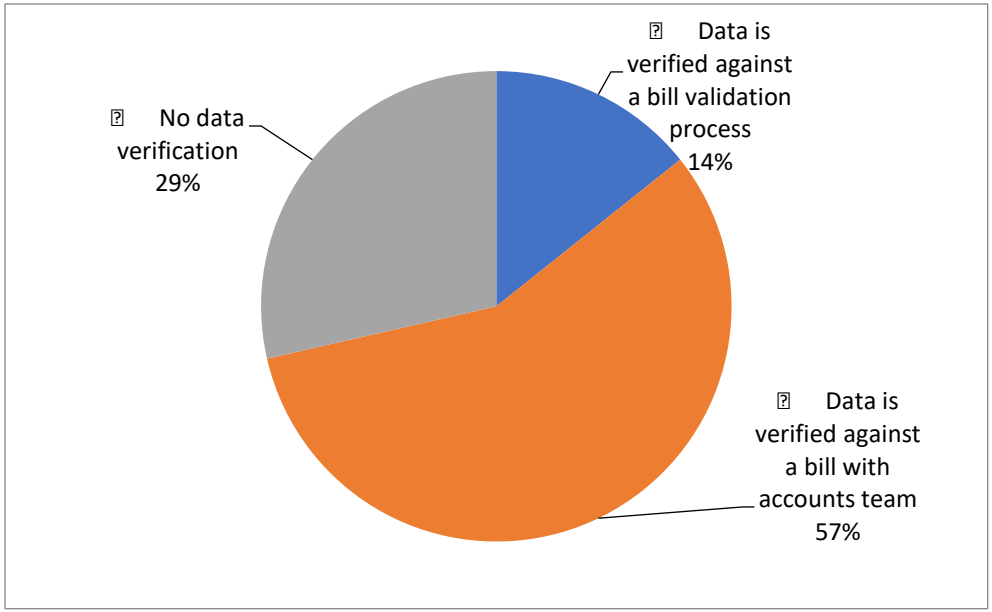

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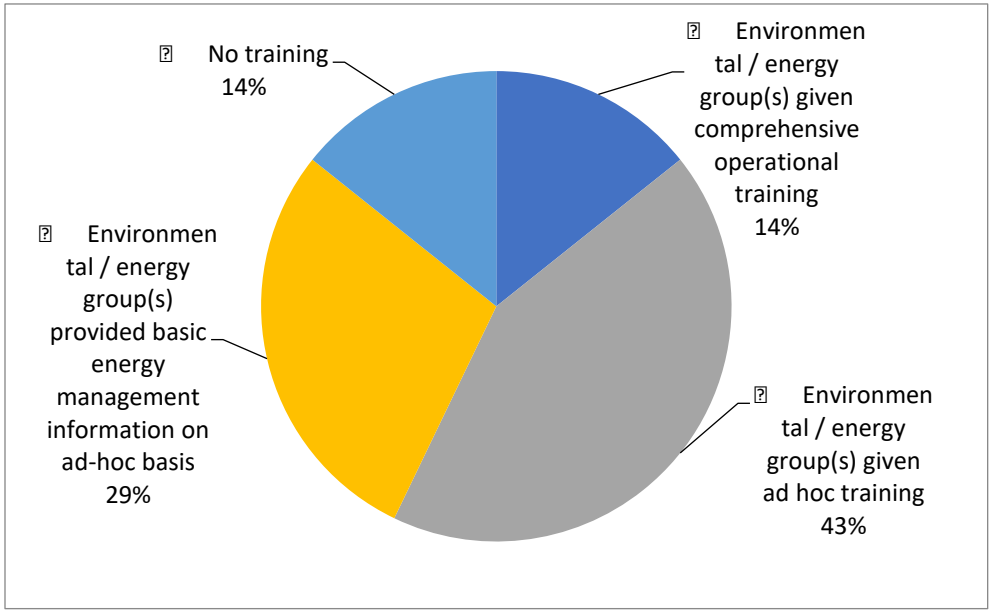

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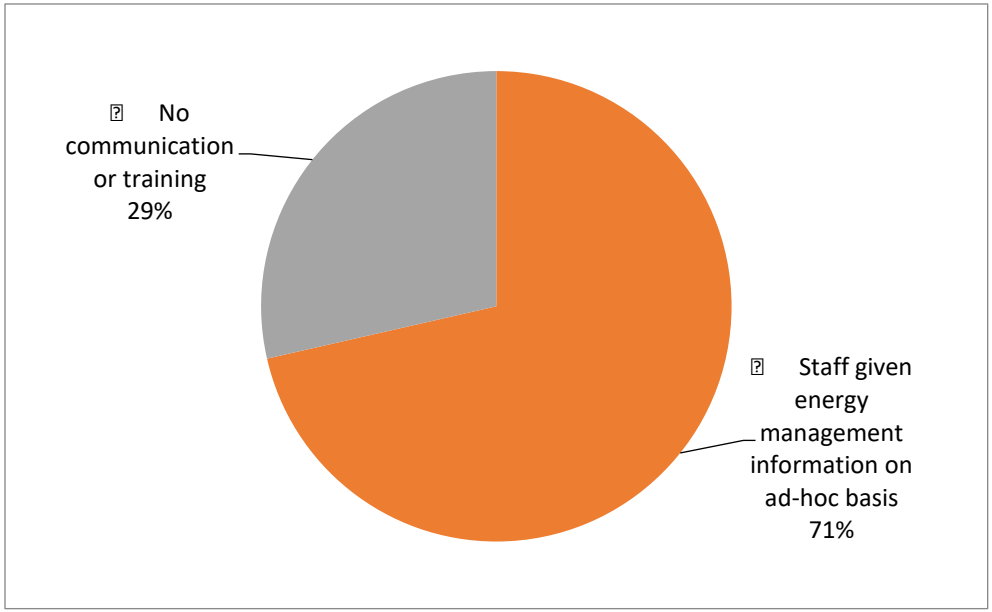

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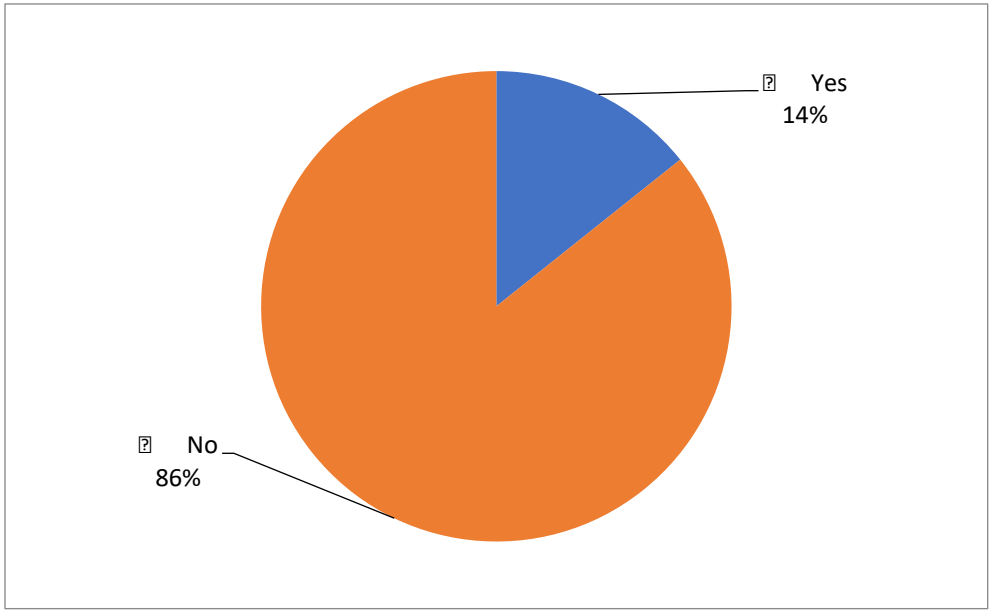

