

COMMUNICATION & DISSEMINATION STRATEGY

Updated Version: November 2020

Call: Building A Low-Carbon, Climate Resilient Future: Secure, Clean And Efficient Energy
H2020-LC-SC3-2018-2019-2020 // Topic: H2020-LC-SC3-EE-2018



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PadovaFIT Expanded Consortium:

Comune di Padova (Lead Partner), Università Commerciale Luigi Bocconi, Sistema Iniziative Locali SpA, SOGESCA s.r.l.,

Forum per la finanza sostenibile, Climate Alliance, Municipiul Timisoara, Energy Agency of Plovdiv Association



1. Communication Objectives

Members of the PadovaFIT Expanded Consortium have responsibility for delivering this strategy, and working together to review and improve it as the project progresses.

This document presents the final Communication & Dissemination Plan of the project. A first draft has been prepared in M3 of the project. The final version was prepared in M18 after all Work Packages had kicked-off so that (i) new developments were included and (ii) all possible potentials for its roll-out and adoption of the project results across Europe was exploited.

Communication, dissemination and exploitation will effectively support all the objectives and activities of the project, by promoting and disseminating its results to target groups, and will increase the scope and range of the knowledge transfer across level of governments (local, regional, national, and European) and type of actors (private, public, citizens).

The *key strategic goals* of the Communication & Dissemination Strategy are:

- 1) **Promote the project** and its activities in a coherent manner across all partners and all countries as well as at European level;
- 2) **Promote the project objectives** in the pilot areas and to **involve citizens** in the redevelopment of buildings.
- 3) **Stimulate wider discussions** in the energy renovation of private residential buildings, renewable energy production, energy efficiency and innovative financing by communicating on the successful results;
- 4) **Create engagement from local to European levels** by engaging stakeholders in a series of knowledge transfer activities, and making the project's findings, news, outputs and deliverables easily accessible to all interested stakeholders;
- 5) **Maximize the impact** of the work done in this project by establishing links with different organisations at all levels and reaching out to further consumers; and
- 6) **Make effective use of digital services and media** to reach out to an even wider audience.

Dissemination and exploitation of results will take place at all governance levels – local / regional, national and European.

NOTE: As an EU funded project, all project communications should include the EU logo and the following wording: *'This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847143.'*

Where relevant (i.e. deliverables stating views) the following legal disclaimer wording should be added: *'The sole responsibility for the content of this material lies with the authors. It does not necessarily represent the views of the European Union, and neither EASME nor the European Commission are responsible for any use of this material.'*

For infrastructure, equipment and major results: "This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020

2. Background and Context of the Project

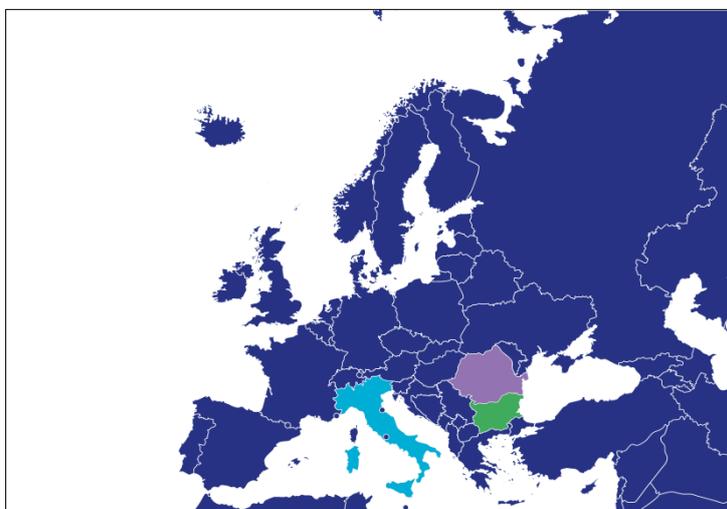
There is an untapped potential for private investments in energy efficiency, especially in the residential private sector, due to non-technical barriers.

