



PROJECT

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

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Interreg Balkan-Mediterranean PRO-ENERGY



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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 3 (WP 3) “Joint Regional Analysis, Strategy and Framework” aims at formulating a Joint Strategy and 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 and interventions, and the selection of good practices and benchmarking of participating authorities.

More specifically, Activity 3.3. “Joint strategy and action plan for increasing energy efficiency through behavioural change” aims to formulating:

- a Joint Strategy and Action Plan 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 and interventions and the selection of good practices and benchmarking of participating authorities at building know-how.

1. Summary of Existing Situation Analysis

The current section provides a summary of the Existing situation analysis that took place in previous stage in order to have a clear picture of the current status in terms of energy efficiency and the potential of the area in this regard.

In terms of background information, Epirus is one of the thirteen administrative regions of Greece. The region is a traditional geographic and modern administrative region in northwestern Greece. To the south it borders the region of West Greece, to the west the Ionian Islands, to the east the regions of Western Macedonia and Thessaly and to the north, Albania. The Region covers a total area of 9,203.22 km² and it is divided into four regional units, namely those of Thesprotia, Ioannina, Arta and Preveza. Its capital and largest city is Ioannina, where nearly one third of the population lives. Additional main urban centers include the cities of Arta, Preveza and Igoumenitsa. According to the census conducted in 2011 by the Hellenic Statistical Authority, the total population amounts to approx. 336,856 people.

With regard to the climatic conditions, and on the basis of the information provided by the Energy Efficiency Regulation of Buildings - KENAK, the Greek territory is divided into four climatic zones, based on the degree of heating days, with zone A being the warmest and D the coldest. The Region of Epirus belongs to climatic zones B and C. The Regional Units of Thesprotia, Arta and Preveza belong to climatic zone B while the Regional Unit of Ioannina belongs to C. As long as the Regional Unit of Thesprotia is concerned, on the coast and in the lowland zone the climate is Mediterranean, with mild winters and warm summers, while in the semi-mountainous and mountainous hinterland the climate renders to continental.

With regard to the performance of the region in terms of the energy efficiency in public buildings, the data presented at previous stage reveal poor performance. More specifically, with regard to the Region's performance more than half of them belongs to Categories D and E, while none has achieved an A/A+ Grade. The Regional Unit's performance concerning buildings' energy efficiency is poor, as the majority (14 buildings) belongs to Class D and E, while no public buildings have achieved an A/A+ Grade.

According to National Energy and Climate Plan (NECP), published in December 2019, Greece has set a core objective for achieving a RES share of at least 35% in gross final energy consumption by 2030. Moreover, there are additional targets for the RES share in gross final electricity consumption to reach at least 60%, the RES share in covering heating and cooling needs to exceed 40% and the RES share in the transport sector to exceed 14% in line with the

relevant EU calculation methodology. Furthermore, a specific objective has been set for promoting RES systems in buildings and dispersed generation systems, through auto production and net metering schemes. More specifically, a forecast has been made for having such RES power generation systems in operation with an installed capacity of 1 GW, capable of covering the average electricity consumption of at least 330,000 Greek households, by 2030.

As long as the Region of Epirus is concerned, the total installed RES capacity, as per September 2020, is presented to the following table.

Table 1: RES Installed Capacity – Region of Epirus

RES Type	Installed Capacity (MW)
Wind Farms	619
Small Hydro Power Plants	47
Biomass/Biogas	4
PVs	180
Total	849

Source: DAPEEP/RES info note Sep-20

When it comes to public sector, energy performance certificate is mandatory for all public sector buildings of more than 250 m² total floor surface, in which regular interaction with the general public takes place. It is mandatory for the Energy Performance Certificates of public buildings to be posted in public view. For the year 2019, 780 energy performance certificates were issued for public sector buildings in Greece (0.25% of the total amount of certificates issued), that cover a total surface of 665,988 m². Most of them (47.82%) are classified in energy category C-D, 43.21% in energy category E-G and only a percentage of 8.97% in A-B.

According to the sum of energy performance certificates that have been issued between the years 2011-2019, almost half of the public sector buildings (49.51%) are classified in energy categories C-D, while the largest part of total annual energy consumption is related to heating (131 kWh/m²) and lighting (113 kWh/m²) purposes. In addition, the most energy-intensive public service buildings are the penitentiaries (average annual primary energy consumption equal to 652 kWh/m²) and the buildings used for temporary accommodation purposes (781 kWh/m²).

Identification and participation of stakeholders is of vital importance for the successful implementation of a long-term strategy for the energy renovation of buildings. For the selection of the key stakeholders of the area the LFA's (Logical Framework Approach) methodological tool of stakeholders' matrix was applied and a number of stakeholders were selected as follows:

seven (7) Central Government Bodies, five (5) Regional and Municipal Authorities, three (3) Public companies, four (4) institutions, two (2) associations, four (4) environmental NGOs and two (2) private entities. Such stakeholders can develop policies, manage existing programmes, own public buildings and can thus promote actions relevant to energy efficiency in the area linked to increased information (conferences), mobilization of other representatives as well as citizens and organizing bilateral meetings and discussions.

With regard to Energy Efficiency Investments in the area, mapping of policies, interventions and initiatives, the Region of Epirus has conducted its Operational Program for the period 2014-2020, with a total budget of approx. € 337.1 mn. The latter foresees both as a Strategic Target and as a Priority Axis (PA 2) the “Environmental Protection and Sustainable Development” and as a Thematic Objective (TO 4) “To support the shift towards a low carbon economy in all sectors”. The total budget of PA2 amounts to € 132.2 mn. Moreover, the Program sets as an Investment Priority (IP 4c) the “Support for energy efficiency, smart energy management and the use of renewable energy sources in public infrastructure, including public buildings, and in the housing sector”.