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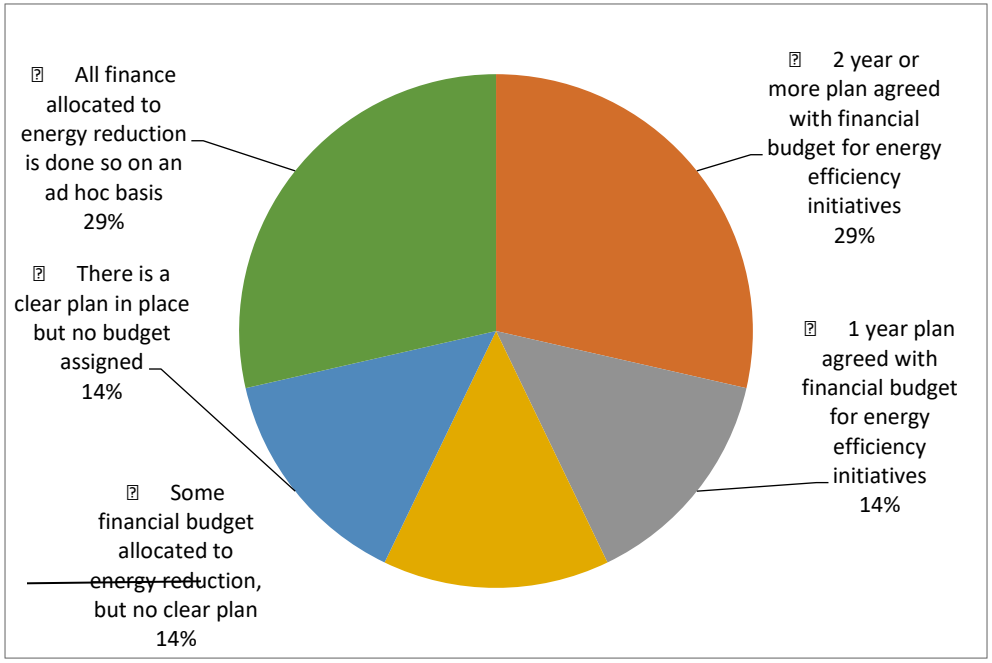
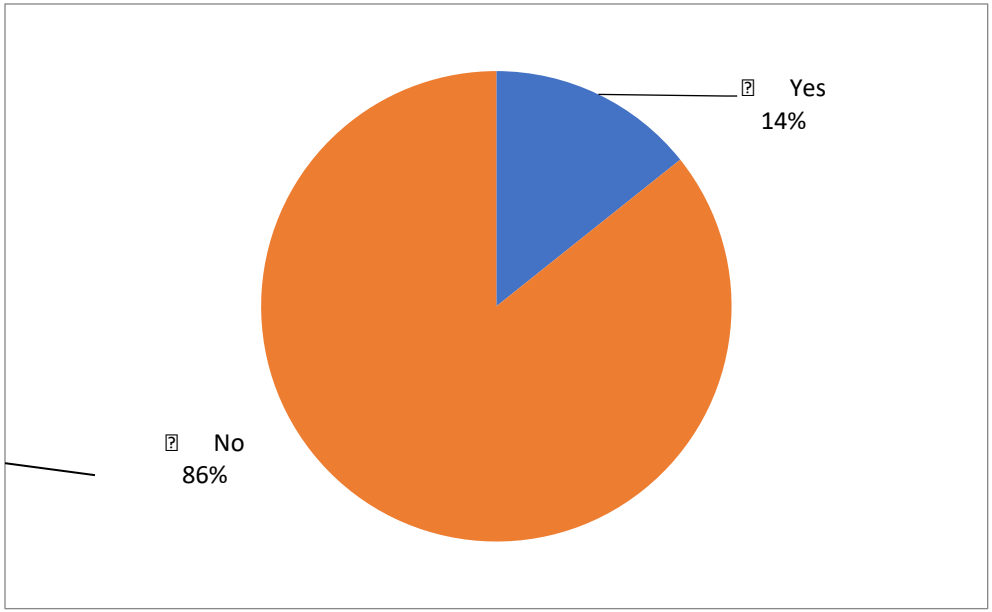


Is there any financial representation from the organisation on the energy management team?



ANNEX IV – Type and Number of Interventions					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
			Building: Press and Information Office (PIO) of the Republic of Cyprus **Intended interventions:** the following proposed measurement are based on the energy upgrade scenarios suggested in the energy audit. **Proposal 1:** Replacing of the Air Conditioning system & the oil boiler **Proposal 2:** Thermal Insulation of the Roof		

			Proposal 3: Thermal Insulation of Vertical Structural Elements **Proposal 4:** Replacement of Window Frames **Proposal 5:** Replacement of Lighting Systems **Proposal 6:** Installation of Photovoltaic Panels		

ANNEX VI – List of Public Buildings					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
			Public Building: Press and Information Office (PIO) of the Republic of Cyprus **Type of building:** Office building		

4.4 Annexes – Contribution of Department of Electrical and Mechanical Services – Ministry of Transport, Communications and Works

ANNEX I – Stakeholders Analysis			
Stakeholder Category & Basic Characteristic	**Interest and how affected by PRO-ENERGY**	**Capacity and Motivation to bring about a change**	**Possible actions to address stakeholders interests**
Local Public Authorities			
Union of Cyprus Municipalities & Union of Cyprus Communities	The main associations representing the Local Authorities in Cyprus and have several buildings that need energy upgrading	They are quite willing to make changes even though they may not have qualified staff	Presentation and explanation of the main results of the project to the local authorities
Regional Public Authorities			
n/a	**n/a**	**n/a**	**n/a**
National Public Authorities			
Ministry of Energy, Commerce & Industry (MECI)	MECI and has the role of monitoring the implementation of the National Policies related to energy efficiency, energy	The energy upgrade of public buildings but also the implementation of energy saving measures, help the	Organization of study visits to the buildings which will be implemented energy upgrade

	efficiency in buildings, biofuels, and fuels. Also, Energy Service makes suggestions and recommendations about possible support schemes and mechanisms to promote those topics.	achievement of the goals of Cyprus based on the National Action Plan for Energy and Climate.	measures not only in Cyprus but also abroad
Ministry of Finance (MoF)	The Ministry of Finance is responsible for the budget for support schemes for energy renovations	The Ministry is interested in implementing measures that will reduce government expenses	Presentation of the financial tools applied in other countries participating in the project
Infrastructure and (public) Service Providers			
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Universities (public & private) & Other research institutes (e.g. Cyprus Institute, CYENS)	Universities and other research institutes are involved in many European projects and researches	They have experienced staff dealing with issues related to energy saving and energy efficiency	Sending information via email (newsletter) about the actions of the project
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ANNEX II – Energy Efficiency Program Survey

Name of your Organization

Address

City:

State/Province:

What type of public entity do you represent?