Some EU countries have more developed markets and have shown significant good practices (i.e. France), while others are lacking behind, especially in Central East Europe (energy service markets still sub-optimal but great opportunities for ambitious investments in deep refurbishment) and in South Europe (where energy consumption for heating in the housing sector is lower than it is in the North, making deep refurbishment investments based on EU policies less beneficiary).

PadovaFIT Expanded starts from the recent experience of the IEE-funded PadovaFIT project (lead by CPD with SOGESCA as technical partner), focused on the energy refurbishment of condominiums in the Padova metropolitan area, via an ESCO (selected with a public tender) and the use of standardized EPCs. The project builds on the experience (good and bad) generated in the Padova area (engagement actions, trained condominium facilitators, market players involvement, template contracts to be improved, financing products to be better elaborated) and aims at planning, creating and piloting a One-Stop-Shop (OSS) dedicated to private residential buildings with an improved and financially sustainable business model, result of specific mapping of needs and SWOT analysis.

The project aims at expanding the business model to the metropolitan area of Timisoara (RO) who will adapt the model to the Romanian conditions, launching and piloting an OSS as well. The Bulgarian Energy Agency of Plovdiv will support the metropolitan areas of Vidin and Smolyan to prepare the ground, for the launching of sound OSS in Bulgaria (see map below).

The consortium is complemented by an internationally renowned research centre (Bocconi University) expert in business modelling, two finance experts and Climate Alliance, a European network of local authorities for sustainability.



Map of countries (IT, RO, BU) involved in PadovaFIT Expanded.

3. Partner Roles and Responsibilities

This section gives an overview of the strengths and responsibilities of the Consortium partners.

Strengths of the Consortium Partners

- **Comune di Padova (Lead Partner)** – member and leader of the consortium of first project phase; has relationships with local, regional and national governments and stakeholders in Italy; long-standing experience in projects organisation and management, particularly on urban planning, environmental and sustainability issues; central role in town and energy planning; expertise in participatory processes and engagement of end users
- **Università Commerciale Luigi Bocconi** – member of scientific networks; links to other EU projects; international standing in business, economics and law; specialized in providing support through the application of several methodologies, including cost-benefit analysis, evaluation of externalities, economic modelling and scenario development; technical, socio-economic, financial and research-oriented expertise
- **Sistema Iniziative Locali SpA** - leading company in Padua for local development initiatives, operating both as economic, procedural and financial advisor, and as equity investor in PPP initiatives with a particular emphasis on social, economic and financial sustainability of projects; supports decisions of LA, Institutions, Banking Foundations, private companies; operates as a Management Company and/or a Technical Advisor of investment vehicles
- **SOGESCA s.r.l.** - engineering and consultancy company which offers environmental consulting services to public bodies and industrial enterprises; experienced in the energy sector, working on a number of projects and actions dealing with energy planning, energy policies and regulations; experienced in technical and financial tools for the implementation of energy efficiency measures and the implementation of RES technologies in both the private as well as in the public sector
- **Forum per la finanza sostenibile** – non-profit and multi-stakeholder organization which gives it the experience in different sectors; promotes the integration of environmental, social and governance (ESG) criteria in the policies and processes adopted by the investors; great experience in the sustainable finance sector and on financing the sustainable local development
- **Climate Alliance** - world's largest city network dedicated to climate action; great experience in working with local governments (and in particular within the Covenant of Mayors and other European cities/local government alliances); links to other EU projects; extensive experience in coordinating and participating in various EC projects; has developed a comprehensive methodology to help its members to prepare, implement and follow up on their local climate and energy plans; expertise in financing, energy planning, capacity building and knowledge transfer
- **Municipiul Timisoara** – local authority which has relationships with local, regional and national governments and stakeholders in Romania; it has approved a Local Strategy on Climate Change and an Action Plan to fight, mitigate and adapt to it; specific objectives for the refurbishment of buildings in the residential sector are going to be pursued by „Involving energy service companies (ESCOs) promoting the benefits of Energy Performance Contracting (EPC)” (SEAP).
- **Energy Agency of Plovdiv Association** – has relationships with local, regional and national governments and stakeholders in Bulgaria; devoted to promoting the efficient and sustainable use of energy and to expanding the use of renewable energy; it carries out feasibility studies, energy analyses, and energy project identification, development and management; great experience in the

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field of building renovation in public and private buildings, policies and requirements towards retrofitting.