The most important directives at EU level are: Energy Efficiency Directive (2012/27/EU) and Energy Performance of Buildings Directive (2010/31/EU). At national level, Law 4122/2013 (transposition of EU Directive 2010/31/EU) includes, among others:

- The conduction of a Long-term Strategy for Energy Refurbishment of all public and private buildings.
- The framework for setting out the energy efficiency minimum requirements through KENAK.
- The mandate, starting from 01.01.2019, for all the new public sector buildings to be near zero energy consumption.
- The issuance of Energy Performance Certificates for all public sector buildings of more than 250 m² total floor surface, in which regular interaction with the general public takes place.
- The mandate for the Energy Performance Certificates of public buildings to be posted in public view.
- The initiation of measures, funding Programmes and other means to improve the energy efficiency of new and existing buildings. Incentives shall take into account the cost-effectiveness of energy efficiency investments for society as a whole.

The main policy at national level that provides for strategic priorities is the National Energy and Climate Plan (NECP) which establishes a central quantitative objective for the renovation

and replacement of residential buildings with new nearly zero-energy buildings, which could in aggregate amount to 12-15% of all residential buildings by 2030. On a national level, the annual objective is to have an average of 60,000 buildings or building units upgraded in terms of energy and/or replaced with new more energy-efficient ones. Policy measures for energy efficiency improvement in the period 2021-2030 aim to cover twelve different policy priorities (PP3.1-PP3.12):

- PP3.1: Improvement in energy efficiency of public buildings and exemplary role of public sector - Improvement of urban public space microclimate
- PP3.2: Strategy for renovation of the building stock in the residential and tertiary sector
- PP3.3: Promoting energy efficiency contracts by energy service companies
- PP3.4: Promoting market mechanisms
- PP3.5: Promoting innovative financial instruments to ensure private capital leverage and financial sector involvement
- PP3.6: Improvement in energy efficiency and competitiveness of the industrial sector
- PP3.7: Framework for the replacement of polluting passenger vehicles and goods vehicles
- PP3.8: Developing infrastructure and plans for a shift in transport operations
- PP3.9: Energy efficiency improvement of electricity and gas infrastructures
- PP3.10: Promoting measures for modernising water supply / sewage and irrigation infrastructures
- PP3.11: Promoting efficient heating and cooling
- PP3.12: Training/informing professionals and consumers on energy-efficient equipment and rational use of energy

at a Regional level, a major intervention consists of the EIB funded Project “Efficient Eco-Friendly Transportation, Public Lighting and Buildings in the Region of Epirus, Greece”. The latter is implemented through the ELENA Mechanism of European Investment Bank and aims at improving the energy efficiency of public buildings and public lighting systems located in the Region of Epirus and deploy sustainable transport. The programme has a substantial scale for the Region as well as a high level of ambition in terms of energy efficiency performance objectives set.

It is the first project of that kind in Greece, while the ELENA assistance contributes substantially to the implementation of the investment program by bringing in missing resources and expertise.

The very investment program consists of four (4) pillars, namely:

- Design and implementation of a sustainable lake transportation system in the city of Ioannina

- Design and construction of a new rural regional road lighting network, including smart grid technology, for the entire Region of Epirus
- Design and deployment of a new LED lighting technology including dedicated control systems in the Municipalities of Arta, Preveza and Igoumenítsa
- Design and implementation of Renewable Energy Systems and Energy Efficiency Retrofits in Public Buildings in the Region of Epirus

All investment schemes shall be realized through either PPP or EPC initiatives, aiming at mobilizing a total amount of investments of approx. € 63 mn. The project's expected results include:

- Energy Efficiency - annual energy saved 13.6 GWh_{el} and 7.1 GWh_{th}
- Renewable Energy - annual total energy generation 1.2 GWh
- CO₂ emissions reductions - annual total reductions of CO₂ emissions 25,400 t CO₂ eq.

Furthermore, when it comes to the Regional Unit of Thesprotia, Igoumenitsa consists the only Municipality that has successfully developed a Sustainable Energy and Climate Action Plan (SECAP) within the framework of the Covenant of Mayors Initiative.

Within its SECAP framework, the Municipality of Igoumenitsa has already carried out final studies and subsequently energy saving interventions and inspections, in three public buildings (1st Nursery School of Igoumenitsa, Nursery School of Graikochori, Closed Gym of Igoumenitsa), by taking advantage of the within the framework of the "Exoikonomo" program.

Additionally, Igoumenitsa has already started to implement measures for improving its energy efficiency such as the installation of photovoltaics on the rooftop of a public school and upgrading the energy efficiency of two public school buildings and one public sports complex. Moreover, the Municipality has carried out an extended improvement of the walking and cycling infrastructure in the city centre, while it is also aiming to the completion of the research for the city lighting, as part of European funding programs.

2. Summary of Good Practices

A Good Practice aims at following a standard way of doing things as well as at maintaining quality as an alternative to mandatory legislated standards and can be based on self-assessment and benchmarking. Regarding the identification of good practices, their aim is to highlight several local / regional / national / European / International good practices related to the energy efficiency interventions in public buildings. The collection of such practices has been achieved via a desk research and the main ones that were identified are being presented below. All of them refer to public buildings and behavioural change with regard to interventions on energy efficiency.

Good Practice - #1

Title of the good practice and name of the building				
<ul style="list-style-type: none"> Posters and official letters to school principle and local officials in Primary School of Boroi 				
Does this practice come from a European funding program?				
The practice came from Interreg Europe/ Rebus Project				
Short Summary of the practice				
<ul style="list-style-type: none"> The Primary School of Boroi has done a remarkable job in promoting the issue of energy saving both in the very school environment as well as in buildings other than school facilities. In particular, the students who participated in the program created a best practice poster for energy saving, along with information leaflets and various thematic posts that have been uploaded on the school blog. In addition, a series of official letters have been sent to both the school management and the mayor of Phaistos Municipality, proposing a full toolkit of behavioural actions to enhance energy saving and therefore minimize relevant costs. 				
Evidence of success				
The following table depicts the energy savings achieved during the years 2014 and 2015, when the EURONET 50/50 MAX program was actively implemented in the Primary School of Boroi:				
	Energy savings achieved			
Year of program implementation	<i>in kW</i>	<i>in %</i>	<i>in EUR</i>	<i>in t CO₂</i>
2014	2,215	41.82	243.65	1.02
2015	1,436	27.11	157.96	0.66
Challenges encountered				
The participating students were really enthusiastic about the project and - guided by the supervising teachers - managed to significantly alter their own behaviour and mindset regarding energy saving. It was reported by many of the pupils, that they tried to convince their families and friends to adjust their energy spending habits and make them more in tune with the EURONET 50/50 MAX guidelines.				
Potential for learning or transfer				
As it is apparent, the very action is considered a best practice as there were significant energy savings achieved by this school, as depicted in the table above. However, the school is worth of being promoted as “best practice” not only for this.				