- ☐ Local Public Authorities:
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What type of energy efficiency work needs to be performed on your building?

- ☐ Lighting Upgrades:
- ☐ HVAC upgrades:
- ☐ Building envelope improvements:
- ☐ Building controls system:
- ☐ Other (please specify):

How satisfied were you with the energy efficiency programs in general?

- ☐ Very Satisfied
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Suggestions to improve the energy efficiency programs:
Please describe any other major barriers to energy efficiency investment at your organization:

ANNEX III – Organizational Attributes

Which of the following best describes your organisations commitment to reducing energy usage?

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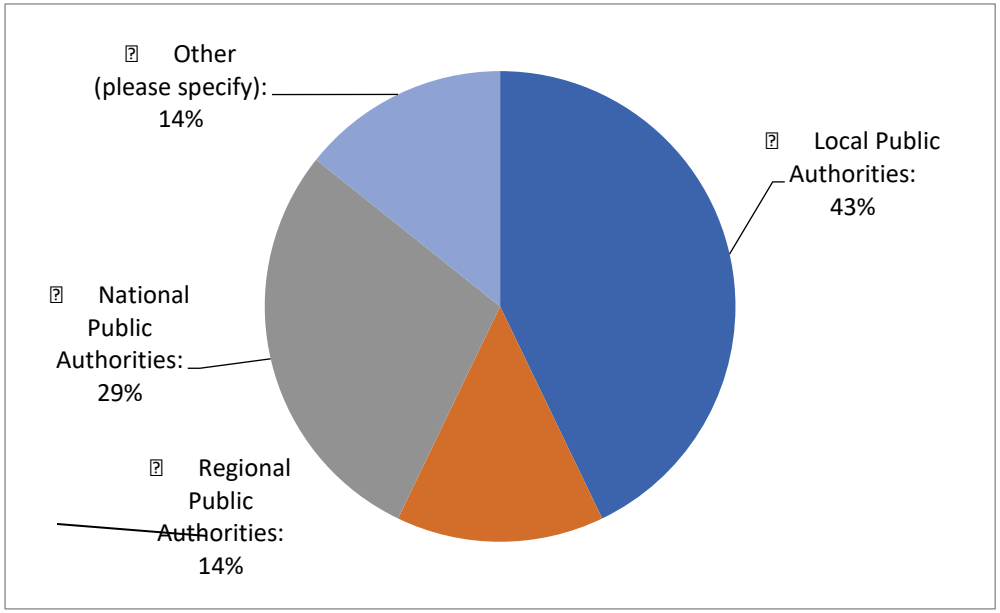

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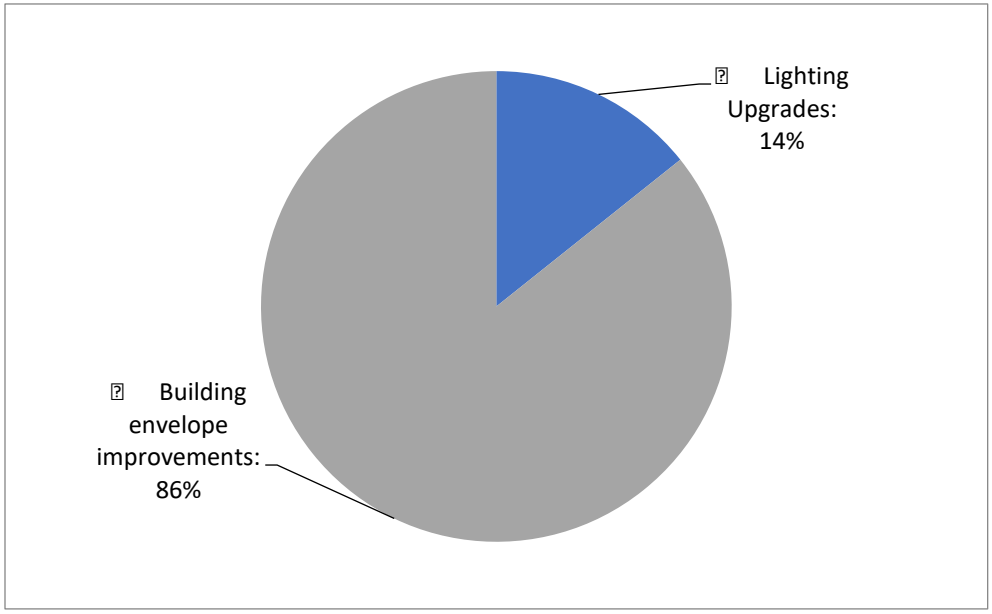

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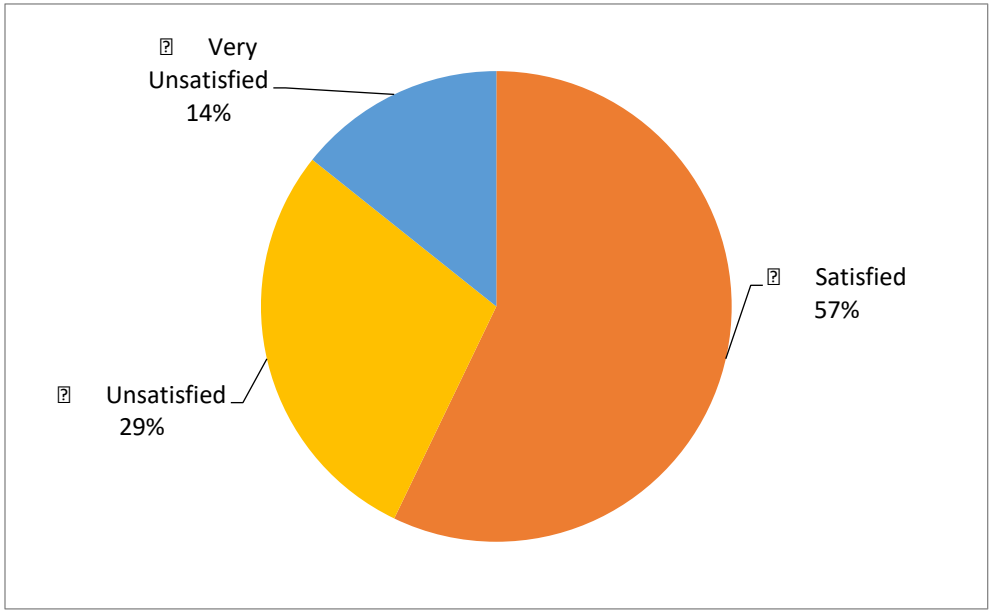