Table 1 presents the main responsibilities of all partners with regard to each Work Package.

Table 1 – Roles and Responsibilities of Consortium Partners

Partner Name	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	WP 8	
CPD	<ul style="list-style-type: none"> • WP Lead • Communication between project partners • Finalisation of all tasks and deliverables 	<ul style="list-style-type: none"> • Support good/bad practices collection • Provide quality data on its territory • Support delivery of business plan / feasibility study 	<ul style="list-style-type: none"> • WP Lead • Coordination of the WP work • Finalisation of all deliverables 	<ul style="list-style-type: none"> • Provide institutional relevance to the involvement and engagement activities of the supply chain 	<ul style="list-style-type: none"> • Support in the: a) households mapping; b) households' needs collection; c) target groups training 	<ul style="list-style-type: none"> • WP Lead • Responsible for the coordination of the activities • Finalisation of all deliverable 	<ul style="list-style-type: none"> • Questionnaire translation • Distribution & response rate securing • Completing information requests to carry out tasks and preparing deliverables under WP7 	<ul style="list-style-type: none"> • Responsible for activities at national level • General support 	
UB	<ul style="list-style-type: none"> • General support • Complete information requests to support WP Lead 	<ul style="list-style-type: none"> • WP Lead • Responsible for methodological approach and WP coordination. • Lead on all WP tasks and deliverables 	<ul style="list-style-type: none"> • Limited contribution according to socio-economic aspects and previous experience 	<ul style="list-style-type: none"> • Methodological support 	<ul style="list-style-type: none"> • Support economic analyses 	<ul style="list-style-type: none"> • Methodological support 	<ul style="list-style-type: none"> • Responsible for deliverable D7.1 	<ul style="list-style-type: none"> • General support 	
SINLOC		<ul style="list-style-type: none"> • Provide competences and network in the financial sector 	<ul style="list-style-type: none"> • Contribution with financial and technical expertise • Contribution in developing and implementing the training of facilitators 	<ul style="list-style-type: none"> • Contribution on the financial aspects of the contracts and the supply chain engagement process 	<ul style="list-style-type: none"> • WP Lead • Responsible for all the tasks • Finalisation of the deliverables 	<ul style="list-style-type: none"> • Contribution on the financial aspects of the contracts and the integrated services 	<ul style="list-style-type: none"> • Support FFS in Task 7.2 for the financial impact assessment 		
SOGESCA s.r.l.		<ul style="list-style-type: none"> • Provide competences and network in the technical sector 	<ul style="list-style-type: none"> • Participation in the engagement activities • Support in the provision of services to the Demonstration buildings 	<ul style="list-style-type: none"> • WP Lead • Coordination of the technical activities • Finalisation of all deliverables 	<ul style="list-style-type: none"> • Support in the technical analysis related to the case studies developed 	<ul style="list-style-type: none"> • Contribution on the technical aspects of the contracts and the integrated services 	<ul style="list-style-type: none"> • Support FFS in Task 7.2 for the technical impact assessment 		
FFS		<ul style="list-style-type: none"> • Provide competences and network in the financial sector 	<ul style="list-style-type: none"> • Limited contribution according to socio-economic aspects and previous experience 	<ul style="list-style-type: none"> • Methodological support 	<ul style="list-style-type: none"> • Support in the financial players / stakeholders involvement within a dedicated thematic group 	<ul style="list-style-type: none"> • Methodological support t 	<ul style="list-style-type: none"> • WP Lead • Responsible for implementation of the WP 		
CA		<ul style="list-style-type: none"> • Support good practices collection and analysis 	<ul style="list-style-type: none"> • Limited involvement in task 3.1 • Provide feedback on the engagement strategy and tools 	<ul style="list-style-type: none"> • No involvement 	<ul style="list-style-type: none"> • No involvement 	<ul style="list-style-type: none"> • No involvement 	<ul style="list-style-type: none"> • Task 7.3 Lead • Finalisation of deliverables D7.5 and D7.6 		<ul style="list-style-type: none"> • WP Lead • Communication between project partners • Preparing WP deliverables
TIMISOARA		<ul style="list-style-type: none"> • Support good/bad practices collection and analysis • Provide quality data on their territories • Support the delivery and update of the business plan with feasibility study 	<ul style="list-style-type: none"> • Planning and adapting the activities in their territories 	<ul style="list-style-type: none"> • Adaptation and implementation of activities in their target territories. 	<ul style="list-style-type: none"> • Replication and scale up of activities in their pilot areas 	<ul style="list-style-type: none"> • Adaptation and implementation of activities in their target territories. 	<ul style="list-style-type: none"> • Questionnaire translation • Distribution & response rate securing • Completing information requests to carry out tasks and preparing deliverables under WP7 		<ul style="list-style-type: none"> • Responsible for activities at national level • General support
EAP									