Another reason is that its students took seriously the core principle of the program (i.e. making students conscious regarding the issue of energy saving in school and how to achieve it) and tried to promote the energy-saving message to the wider audience.

This was done by using all means at their disposal (e.g. the Internet) and appropriately prepared materials (e.g. the best practices energy saving poster and the official letters regarding energy saving practices) to reach out to the school's officials and the local community/authorities.

Essentially, the fact that they convinced locals to take notice on the issue of energy saving, question their energy consumption ways and be open to suggestions, is the greatest achievement of the participants.

Hence, the case of Primary School of Boroi has been included as a best practice in the EURONET 50/50 MAX methodology guidebook, thus enhancing transferability of projects results.

Given the poor energy-efficiency current state of play characterizing the vast majority of school facilities in Greece, as well as the need for setting up a holistic approach on the level of local communities, there is severe potential for replicating such kind of actions in various regions, aiming at both increasing energy efficiency in school buildings but also streamlining awareness on energy savings over local communities stakeholders.

In addition, the 50/50 methodology can be implemented in any public building, provided that its energy bills are covered from municipal budget (therefore achieved savings mean savings both for the Local Authorities and the building itself).

The methodology for calculating energy and financial savings is very simple (yet includes all important aspects, like weather conditions in a given year) and can be applied to any kind of buildings. The calculations can be based on the data gathered from invoices or energy meters, so no sophisticated energy monitoring systems are necessary.

Large part of the methodology is focusing on capacitating building users to optimise energy use. A lot of useful methodological and educational material is gathered on the project website. The model contract on the 50/50 implementation (signed between the local authority and the building manager) is available on-line and can be adapted to different local conditions.

Further information

<http://www.euronet50-50max.eu/en/>

<https://blogs.sch.gr/dimvoron/>

Good Practice - #2

Title of the good practice and name of the building

- Energy Saving Projects in Municipal Buildings in the City of Edessa

Does this practice come from a European funding program?

The practice came from Interreg Europe/ Support Project

Short Summary of the practice

A series of refurbishment interventions have been implemented in two (2) public buildings in the Municipality of Edessa, namely the City Hall and the Municipal Cultural Centre, aiming at enhancing energy efficiency and increasing awareness of employees and citizens on sustainability issues.

Evidence of success

Annual energy savings recorded after the interventions:

- Replacement of luminaries in the City Hall: 38,458 kWh/year

- Installation of green roof in City Hall: 5,302 l oil or 53,075 kWh. The coefficient of thermal permeability of the un-insulated roof before planting is estimated at 3.2 W/m²K and after planting at 1.2 W/m²K
- Replacement of old glazing and window frames of the City Hall: 3,791 l oil or 37,950 kWh
- Replacement of old glazing and window frames of the Cultural Centre: 2,405 l oil or 24,076 kWh

Challenges encountered

The main challenge encountered was the installation of the Green Roof in the City Hall building. The fact however, that the Head of the pertinent municipal department was an Agricultural engineer, specialized in such activities, helped to bring the project to a successful conclusion.

Potential for learning or transfer

- Improved energy-efficiency education and awareness raising on sustainability issues, as the building of the City Hall is open to visitors and to interested schools. In fact the visitors' record includes an educational visit by a school from Spain.
- Increase in the percentage of greenery of the City of Edessa
- Improvement of knowledge about the behavior of endemic plants on roofs and properties of the climatic conditions of Edessa
- Increased sense of pride of employees and executives since they work in a refurbished building with attractive and sophisticated outlook - not many public buildings in Greece have planted roof terraces.

Further information

<https://www.interregeurope.eu/policylearning/good-practices/item/1813/energy-saving-projects-in-municipal-buildings/>

Good Practice - #3

Title of the good practice and name of the building

- Green Roof installation on the Town Hall of Gournes

Does this practice come from a European funding program?

Interreg Europe / Rebus Project

Short Summary of the practice

A pilot application of a green roof to demonstrate the building insulation and landscape enhancement.

Evidence of success

There has been a severe increase in energy efficiency status of the Town Hall through the improvement of comfort conditions inside the building regarding heating and cooling. As a result, an approx. 20% reduction in electricity consumption has been recorded.

Moreover, the project has significant impact in terms of raising awareness as the Town Hall constitutes a demonstration site that supports dissemination and public awareness on energy efficiency measures.

Furthermore, the project has innovation characteristics, as it combines a series of

materials and measures resulting in a low budget, self-maintained, energy efficiency improving application.

Challenges encountered

The project was easily implemented without any difficulties.

Potential for learning or transfer

- Successful implementation of energy efficiency application that does not require additional works on the building (construction enhancement, watering and drainage system)
- The applied technique creates an environment with minimum to none management requirements
- Easy to replicate to Mediterranean countries
- Demonstration site to disseminate the idea of energy efficiency to the public

Further information

<https://www.interregeurope.eu/policylearning/good-practices/item/1228/green-roof-of-the-municipality-s-town-hall-in-gournes/>
<https://www.interregeurope.eu/rebus/>
<https://www.hersonisos.gr/>

Good Practice - #4**Title of the good practice and name of the building**

- EPC Project for National Theatre of Prague

Does this practice come from a European funding program?

The practice came from Interreg Europe/ Finerpol Project

Short Summary of the practice

Czech monumental building of the National Theatre successfully used financial instrument in form of energy performance contracting (EPC).

Evidence of success

Since 2011, savings have been more than 50% of the original energy costs, while the Energy Services Company (ESCO) ENESA guarantees savings of at least 400,000 Euros per year. The practice was so successful that, after the initiation of the first round energy efficiency measures that resulted to 800,000 Euros of energy savings within 3 years' time (approximately 260,000 Euros per year), the project was further enhanced with additional energy efficiency measures which raised total savings to 400,000 Euros per year.