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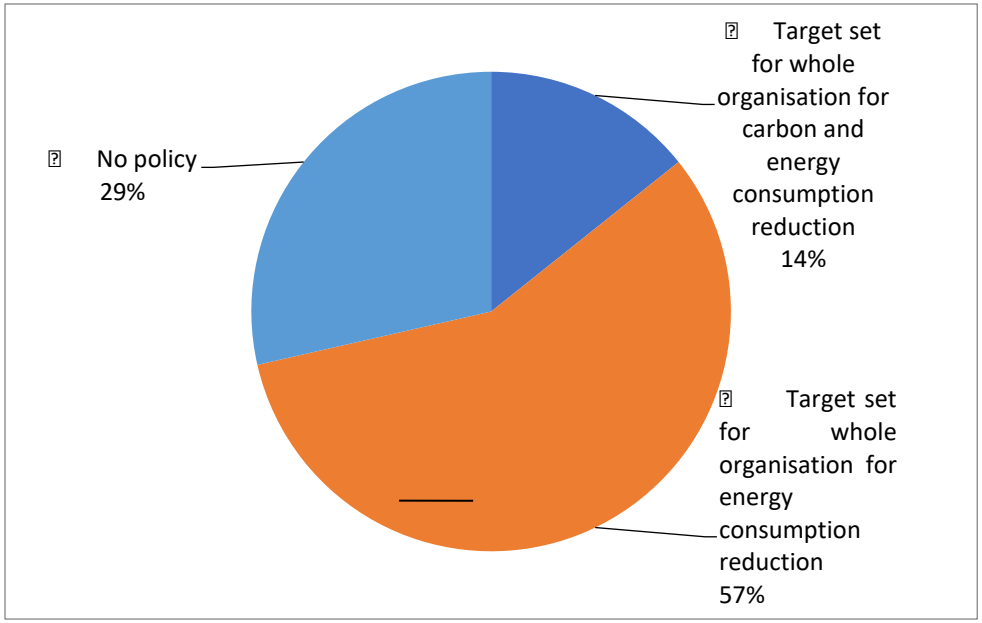

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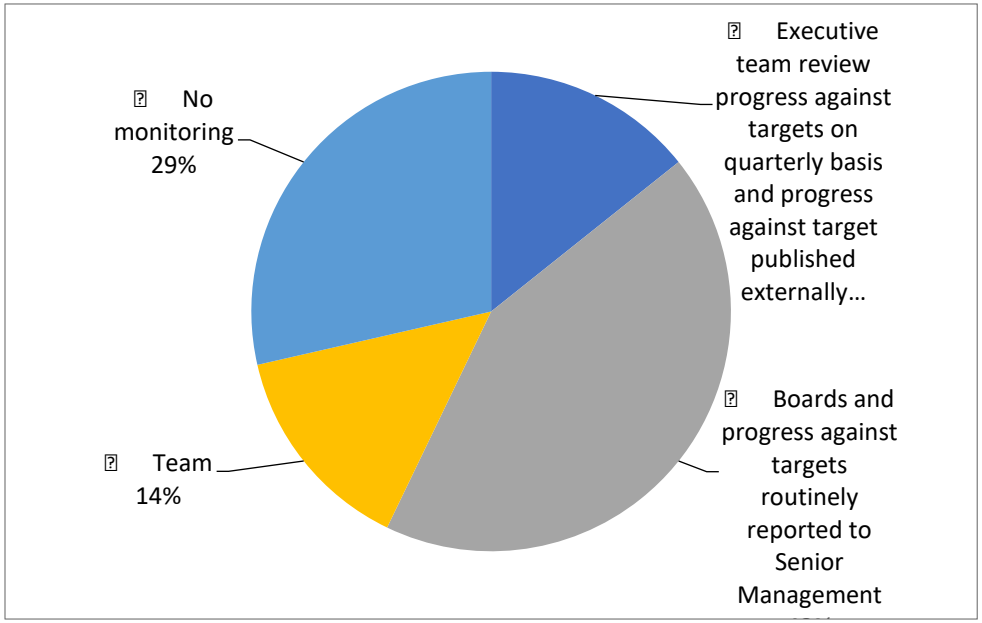

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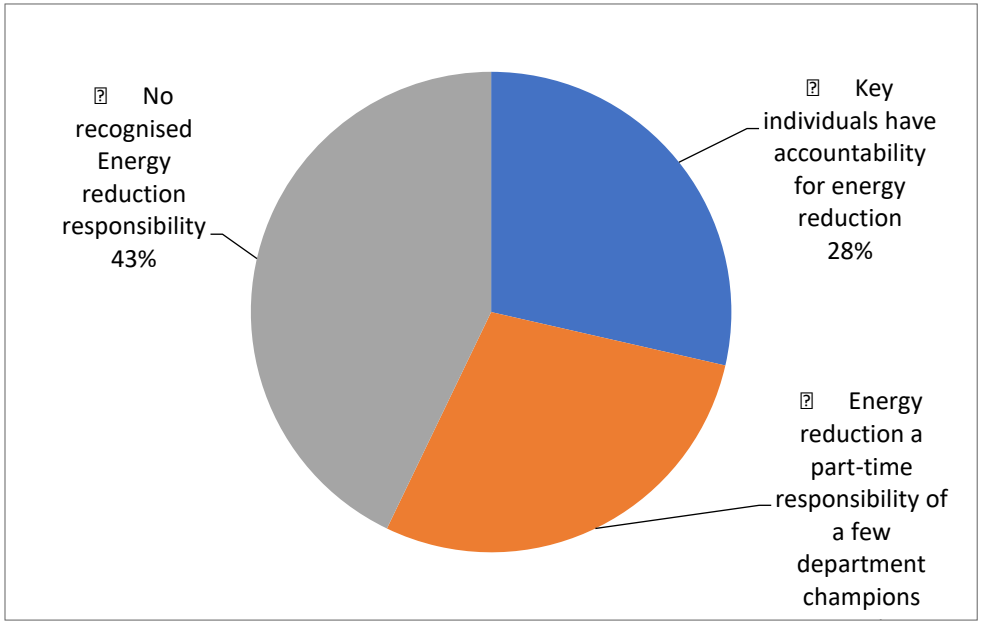

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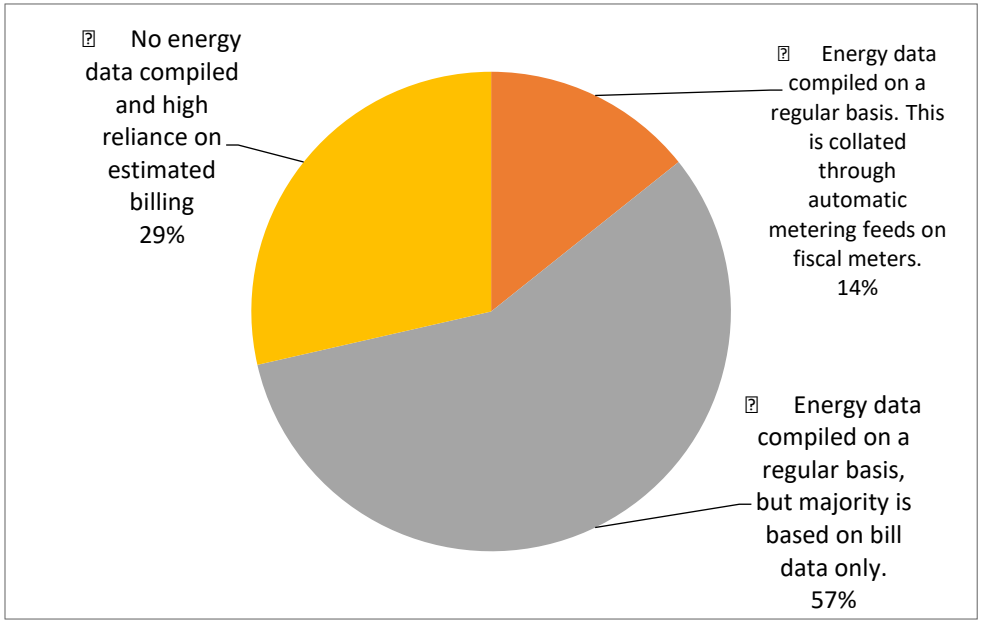