4. Underlying Principles of Communication

Effective communication and dissemination will lead to important benefits, not only for the project's purpose itself, but also to increased and better reputation of all involved partners and stakeholders. Communication the successes and results in an appealing and strategic way will ultimately generate benefits and outcomes beyond the project's scope and duration.

To communicate effectively, the consortium will rely on common principles¹, the most prominent will be:

- ✓ **Creativity** – focusing on a strong visual communication, catching attention with visual elements and telling a success story
- ✓ **Getting into the mind-set of the media** – Identifying and understanding relevant media channels and people and aiming directly at their interests
- ✓ **Thinking globally and acting locally** – local and regional media are highly effective targets, building on local connections and networks, telling our story and taking it to the next level from local to international
- ✓ **Building a brand and reputation** – building on the strengths of the consortium members, becoming a trusted source and voice, contributing whenever and wherever possible
- ✓ **Think, plan, act – strategically** - setting the objective of the communicated aspect, know whom to address it to, decide on a tailored message, include the EU logo and project number, choosing the right channel(s) and tactics, evaluating the impact of communication
- ✓ **Make it relevant for everyday life** - showing the impact of the project to the society by keeping it simple and addressing human interests and emotions via telling the story of the project or the action.

5. Corporate and Visual Identity

Brand & Logo

The PadovaFIT brand is already know, especially in the area of Padova. The project logo for PadovaFIT Expanded was built on the brand identity of the first project and includes elements of the initial logo, but with a new look to indicate the second phase of the project purposes. The logo was designed in different versions with reference to the national OSS to be set up in Padova, Timisoara, Vidin and Smolyan. The logos were uploaded in the [project repository](#). The guidelines on how to use the logo und according visual identity is included in the document “PadovaFIT Expanded-Guidelines” which can be found [here](#).

Visual Identity

Key visual materials were developed to ensure visibility and recognition of the project. The materials include:

- **Project Flyer:** Gives a short and precise overview of the main elements of the project. Will be used at dedicated events (conferences, workshops, etc.) to inform the interested audience in a concise manner of the project activities. The flyer was uploaded [here](#).
- **Project Poster and Roll-up:** They are designed to catch attention and present key information on the project in a concise and appealing way. The project will use these materials at all project events and at external events where the project is presented through one of the Consortium partners. The [poster](#) and [roll-up](#) were uploaded in the project repository.

- **Templates for dissemination activities:** These include a presentation and reporting template so that project reports and presentation at events follow the corporate design of the project. The templates were uploaded [here](#).

6. Target Groups

As PadovaFIT Expanded specifically takes action in four pilot areas, but tries to make an impact also on a broader level, there are both target groups from the four pilot areas and from a transnational and European level.