Challenges encountered

Energy refurbishment Interventions had to be applied only in a way that shall not negatively affect the monumental outlook of the building, as it is located in Prague's historical city center.

Potential for learning or transfer

The National Theater is a historical building in the center of Prague and its energy intensity was perceived as a necessary tax for the protection of monument protection. Through this very project, it is clear that even historic buildings without major interventions can provide a set of appropriate measures to reduce energy consumption using appropriate financial instruments – in this case the EPC tool. Furthermore, an additional benefit of the project is that the life of the installed measures is at least twice the time required to repay the input costs. After the installments are terminated, the customer will remain

in the budget for the entire savings achieved. Environmental benefits are an accompanying effect for EPC projects - Economics and ecology are not in a contradictory position here. Moreover, the monumental nature of the building and the permanent interaction with several groups of stakeholders belonging to general public (visitors, citizens, audience) may lead to raising awareness on energy efficiency and sustainability issues.

Further information

<https://www.interregeurope.eu/policylearning/good-practices/item/385/epc-project-for-national-theatre-in-prague-czech-republic/>

Good Practice - #5

Title of the good practice and name of the building

- “Refurbishment of an abandoned radio station to serve as a Sustainable Development Centre and the creation of a Nature park”

Does this practice come from a European funding program?

The practice came from Interreg Europe/ Support Project. However, the refurbishment project was not funded by EU funds.

Short Summary of the practice

The practice involved the refurbishment and the restoration of a former – and currently abandoned - German radio station building to serve as a Sustainable Development Centre, along with the creation of a Nature park of more than 15,500 trees. Within this framework, and besides the energy upgrade interventions, open spaces for general public and educational facilities have been created aiming at raising public awareness for sustainability issues.

Evidence of success

Annual energy savings recorded after the interventions:

- PV system installed: Energy savings: 23,500 kWh/year; Reduction of CO₂: 20.5 tns/year.
- Wind System installed: Energy savings: 16,000 kWh/year; Reduction of CO₂: 14 tns/year.
- SWH system installed: Energy savings: 20,075 kWh/year; Reduction of CO₂: 17.5 tns/year.

Challenges encountered

No challenges were encountered during project’s implementation.

Potential for learning or transfer

The project results have shown many benefits and potentials for future projects, namely:

- better economy for stakeholders
- practical use of Renewable Energy Sources and use of treated wastewater
- development of ecotourism in the area
- showcase of the Nature Park and Sustainable Development Centre
- environmental education facilities
- possible future funding for other conservation projects
- education for Sustainable Development (ESD) through outdoor learning.
- holistic education across the curriculum for all ages

Further information

<https://www.interregeurope.eu/policylearning/good-practices/item/2708/xrobb-l-ghagin-sustainable-development-centre/>

<https://www.xrobbghagin.org.mt/>

3. Analysis of the project areas and stakeholders

3.1 Definition of SWOT Analysis

SWOT analysis, (Strengths, Weaknesses, Opportunities, Threats) presents the strengths and weaknesses of the Region of Epirus - Regional Unit of Thesprotia with regard to the area of Energy and Efficiency overall and in particular with regard to the building sector as well as the opportunities and threats arising also from the external environment of the country. The following table presents the SWOT analysis for the needs of approaching the current situation in Thesprotia. The table below shows the SWOT analysis in order to approach the current state of play in Thesprotia.

3.2 SWOT Analysis of each project Area and Stakeholders

Strengths	Weaknesses
<ul style="list-style-type: none"> • Adequate number of public authorities and stakeholders involved in the energy upgrade of the buildings • Participation of Igoumenitsa in the Covenant of Mayors initiative • Installed photovoltaics in one school building and 2 upgraded schools in terms of energy efficiency • Extended and improved walking and cycling infrastructure in the city centre of Igoumenitsa 	<ul style="list-style-type: none"> • 3rd Lowest GDP per capita • Categorized as having one of the warmest climates at National level (Category 2) • Poor performance in building energy efficiency • Almost half of the public sector buildings are classified in categories C and D at national level • Low number of investments in the energy sector
Opportunities	Threats
<ul style="list-style-type: none"> • Existence of NECP promoting a number of interventions, renovation of buildings and RES • Green Deal and other related to energy directives and policies • Regional Operational Programme • ELEKTRA program • Sustainable Energy and Climate Action Plan (SECAP) at Municipal level 	<ul style="list-style-type: none"> • Low number of Energy Performance Certificates for category A at national level • COVID-19 pandemic • Energy poverty issue at national level due to the long-term crisis

3.3 Definition of PESTLE Analysis

The PESTLE analysis is an analysis of all the external environment parameters of the Sterea Ellada region that affect the actions of PRO-ENERGY project. These parameters are broken down into political, economic, social, technological, legal and environmental aspects and are they are being analysed in the following section.

3.4 PESTLE Analysis of each project Area and Stakeholders

P	E	S	T	L	E
Political factors	Economic factors	Social factors	Technological factors	Legal factors	Environmental factors
<ul style="list-style-type: none"> - Volatile political situation that is hindered by the pandemic - Promotion of energy transition high on the EU agenda (Green Deal) 	<ul style="list-style-type: none"> - Stable economic situation at national level that is hindered by the current pandemic - High unemployment rate at national level - Obstacles in the implementation of new initiatives and economies of scale - High number of investments in the energy sector - Financial and tax support for investment in energy savings technologies 	<ul style="list-style-type: none"> - Aging population - Stagnating population - Issue of Energy poverty at national level - Low consciousness with regard to the Behavioural change in terms of energy efficiency - Negative effects caused by 	<ul style="list-style-type: none"> - Application of high value technologies in a number of interventions planned with regard to the renovation of old buildings - Support for investments in energy savings technologies - Promotion of innovative smart city models through the use of state-of-the-art technologies. 	<ul style="list-style-type: none"> - Sufficient legislative framework both at European and national level - Establishment of an Energy Management System based on the international and European standards (EN 16001) 	<ul style="list-style-type: none"> - Low number of Energy Performance Certificates for category A at national level - Climate related issues causing high temperatures

		the pandemic			
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4. Objectives of the strategy and KSFs

4.1 Definition of Objectives of the Strategy

The strategy of the Regional Unit of Thesprotia for increasing the energy efficiency in public buildings through behavioural change is based on the results of the analysis of the current situation alongside the best practices, taking also into consideration the national policies and particularly NECP.