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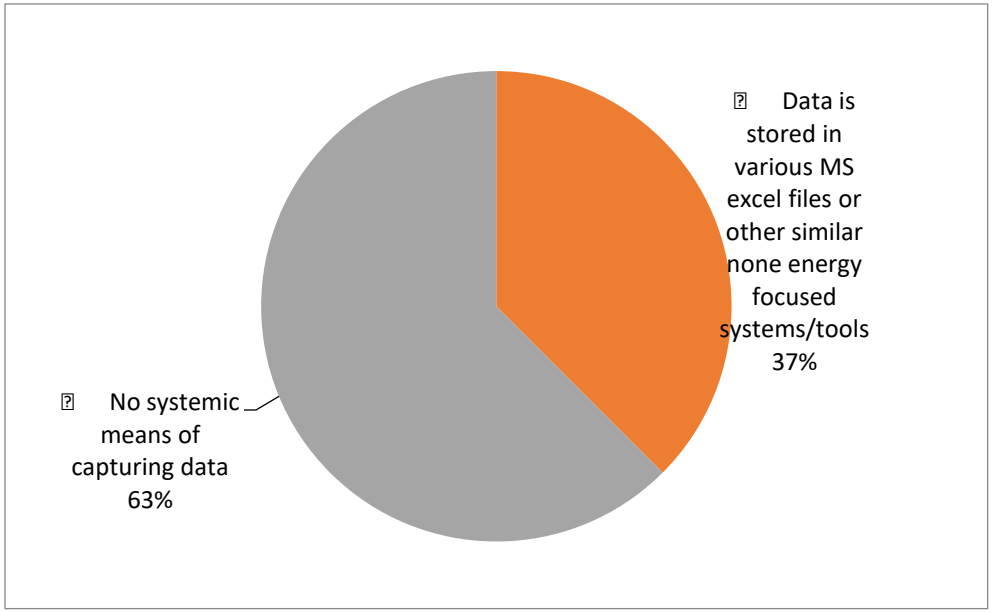

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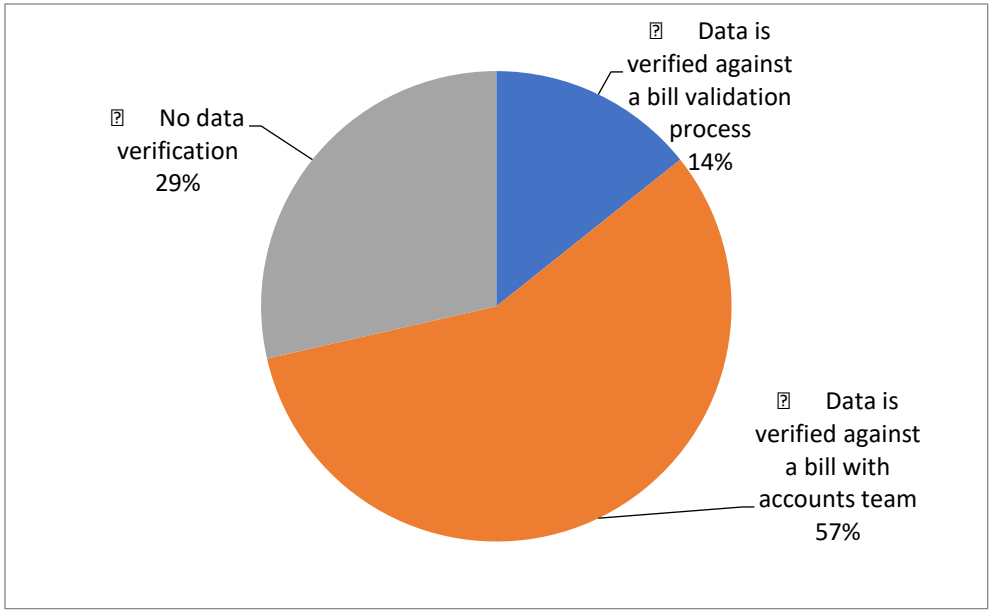

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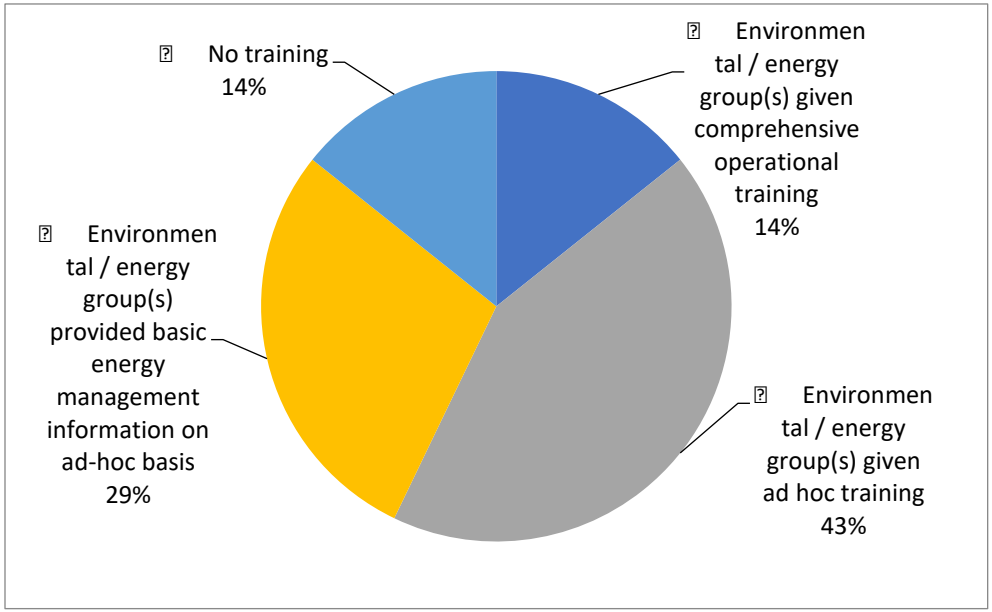