Primary Target Groups

The primary target groups within the four pilot areas are public authorities, such as policy-makers and relevant technical staff from local and regional governments. In the private or semi-private sector the project will address ESCOs, energy renovation project promoters, financing institutions, banks, ESCOs, energy agencies;

Pilot Areas:

- Local and regional governments of 4 target areas
- Private Sector (incl. ESCOs, construction value chain), local businesses, cooperatives & their associations
- Financing institutions, Insurance companies & their associations
- Owners, tenants and their associations

European Level:

- European Commission, European Investment Bank, other European banks, financing institutions

Secondary Target Groups

- Building managers, Public utilities, PPPs, construction sector value chain, etc.

The following tables illustrate the role of the target groups, how they can benefit from the project and how they will be approached. Table 2 Target Groups at regional, national and local level.

Target groups ACTIVE IN THE 4 PILOT AREAS	How will they exploit the results?	Channels and tools to reach the target group
<p>Local and Regional Governments representing the 4 target territories</p>	<p>Increased knowledge of EU good practices, build their capacity, increase their knowledge of the territory, create local strategic partnerships, launch one-stop-shops and innovative financing schemes</p>	<p>Review of good practices, Country-specific renovation packages, Capacity building, Direct support during the whole duration of the project</p>

<p>Private sector (including ESCOs, construction value chain), local businesses, cooperatives and their associations</p>	<p>Build their capacity, create networks, increase business</p> <p>Opportunity to create local strategic partnership and win-win cooperation with the territorial PAs</p>	<p>Dedicated engagement for regional/local stakeholders (task 4.3, 4.5)</p> <p>Creation of O-S-S action groups and foundation of O-S-S with technical and financing schemes (task 6.1)</p>
<p>Financing institutions, Insurance companies and their associations</p>	<p>Build their capacity, create networks, increase business</p> <p>Opportunity to create local strategic partnership and win-win cooperation with the territorial PAs</p>	<p>Dedicated engagement for regional/local stakeholders (task 5.3)</p> <p>Creation of O-S-S action groups and foundation of O-S-S with technical and financing schemes (task 6.1)</p>
<p>Owners and tenants and their associations</p>	<p>Innovative support and engagement, technical and financing schemes for their private residential buildings</p>	<p>Engagement campaign (task 3.5 and 3.6). Dedicated home renovation services provided by one-stop-shops with technical and financing schemes (task 6.4)</p>

Table 3 Target groups at European level.

<p>Target groups EUROPEAN LEVEL</p>	<p>How will they exploit the results?</p>	<p>Channels and tools to reach the target group</p>
<p>European Institutions, European Commission, European Investment Bank, other European banks and financing institutions</p>	<p>List of recommendations to improve their policies, funds and programmes</p> <p>Business models, financing schemes and partnership agreements models to replicate them on other territories/ levels.</p>	<p>Relevant EU events and policy meetings (e.g. EEFIG, Covenant of Mayors Finance Working Group meetings, Smart Cities & Communities Action Cluster ‘Business Models, Finance & Procurement’, European Sustainable Energy Week) EU capacity building events and webinars Final event communication campaign (incl. website)</p>

7. Central Messages

The following key messages have been identified when approaching the target groups of the project.

Key Messages

Private Householders:

- Renovating our home can lower the energy consumption, decrease your energy bills and increase your and your family's health and can increase your quality of life
- If you struggle to pay the heating bills during the winter, then energy renovation through the OSS can improve your situation.
- Finding/Having the work done can be a hassle but the OSS can make the process of having your home renovated smoother.
- Don't be afraid, renovate.
- The OSS service guarantees you good quality work. One-Stop-Shops are transparent and advisory tools.
- You may qualify for financial support to assist with the costs of energy renovation – our service combines financial, technical and other support to get the job done.

Equipment suppliers and ESCOs/ Construction and energy:

- Engage with PadovaFIT Expanded rather than have to approach household by household, we are looking to bring lots of opportunity for your business.
- The OSS bridges the gap between finance and renovation opportunities in private residential buildings.
- The OSS will support you with trainings, advice and experiences from other projects tackling home renovation.