More specifically, the Strategic Objectives of the Regional Unit of Thesprotia for the increase of the energy efficiency in public buildings through the behavioural change are the following:

❖ Enhancement of energy efficiency in public buildings and promotion of the exemplary role of the public sector
❖ Promotion of the renovation and upgrade of the existing building stock
❖ Increase the behavioural change in energy efficiency especially for officers working in public sector
❖ Raise awareness of the local community on issues related to energy efficiency
❖ Monitor the evolution in terms of energy savings via data collection
❖ Enhance investments and financial support to increase competition of the sector in the area of energy efficiency

The abovementioned objectives can be categorised on the basis of the overall strategic approach for the promotion of the energy efficiency that may also include the actual renovation of the buildings as this is already highlighted and raised in the current national strategies.

Moreover, the objectives highlight the importance of the human factor in this process of transitioning to more energy efficiency practices, that may apply at community level and more specifically with the focus on the public sector and thus the officer that are employed.

Finally, objectives are developed on the basis of the importance that tools and other technical means have in such transition since numbers and measures are key in order to have a clear picture of the current status in terms of energy saving and predict and develop future practices and actions in this regard. Such actions and interventions will then enable the enhancement of a number of investments and interventions that will make the sector more attractive and thus more competitive in this regard.

4.2 Definition of Keys Success Factors

The success of the strategy and relevant actions will depend on a number of factors in relation to skills, communication, planning, teamwork and process. Such factors are being summarised as follows:

❖ Engagement of public sector authorities as well as other identified key stakeholders in the promotion of the energy efficiency and the swift of the behaviour in terms of energy saving in public buildings
❖ Involvement of the officers working in the public sector in order to acquire necessary skills for the promotion of such change.
❖ Support of the local communities and involvement also of citizens in order to raise awareness on the importance of energy savings in their lives.
❖ Acquisition of necessary tools and technical means that will ensure the successful monitoring of the status on energy savings and application of changes when deemed necessary
❖ Alignment of the national policies to the European ones especially also to the targets set and also to the targets set at regional level.
❖ Available funding tools to implement strategy's policies and planned interventions and actions

5. Strategic priorities

5.1 Definition of Strategic Priorities

On the basis of the analysis that took place regarding the existing situation and best practices as well as the definition of the objectives and main key factors mentioned before the Regional Unit of Thesprotia has identified a number of key strategic priorities as well key criteria on the basis of which the goals will be achieved.

These priorities are summarised on the following priority axes that are being analysis further in the following section:

❖ Priority Axis 1: Enhanced energy efficiency and use of RES in public sector buildings
❖ Priority Axis 2: Promote awareness raising and behavioural change for public sector officers and local communities
❖ Priority Axis 3: Enhanced tools and technologies that will enable the transition to low carbon economy and increase energy savings

5.2 Strategic Priorities

The current section provides for an analysis of the main strategic priorities - axes that have been mentioned previously as well as the key criteria that will enable the achievement of the relevant goals. More specifically:

Priority Axis 1: Enhanced energy efficiency and use of RES in public sector buildings

This Priority Axis is also in line with the investment priority that is being highlighted in the Regional operational program of Sterea Ellada. The main aim of such axis is to place the energy efficiency and promotion of RES overall as a strategic priority for the area and more specifically targeting the buildings that belong to the public sector.

The enhancement of energy efficiency and RES requires, first and foremost, the engagement of the public sector authorities as well as other key stakeholders coming also from private sector in order to promote the existing policies at EU and national level and ensure the most efficient and successful implementation of the planned interventions and activities in line also with the set targets.

In line also with the objectives that were mentioned previously, the strategic aim of this axis is also to promote the exemplary role of the public sector in promoting such interventions and take the lead in this regard especially with the assistance of the relevant authorities.

Priority Axis 2: Promote awareness raising and behavioural change for public sector officers and local communities

This Priority Axis highlights the societal aspect of the strategy. More specifically, it focuses on the strategic importance of the change in the behaviour of the users and, thus, it places the human factor at its core.

One of the main prerequisites for the transition to low carbon economy as well as more energy savings is the behavioural change that entails the change of people's mentality in terms of energy efficiency by the change on a number of habits and daily routine.

Behavioural Energy Efficiency, consists of a set of tools that may trigger, sensitise, advise & finally drive individual users towards practical & measurable actions for their personal & everyday use of energy resources. Studies reveal that a 3-4,5% reduction in energy consumption may be achieved through simple rules ("switch off the lights when leaving the room", "maintain a steady temperature on the thermostat") that may reach 15% when rules are driven/supported by a consistent information system at the hands of the energy user.

Against the above background, it is more than evident that more information is required on the benefits of energy efficiency at personal and social level. That is why the strategy should also focus on the information and awareness raising at local and national level of the citizens and communities that will enable the shift of the current mentality in order to apply such practices not only at home but also at the working place. Considering that the target is mainly public sector buildings, the target group may also be the public sector officers. However, dissemination activities will need also to targets a broader public at community level.

Priority Axis 3: Enhanced tools and existing technologies that will enable the transition to low carbon economy and increase energy savings

This Priority Axis highlights the importance of tools and technical means in the transition to an economy that is characterized by a high level of energy savings.

First of all, monitoring is of high importance in order to have a clear picture of the current status in terms of saving, as well as be in the position to predict via a given number of algorithms future consumption. Thus, it is more than obvious how this priority is linked to the strategies and policies since such algorithms are in the position to confirm the efficiency of the current ones and, at the same time, foresee the future ones or changes in the interventions that will need to be applied depending on the results.

Based upon the universal fact “You may not improve unless you measure first”, actual & precise energy readings from different energy sources that may come available near real-time through the application of technical means and tools. Such tools and means may include also online platforms that can concentrate useful data on consumption as well as tools related to cost-benefit analysis that may be used for future investments for the benefit of the public sector via a number of specific interventions (renovations, retrofits etc).