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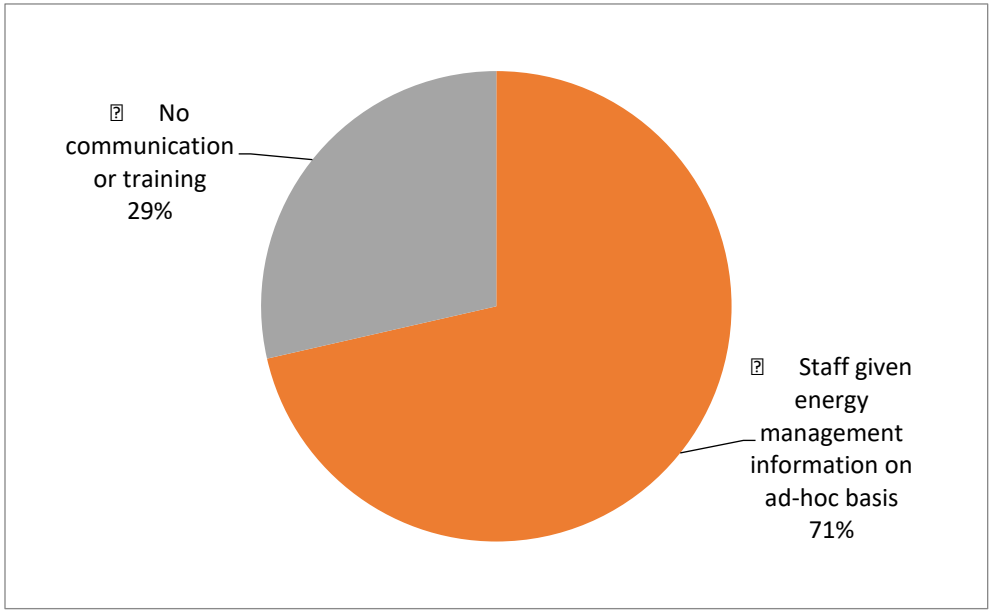

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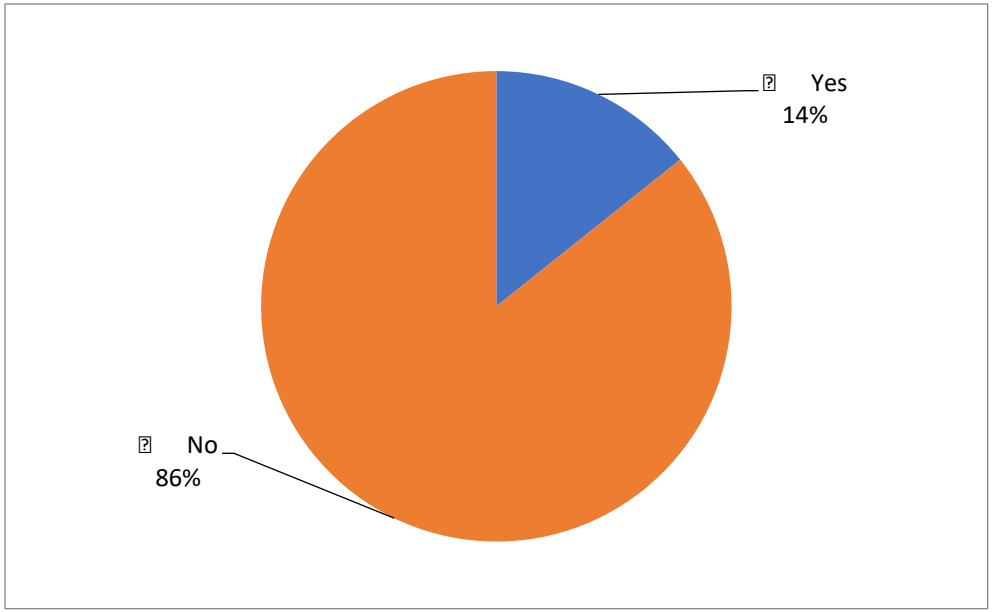

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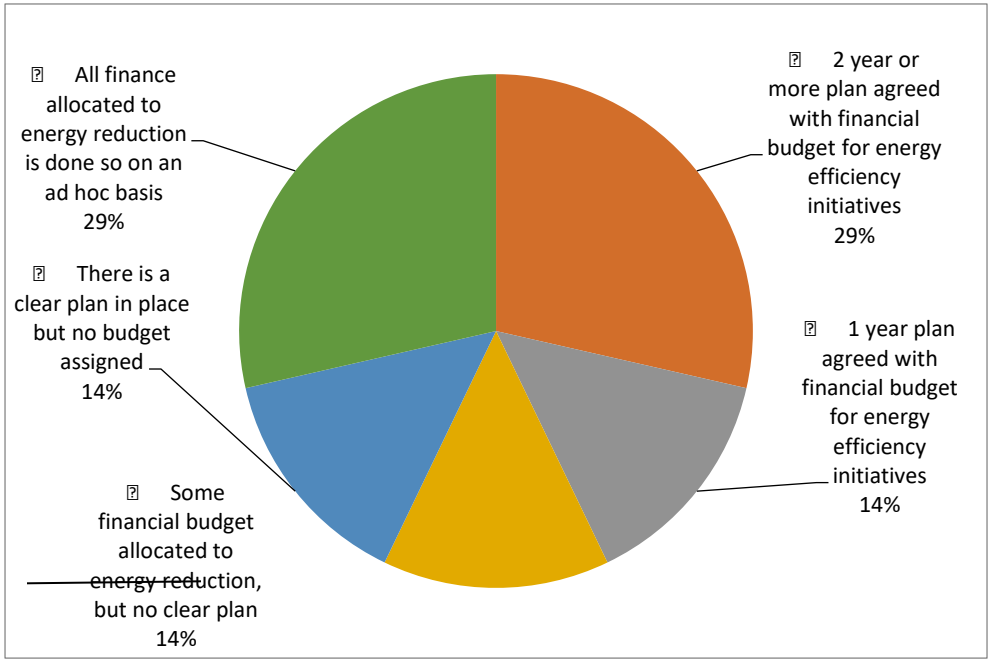
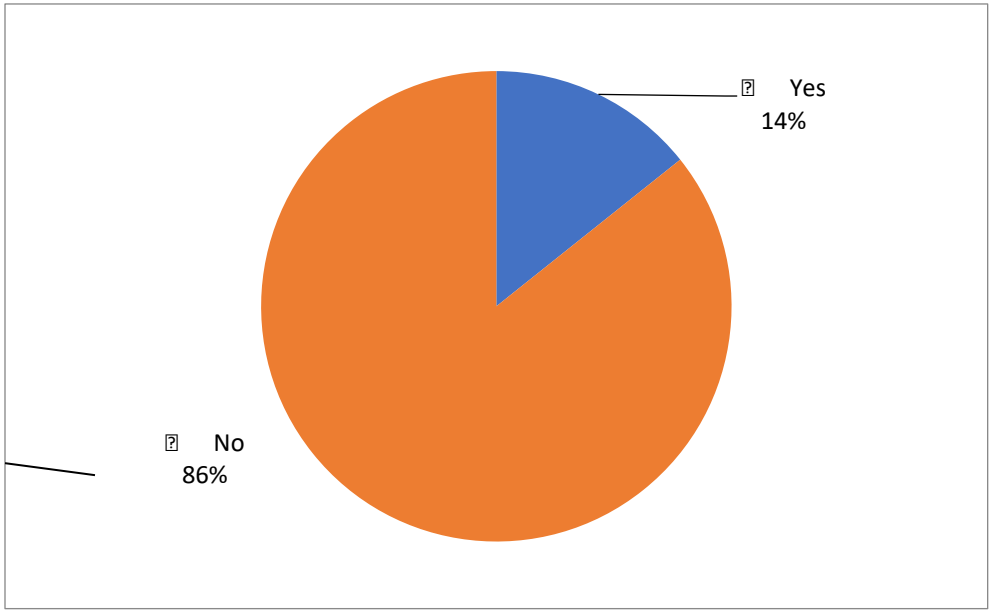


Is there any financial representation from the organisation on the energy management team?