Banks and financial institutions:

- Aggregate the opportunity
- If you're looking to increase your green lending to support additional home renovation projects.
- We're looking to reduce risk by working with trusted suppliers by pre-assessing energy projects.
- The building renovation sector offers the capacity to boost the economy and to generate local jobs.
- One-Stop-Shops ease the access to financing and better rates.
- One-Stop-Shops are new and innovative business models

National governments + EU:

- The project is aiming to demonstrate the value of OSS in boosting renovation rates and lowering the household energy consumption and emissions.

Overarching messages:

- Boosting the building renovation rate is a fundamental key to lower the energy consumption and thus decrease the carbon footprint.
- One-Stop-Shops bridge the gap between the fragmented supply and demand side.

- One-Stop-Shops help to generate a better and broader understanding of house owners needs in the local context.
- One-stop-shops for home renovation services offer benefits for both private homeowners and home renovation contractors.
- A shift towards a more service-oriented supply side together with a deeper understanding on the demand side is key to successful building renovation.
- One-Stop-Shops not only offer benefits for clients and suppliers, but also for climate mitigation, quality of life, health, energy efficiency and low carbon strategies.
- The previous phase of the project discovered...
 - The network of local stakeholders generates significant opportunities and an important knowledge base.
 - Tailored communication towards citizens leads to an increased knowledge about energy issues, home renovation and energy performance contracts.
 - A cooperation with all relevant financial stakeholders from the beginning leads to more promising solutions and a mix of financial instruments.
 - Including all target groups already in the development phase ensures a better understanding of all parties.

8. Stakeholder Mapping

The project consortium has conducted a stakeholder mapping exercise to analyse the stakeholders with a potential to influence the project's objectives. As a first step the relevant stakeholders were defined and collected in categories, then they were ranked from least to most potential to influence. The most influential stakeholder categories are shown in the chart below. According to organisation type the most influential stakeholder categories are financial services, NGOs and Think Tanks, the construction business and other public organisations. As secondary stakeholder priorities research and academia, the energy sector and local governments have been identified.