6. Action Plan, including activities for the promotion of Energy Efficiency at interregional level, relevant budget and monitoring and evaluation tools for the implementation of such activities

The current section presents in more detail the action plan that has been designed by the Regional Unit of Thesprotia in order to promote the increase of the energy efficiency in public buildings and also the behavioural change.

The following sections provide for an in-depth analysis of such plan on the basis of the strategic priority axes that have been mentioned before as well as the specific targets and actions per axis, the groups to be involved, the necessary financial resources for this purpose and the respective time plan that is foreseen for such proposed actions and interventions.

6.1 Action Plan

This section provides an overview of the main aspects of the Action plan that was developed by the Regional Unit of Thesprotia, as mentioned, on the basis of the priorities, objectives and key factors identified following the analysis of the current status while taking also into consideration the best practices highlighted in previous chapters.

More specifically, for each of the Priorities mentioned above there are certain **objectives and goals** also highlighted that correspond to certain types of actions and target groups analysed on the basis of the stakeholder's matrix that was developed in previous cases. The aim of this categorization is to define in details the priorities and actions that correspond to each group and in this way to have a clear planning process to be put in force by the relevant authorities as soon as the plan will be finalised.

Priority Axis 1: Enhanced energy efficiency and use of RES in public sector buildings
❖ Enhancement of energy efficiency in public buildings and promotion of the exemplary role of the public sector
❖ Promotion of the renovation and upgrade of the existing building stock

- ❖ Enhance investments and financial support to increase competition of the sector in the area of energy efficiency

As already mentioned above, this Priority Axis has a more strategic and horizontal dimension that is also linked to the political aspect of the Plan and the role of institutions.

Against this background, the main aim under this priority is the promotion of the exemplary role of the sector via interventions in energy efficiency that may also target explicitly the renovation and general upgrade of the existing building stock in line also with the current legislative framework.

The political will for the promotion and boost of investments is vital in order to increase the level of competition of the sector in the area of energy. A key factor in this regard is also the financial support that is an important prerequisite for the implementation of any type of action in any case.

The **key factors** that need to be ensured for a successful outcome in this regard are as follows:

- ❖ Engagement of public sector authorities as well as other identified key stakeholders in the promotion of the energy efficiency and the swift of the behaviour in terms of energy saving in public buildings
- ❖ Alignment of the national policies to the European ones especially also to the targets set and also to the targets set at regional level.
- ❖ Available funding tools to implement strategy's policies and planned interventions and actions

Against this background a number of indicative actions are put forward for each objective/goal as well as proposed target groups that may participate in this process. These are being summarised and further analysed as follows:

With regard to the **first Strategic Objective**:

- ❖ *Enhancement of energy efficiency in public buildings and promotion of the exemplary role of the public sector*

Proposed **types of actions** in line also with the national legislation:

- ❖ Engage on a long-term strategy for the refurbishment and renovation of the public sector buildings via the organisation of bilateral meetings and discussions in order to achieve better results and further engagement in this regard
- ❖ Increase the number of issuances of Energy Performance Certificates to be extended to all the public sector buildings especially the ones that the current surface occupied exceeds 250 m² in total.
- ❖ Initiate measures, funding Programmes and other means to improve the energy efficiency of new and existing buildings

With regard to the **second Strategic Objective**:

- ❖ *Alignment of the national policies to the European ones especially also to the targets set and also to the targets set at regional level*

Similarly, to the previous objectives, relevant types of actions relate to the enhanced role of the key stakeholders in the area of energy and public sector authorities in order to ensure the alignment of the national policies with the ones set at EU level and thus ensure alignment with the set targets in both levels. More specifically:

- ❖ Engage on the implementation of the relevant policies as well as the promotion of respective intervention via the organisation of bilateral meetings and discussions in order to achieve better results and efficiency in meeting the set targets at both levels.
- ❖ Initiate the organisation of informative sessions that will be open to all interested parties in order to promote the benefits of the energy efficiency at individual, community and national level.

With regard to the **third strategic objective**:

- ❖ Available funding tools to implement strategy's policies and planned interventions and actions

This objective refers mainly to the actions that the public authorities and key stakeholders will have to undertake in order to ensure that there are adequate funding tools and programmes in order to implement the planned policies and interventions.

With regard to the main target group that will need to address such action, and on the basis of the stakeholder's analysis that has been developed in previous stage such actors are being summarised in the following table along with their contribution in relation to each of the opportunities and incentives they can offer under this Priority axis indicated by a “*”:

Stakeholder Category	Political influence	Decision-making power	Financial resources
Central Government Bodies	*	*	*
Regional and Municipal Authorities	*	*	*
Public Companies	-	*	-
Institutions	-	*	-
Associations	-	*	-
Private Entities	-	-	*

Priority Axis 2: Promote awareness raising and behavioural change for public sector officers and local communities

- ❖ Increase the behavioural change in energy efficiency especially for officers working in public sector
- ❖ Raise awareness of the local community on issues related to energy efficiency

As already mentioned above, this Priority Axis has a more social dimension and more specifically to the role of the human factor in the process of transitioning to a low carbon economy and in particular an economy with high energy savings on the basis of the behavioural change tool.

Against this background, the main aim under this priority is the mobilisation of the public sector officers as well as citizens at local level in order to incentivize them to apply practices that target energy savings via the behavioural change in terms of energy efficiency. One key parameter in this regard is the raising of awareness and the dissemination activities that will make officers and public overall about the benefits of energy saving at individual and community level and for the benefit of the sector that will bring also benefits in economic terms and increased also its competitiveness.

The target to the local community shows that the issue of energy saving is not strictly related to the workplace. On the contrary, it will need to be linked to everyday lives of people as citizens as well considering that such an area is still not well known to the public and the swift to the behaviour in terms of energy consumption depends also on the swift from a certain mentality that has been established the last decades. Additionally, and considering the bigger picture, the transition to a low carbon economy requires the participation and motivation of the local communities that due to the linkages that they can create can form the driver for such progress.