ANNEX IV – Type and Number of Interventions					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
			Building: Press and Information Office (PIO) of the Republic of Cyprus **Intended interventions:** the following proposed measurement are based on the energy upgrade scenarios suggested in the energy audit. **Proposal 1:** Replacing of the Air		

			Conditioning system & the oil boiler **Proposal 2:** Thermal Insulation of the Roof **Proposal 3:** Thermal Insulation of Vertical Structural Elements **Proposal 4:** Replacement of Window Frames **Proposal 5:** Replacement of Lighting Systems **Proposal 6:** Installation of Photovoltaic Panels		

ANNEX VI – List of Public Buildings					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
			Public Building: Press and Information Office (PIO) of the Republic of Cyprus **Type of building:** Office building		

4.5 Annexes - Contribution of Regional Development Agency with Business Support Centre for Small and Medium-sized Enterprises

ANNEX I – Stakeholders Analysis			
Stakeholder Category & Basic Characteristic	**Interest and how affected by PRO-ENERGY**	**Capacity and Motivation to bring about a change**	**Possible actions to address stakeholders interests**
Local Public Authorities			
Municipality of Svilengrad	Interest towards energy efficiency - Very Satisfied with the energy efficiency programmes in general; Lighting upgrades; affected by the project	Target set for whole organization for energy consumption reduction but no monitoring; No recognized Energy reduction responsibility; Energy data compiled on a regular basis, but majority is based on bill data only; No training; There is a clear plan in place but no budget assigned	Training of the staff with the developed materials and Bulgarian and EU directives, involving the public and introducing them into the principles of PRO-ENERGY project. Lighting upgrades.

Regional Public Authorities			
Plovdiv District Administration	Interest towards energy efficiency - Very Satisfied with the energy efficiency programmes in general	Motivation to bring a change in the building itself and dissemination the results in Plovdiv district.	Training of the staff with the developed materials and Bulgarian and EU directives, involving the public and introducing them into the principles of PRO-ENERGY project. Possible installation of solar panels
National Public Authorities			
Sustainable Energy Development Agency (SEDA)	Interest towards energy efficiency - Very Satisfied with the energy efficiency programmes in general; Participation in project activities.	SEDA also organize trainings and we exchanged training programmes.	SEDA also organize trainings and we exchanged training programmes. Participation in different meetings of the Councils of Regional Development in NUTS2 and NUTS3 level.

Infrastructure and (public) Service Providers			
Chamber of Commerce and Industry Stara Zagora	HVAC upgrades: Building envelope improvements: Building controls system Unsatisfied with the energy efficiency programmes in general;	Target set for whole organization for carbon and energy consumption reduction; Boards and progress against targets routinely reported to Senior Management; No recognized Energy reduction responsibility; Energy data compiled on a regular basis, but majority is based on bill data only; Environmental / energy group(s) given comprehensive technical training; There is a clear plan in place but no budget assigned.	There is a clear plan in place but no budget assigned Training of the staff with the developed materials and Bulgarian and EU directives, involving the public and introducing them into the principles of PRO-ENERGY project;
Chamber of Commerce and Industry Plovdiv	Building envelope improvements; the energy efficiency programs in general are undecided; There is no policy in the organizations commitment to reducing energy usage; Energy reduction is managed by the team; Key individuals have accountability for energy reduction;	Energy management is integrated in to responsibilities of department heads; Energy data compiled on a regular basis, but majority is based on bill data only; No communication or training; Data is stored in various MS excel files or other similar none energy focused systems/tools; Environmental / energy group(s) given comprehensive operational training; Some financial budget allocated to energy reduction, but no clear plan;	Training of the staff with the developed materials and Bulgarian and EU directives, involving the public and introducing them into the principles of PRO-ENERGY project;

(Higher) Education & Research			
University of Agribusiness and Rural Development	Great interest in energy saving and PRO-ENERGY project; Lighting upgrades: HVAC upgrades: One of the buildings was the pilot building under PRO-ENERGY project, certified by the SEDA – the Sustainable Energy Development Agency. Installed smart meters.	Trainings of the staff under PRO-ENERGY project; Motivated to replicate later in the other buildings.	Motivated to replicate later in the other buildings. The training for energy efficiency is included into bachelor and master degrees in the University and the Erasmus+ INVEST alliances of 5 universities in 5 EU countries. Signed a Memorandum for 3 years to use the outcomes of PRO-ENERGY in the implementation of a project INVEST4EXCELLENCE funded By HORIZON 2020.

General Public			
General public: people companies	Information about the project, activities and results through RDA BSC SMEs website www.rda-bg.org Facebook Page https://www.facebook.com/RDABSCSMEs And Participation on conferences and training sessions	Behavioural change; Motivation and participation in the National programmes of Building envelope improvements of apartment blocks and individual houses during the period 3022-2027.	Participation in the National programmes of Building envelope improvements of apartment blocks and individual houses during the period 3022-2027.

ANNEX II – Energy Efficiency Programme Survey

Name of your Organization

Address

City: Plovdiv

State/Province:

What type of public entity do you represent?

- ☐ Local Public Authorities:
- ☐ Regional Public Authorities:
- ☐ National Public Authorities:
- ☐ Infrastructure and (public) Service Providers:
- ☐ (Higher) Education & Research:
- ☐ General Public:
- ☐ Other (please specify):

What type of energy efficiency work needs to be performed on your building?

- ☐ Lighting upgrades:
- ☐ HVAC upgrades:
- ☐ Building envelope improvements:
- ☐ Building controls system:
- ☐ Other (please specify):

How satisfied were you with the energy efficiency programs in general?

- ☐ Very Satisfied
- ☐ Satisfied

□ Undecided □ Unsatisfied □ Very Unsatisfied
Suggestions to improve the energy efficiency programs:
Please describe any other major barriers to energy efficiency investment at your organization:

ANNEX III – Organizational Attributes

Which of the following best describes your organizations commitment to reducing energy usage?

- ☐ Target set for whole organization for carbon and energy consumption reduction
- ☐ Target set for whole organization for energy consumption reduction
- ☐ Vision for energy reduction clearly stated and published
- ☐ Draft energy policy or vision present but not clearly stated
- ☐ No policy

Which of the following best describes how energy reduction is managed in your organization?