The **key factors** that need to be ensured for a successful outcome in this regard are as follows:

- ❖ Involvement of the officers working in the public sector in order to acquire necessary skills for the promotion of such change
- ❖ Support of the local communities and involvement also of citizens in order to raise awareness on the importance of energy savings in their lives

Against this background a number of indicative actions are put forward for each objective/goal as well as proposed target groups that may participate in this process. These are being summarised and further analysed as follows:

With regard to the **first Strategic Objective**:

- ❖ Increase the behavioural change in energy efficiency especially for officers working in public sector

Proposed types of actions in line also with the national legislation:

- ❖ Organisation of info days in order to update the officers in relation the latest news in the area of energy efficiency and motivate them to participate in other relevant events organised either online by other institutions (also at EU or international level) or by way of physical means
- ❖ Enhance the skills of the officers by organizing short training sessions on the basis of identified training needs providing also recommendations that result from best practices at local, European and international level

With regard to the **second Strategic Objective**:

- ❖ Support of the local communities and involvement also of citizens in order to raise awareness on the importance of energy savings in their lives

Similarly, to the above-mentioned actions, it is important to inform the local communities in relation to the energy related news and other opportunities offered to participate. More specifically:

- ❖ Organisation of info days and other dissemination activities that will be open to the local community for all citizens to participate and to be updated with regard to the latest news in the area of energy efficiency. Such activities will aim at motivating them to be more incentivized in order to apply practices related to energy efficiency and energy

savings in their everyday lives and thus also in the workplace either this belongs to public sector or the private one.

The aim is to spread the awareness of the whole society with regard to the importance of reducing energy consumption not only at individual level, in each house, but also with the extension of such practice and mentality along the day and also at the workplace.

- ❖ Organisation of training seminars for those interested in learning more regarding energy efficiency. Such seminars can be either theoretical or practical providing the participants guidelines or other types of hints and advice on how to integrate such practices better and in a more efficient way in their lives.

With regard to the main target group that will need to address such action, and on the basis of the stakeholder's analysis that has been developed in previous stage such actors are being summarised in the following table along with their contribution in relation to each of the opportunities and incentives they can offer under this Priority axis indicated by a “*”:

Stakeholder Category	Decision-making power	Technical Guidance/assistance
Central Government Bodies	*	-
Regional and Municipal Authorities	*	-
Public Companies	*	-
Institutions	*	*
Associations	*	*
Environmental NGOs	-	*

Priority Axis 3: Enhanced tools and existing technologies that will enable the transition to low carbon economy and increase energy savings

- ❖ Monitor the evolution in terms of energy savings via data collection
- ❖ Enhance investments and financial support to increase competition of the sector in the area of energy efficiency

As mentioned before, monitoring is of high importance in order to have a clear picture of the current status in terms of saving, as well as be in the position to predict via a given number of algorithms future consumption. Thus, it is more than obvious how this priority is linked to the strategies and policies since such algorithms are in the position to confirm the efficiency of the current ones and, at the same time, foresee the future ones or changes in the interventions that will need to be applied depending on the results.

Based upon the universal fact “You may not improve unless you measure first”, actual & precise energy readings from different energy sources that may come available near real-time through the application of technical means and tools. Such tools and means may include also online platforms that can concentrate useful data on consumption as well as tools related to cost-benefit analysis that may be used for future investments for the benefit of the public sector via a number of specific interventions (renovations, retrofits etc).

The **key factor** that needs to be ensured for a successful outcome in this regard are as follows:

- ❖ Acquisition of necessary tools and technical means that will ensure the successful monitoring of the status on energy savings and application of changes when deemed necessary

Against this background a number of indicative actions are put forward for each objective/goal as well as proposed target groups that may participate in this process. These are being summarised and further analysed as follows:

With regard to the **first Strategic Objective**:

- ❖ Monitor the evolution in terms of energy savings via data collection

Proposed types of actions are as follows:

- ❖ Acquisition of necessary tools and technical means that will ensure the successful monitoring of the status on energy savings
- ❖ Enhance the skills of the officers by organizing short training sessions in order to be informed in relation to such means and use of these tools

With regard to the **second Strategic Objective**:

- ❖ Enhance investments and financial support to increase competition of the sector in the area of energy efficiency

Proposed types of actions are as follows:

- ❖ Actions in order to identify opportunities in terms of investments and financial support that will increase the competition. Such actions include also the involvement of key actors and bilateral meetings and agreements necessary in this regard.

With regard to the main target group that will need to address such action, and on the basis of the stakeholder's analysis that has been developed in previous stage such actors are being summarised in the following table along with their contribution in relation to each of the opportunities and incentives they can offer under this Priority axis indicated by a “*”:

Stakeholder Category	Decision-making power	Technical Guidance/assistance
Central Government Bodies	*	-
Regional and Municipal Authorities	*	-
Public Companies	*	-
Institutions	*	*
Associations	*	*

Environmental NGOs	-	*
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6.2 Activities for the promotions of EE at interregional level

Conclusions

Problems highlighted

- 3rd Lowest GDP per capita
- Categorised as having one of the warmest climates at National level (Category 2)
- Poor performance in building energy efficiency
- Almost half of the public sector buildings are classified in categories C and D at national level
- Low number of investments in the energy sector

Objectives to be achieved

- Enhancement of energy efficiency in public buildings and promotion of the exemplary role of the public sector
- Promotion of the renovation and upgrade of the existing building stock
- Increase the behavioural change in energy efficiency especially for officers working in public sector
- Raise awareness of the local community on issues related to energy efficiency
- Monitor the evolution in terms of energy savings via data collection
- Enhance investments and financial support to increase competition of the sector in the area of energy efficiency

Existing initiatives (opportunities)

- Existence of NECP promoting a number of interventions, renovation of buildings and RES
- Green Deal and other related to energy directives and policies
- Regional Operational Programme
- Sustainable Energy and Climate Action Plan (SECAP) at Municipal level

Initiatives to be taken on the basis of the Strategic Objectives

- Engagement of public sector authorities as well as other identified key stakeholders in the promotion of the energy efficiency and the swift of the behaviour in terms of energy saving in public buildings
- Alignment of the national policies to the European ones especially also to the targets set and also to the targets set at regional level.
- Available funding tools to implement strategy' s policies and planned interventions and actions