- ☐ Executive team review progress against targets on quarterly basis and progress against target published externally
- ☐ Sponsor reviews progress and removes blockages through regular Programme
- ☐ Boards and progress against targets routinely reported to Senior Management
- ☐ Team
- ☐ No monitoring

Which of the following best describes your organization's allocation of responsibility for energy management in terms of the core team?

- ☐ Key individuals have accountability for energy reduction
- ☐ Energy reduction a part-time responsibility of a few department champions
- ☐ No recognized Energy reduction responsibility

Which of the following best describes your organization's allocation of responsibility for energy management in terms of the executive team?

- ☐ Energy management integrated in to responsibilities of department heads
- ☐ Senior Sponsor actively engaged
- ☐ No recognized energy reduction responsibility

Which of the following best describes how your organization manages energy data?

- ☐ Energy data compiled on a regular basis. This is collated through automatic metering feeds on fiscal meters. Where relevant sub-metering has been installed
- ☐ Energy data compiled on a regular basis. This is collated through automatic metering feeds on fiscal meters.
- ☐ Energy data compiled on a regular basis, but majority is based on bill data only.
- ☐ No energy data compiled and high reliance on estimated billing

Which of the following best describes your organization's energy management systems?

- ☐ Data is stored in energy management system
- ☐ Data is stored in various MS excel files or other similar none energy focused systems/tools
- ☐ No systemic means of capturing data

Which of the following best describes how your organisation validates energy data?

- ☐ Data is verified against a bill validation process
- ☐ Data is verified against a bill with accounts team
- ☐ No data verification

Which statement best describes your organization's approach to energy management training towards you?

- ☐ Environmental / energy group(s) given comprehensive operational training
- ☐ Environmental / energy group(s) given comprehensive technical training
- ☐ Environmental / energy group(s) given ad hoc training
- ☐ Environmental / energy group(s) provided basic energy management information on ad-hoc basis
- ☐ No training

Which statement best describes your organisation's approach to energy management training in terms of the wider staff and other occupiers?

- ☐ All staff given formalized energy management training:
- ☐ Staff given energy management information on ad-hoc basis
- ☐ No communication or training

Do you test staff awareness on energy management through a survey?

- ☐ Yes
- ☐ No

Which statement best describes your organization's approach to financing energy efficiency in terms of ring-fenced funds?

- ☐ 2 year or more plan agreed with financial budget for energy efficiency initiatives, with a ring-fenced finance programme
- ☐ 2 year or more plan agreed with financial budget for energy efficiency initiatives
- ☐ 1-year plan agreed with financial budget for energy efficiency initiatives
- ☐ Some financial budget allocated to energy reduction, but no clear plan
- ☐ There is a clear plan in place but no budget assigned
- ☐ All finance allocated to energy reduction is done so on an ad hoc basis

Is there any financial representation from the organization on the energy management team?

- ☐ Yes
- ☐ No

ANNEX IV – Type and Number of Interventions					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
				Lighting upgrades	
				HVAC upgrades	
				Building envelope improvements	
				Building controls system	

ANNEX VI – List of Public Buildings					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
				Municipality of Svilengrad	
				Plovdiv District administration	
				Chamber of Commerce and Industry Stara Zagora	
				Plovdiv Chamber of Commerce and Industry	
				Industrial Association Plovdiv	
				Building envelope improvements of apartment blocks and individual houses during the period 3022-2027.	

4.6 Annexes - National Agency of Natural Resources

ANNEX I – Stakeholders Analysis			
Stakeholder Category & Basic Characteristic	**Interest and how affected by PRO-ENERGY**	**Capacity and Motivation to bring about a change**	**Possible actions to address stakeholders interests**
Local Public Authorities			
Regional Public Authorities			
National Public Authorities			
Infrastructure and (public) Service Providers			
(Higher) Education & Research			
General Public			

ANNEX II – Energy Efficiency Program Survey

Name of your Organization: National Agency of Natural Resources

Address

City: Tirana

State/Province: Tirana

What type of public entity do you represent?

- ☐ Local Public Authorities:
- ☐ Regional Public Authorities:
- ☐ National Public Authorities: Yes
- ☐ Infrastructure and (public) Service Providers:
- ☐ (Higher) Education & Research:
- ☐ General Public:
- ☐ Other (please specify):

What type of energy efficiency work needs to be performed on your building?

- ☐ Lighting Upgrades: Yes
- ☐ HVAC upgrades: Yes
- ☐ Building envelope improvements: Yes
- ☐ Building controls system: Yes
- ☐ Other (please specify):

How satisfied were you with the energy efficiency programs in general?

- ☐ Very Satisfied : OK
- ☐ Satisfied

☐ Undecided ☐ Unsatisfied ☐ Very Unsatisfied
Suggestions to improve the energy efficiency programs: **Coordination of financial resources for programmatic EE investment**
Please describe any other major barriers to energy efficiency investment at your organization: **Limited public funds for detailed project development**

ANNEX III – Organizational Attributes

Which of the following best describes your organisations commitment to reducing energy usage?

- ☐ Target set for whole organisation for carbon and energy consumption reduction
- ☐ Target set for whole organisation for energy consumption reduction
- ☐ Vision for energy reduction clearly stated and published
- ☐ Draft energy policy or vision present but not clearly stated
- ☐ No policy

Which of the following best describes how energy reduction is managed in your organisation?

- ☐ Executive team review progress against targets on quarterly basis and progress against target published externally
- ☐ Sponsor reviews progress and removes blockages through regular Programme
- ☐ Boards and progress against targets routinely reported to Senior Management
- ☐ Team
- ☐ No monitoring

Which of the following best describes your organisation's allocation of responsibility for energy management in terms of the core team?

- ☐ Key individuals have accountability for energy reduction
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Which of the following best describes your organisation's allocation of responsibility for energy management in terms of the executive team?

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- ☐ Energy data compiled on a regular basis. This is collated through automatic metering feeds on fiscal meters.
- ☐ Energy data compiled on a regular basis, but majority is based on bill data only.
- ☐ No energy data compiled and high reliance on estimated billing

Which of the following best describes your organisation's energy management systems?

- ☐ Data is stored in energy management system
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- ☐ 2 year or more plan agreed with financial budget for energy efficiency initiatives
- ☐ 1 year plan agreed with financial budget for energy efficiency initiatives
- ☐ Some financial budget allocated to energy reduction, but no clear plan
- ☐ There is a clear plan in place but no budget assigned
- ☐ All finance allocated to energy reduction is done so on an ad hoc basis

Is there any financial representation from the organisation on the energy management team?

- ☐ Yes
- ☐ No

ANNEX IV – Type and Number of Interventions					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
					Smart Meter Installation
					New windows
					New Electric installation
					Lighting Upgrades
					HVAC upgrades
					Building envelope improvements

ANNEX VI – List of Public Buildings					
Greece (Thesprotia)	Greece (Evia)	Cyprus (Energy Agency)	Cyprus (Electrical and Mechanical Services)	Bulgaria	Albania
					School Qazim Pali,
					School Koto Hoxhi
					Culture Center, Dervician, Dropulli
					Culture Center, Gjirokastra
					Municipality of Gjirokastra
					Municipality of Vlora