6.3 Budget of Activities

The proposed actions of the Strategy as being mentioned above for the promotion of energy efficiency and behavioural change can be financed in a number of ways as follows:

- National Strategic Reference Framework (NSRF): it includes both the Regional Operational Programme of Epirus and the sectoral operational programmes especially the ones that relate to the infrastructure, the environment and sustainable development of the new programming period, 2021-2027.
- Transnational Programmes such as Interreg Programmes of the new programming period, 2021-2027 and more specifically, Interreg MED, Interreg Balkan-Med, Interreg Adrion, Interreg V-A Greece-Italy, and Interreg IPA Greece-Albania.
- European research funding programs such as HORIZON 2020 which enable through specific programs to conduct research in the behavioural change in terms of energy efficiency and to pilot the results of research.
- Taking advantage of other financing opportunities such as the opportunities provided by the European Investment Bank that provide opportunities to finance maturing large energy saving projects through programs such as ELENA

With regard to the respective timeframes, the strategy to promote energy efficiency and behavioural change is proposed to be implemented over a five-year period.

The complexity of financing the actions and their possible integration into different funding programs requires long-term planning.

The different phases of the strategy are as follows:

- 1st year: Action specification and funding targeting (Phase 1)
- 2nd year: Inclusion in the selected financing program (Phase 2)
- 3rd to 5th year: Implementation and evaluation (Phase 3)

In addition to the above schedule, an annual review and redesign is planned based on the strategy implementation needs and funding opportunities presented.

6.4 Monitoring and Evaluation tools of the implementation of activities

Monitoring and evaluation will take place at all stages of the implementation. As mentioned above, the implementation will take place during the 3rd and 5th year (Phase 3). A mid-term evaluation will take place on the 4th year of implementation for all activities in order to evaluate the level to which the initial targets were achieved. The final evaluation will take place following the 5th year of implementation, in a period of up to 6 months following the implementation process.

With regard to the evaluation a number of indicators will be developed for each of the set actions and relevant targets will be set for each. More specifically:

❖ *Enhancement of energy efficiency in public buildings and promotion of the exemplary role of the public sector (PA1)*

Types of actions

- ❖ Engage on a long-term strategy for the refurbishment and renovation of the public sector buildings via the organisation of bilateral meetings and discussions in order to achieve better results and further engagement in this regard
 - Indicator: number of buildings that were refurbished and renovated (around 8-10 each year)
 - Indicator: number of bilateral meetings and other form of discussion that took place in this regard (at least 2-3 each year)

- ❖ Increase the number of issuances of Energy Performance Certificates to be extended to all the public sector buildings especially the ones that the current surface occupied exceeds 250 m² in total.
 - Indicator: number of issuances of Energy Performance Certificates (around 8-10 each year)

- ❖ Initiate measures, funding Programmes and other means to improve the energy efficiency of new and existing buildings

- Indicator: number of actions/means to improve the status of buildings in terms of energy efficiency

❖ *Alignment of the national policies to the European ones especially also to the targets set and also to the targets set at regional level (PA1)*

Types of actions

❖ Engage on the implementation of the relevant policies as well as the promotion of respective intervention via the organisation of bilateral meetings and discussions in order to achieve better results and efficiency in meeting the set targets at both levels.

-Indicator: number of bilateral meetings and other form of discussion that took place in this regard (at least 2-3 each year)

❖ Initiate the organisation of informative sessions that will be open to all interested parties in order to promote the benefits of the energy efficiency at individual, community and national level.

-Indicator: number of information sessions that took place in this regard (2 each year of at least 15 participants)

❖ Available funding tools to implement strategy's policies and planned interventions and actions (PA1)

This type of actions refers mainly to the ones that took place in previous phase whereby funding tools were identified. During this stage of implementation there will be an evaluation of whether such tools were sufficient or new ones may be used in future interventions.

❖ Increase the behavioural change in energy efficiency especially for officers working in public sector (PA2)

Types of actions

- ❖ Organisation of info days in order to update the officers in relation the latest news in the area of energy efficiency and motivate them to participate in other relevant events organised either online by other institutions (also at EU or international level) or by way of physical means

-Indicator: number of info days and events that took place in this regard (2 each year of 20 participants)

- ❖ Enhance the skills of the officers by organizing short training sessions on the basis of identified training needs providing also recommendations that result from best practices at local, European and international level

-Indicator: number of training sessions and participants that took place in this regard (2 each year of 20 participants)

- ❖ Support of the local communities and involvement also of citizens in order to raise awareness on the importance of energy savings in their lives (PA2)

Types of actions

- ❖ Organisation of info days and other dissemination activities that will be open to the local community for all citizens to participate and to be updated with regard to the latest news in the area of energy efficiency. Such activities will aim at motivating them to be more incentivized in order to apply practices related to energy efficiency and energy savings in their everyday lives and thus also in the workplace either this belongs to public sector or the private one.

-Indicator: number of info days and activities that took place in this regard (2 each year of at least 15 participants)

- ❖ Organisation of training seminars for those interested in learning more regarding energy efficiency. Such seminars can be either theoretical or practical providing the participants guidelines or other types of hints and advice on how to integrate such practices better and in a more efficient way in their lives.

-Indicator: number of training seminars and participants that took place in this regard (2 each year of at least 15 participants)

- ❖ Monitor the evolution in terms of energy savings via data collection (PA3)

Proposed types of actions are as follows:

- ❖ Acquisition of necessary tools and technical means that will ensure the successful monitoring of the status on energy savings

-Indicator: number of tools that will be developed in this regard (around 1-2)

- ❖ Enhance the skills of the officers by organizing short training sessions in order to be informed in relation to such means and use of these tools

-Indicator: number of training seminars and participants that took place in this regard (2 each year of at least 15 participants)

- ❖ Enhance investments and financial support to increase competition of the sector in the area of energy efficiency (PA3)

Proposed types of actions are as follows:

- ❖ Actions in order to identify opportunities in terms of investments and financial support that will increase the competition. Such actions include also the involvement of key actors and bilateral meetings and agreements necessary in this regard.

-Indicator: number of bilateral meetings and other form of discussion that took place in this regard (at least 2-3 each year)