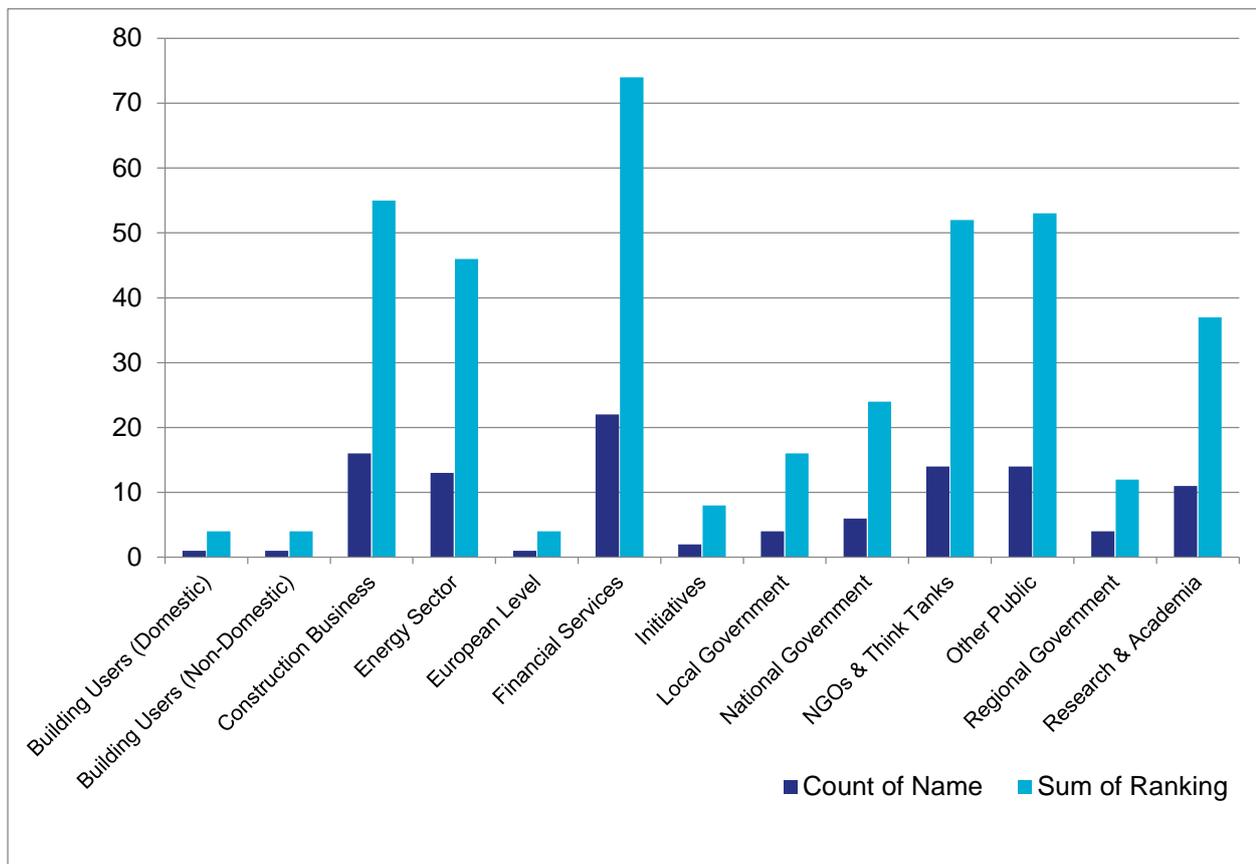


Figure 1 List of stakeholders and their importance for the project.

The identification of primary and secondary stakeholder groups will have effects on how and which communication messages will be developed within the grand communication scheme. A list of stakeholders is attached to this document (Annex A1).

The stakeholder with the most potential to influence the project can be identified as key stakeholders. During the early phases of the project nearly none of them are actively engaged in or even aware of the project. They will specifically be targeted with tailored messages aiming at their own objectives to raise awareness about the project’s activities. The consortium will try to win them as strong advocates of PadovaFIT Expanded. Additionally, whenever possible, at key events and activities they will be invited to participate in project activities to build strong relationships and to gain their overall support. Only with these strong and strategic relationships, the projects objectives can be reached.

One important category of stakeholders is obviously missing in this chart, namely private owners and tenants of buildings. They will be addressed within this communication strategy and belong to the project’s primary target groups.

Project Advisory Boards

The project is supported by an **EU Advisory Board** including 3-6 experts in integrated home refurbishment across Europe. Members of the EU Advisory Board will provide initial input on project activities and on the main outputs of the project. Additional to the EU Advisory Board, the project is setting up three **National Advisory Boards** (IT, RO, BU) to support the OSS approach at the national level. 3-6 experts in home refurbishment schemes will provide inputs and advice on a periodic basis. Similar to the EU Advisory Board

members, the National Advisory Board will also be involved in the peer-to-peer and capacity building activities of the project. The list of institutions taking part in the national and EU Advisory Boards will be described in detail in Deliverable D1.5.

Link to other OSS projects as key project stakeholders

As part of 'T2.1 – Analysis of existing OSS initiatives in EU and beyond', the project has identified and analysed successful OSS projects around Europe. The analysis of these projects has identified important insights on financial aspects of different OSS models. They thus represent key stakeholders of our project. During the first capacity building event on April 24, 2020 some of the identified OSS were invited to present their project. The project will remain in contact with these OSS and invite them to further peer-to-peer and capacity building events as necessary. The following presents a list of the OSS identified:

- Energies POSIT'IF
- Oktave
- RenoWatt
- KredEx
- EBRD credit lines
- Energy Efficiency and Renewable Sources Fund (EERSF)
- PKA Sustain Solutions
- ENRA concept
- Bolig Enøk
- BetterHome
- Haarlemse Huizenaanpak
- Tighean Innse Gall
- Stroomversnelling
- Energy Savers
- Elevate Energy
- Energieheld
- DESEU (Home Performance with ENERGY STAR program)
- Public Energy Efficiency Service/SPEE Picardie
- CLEAR project
- Rhodoshop Programme Development Unit (PDU)
- Småland-Blekinge pilot OSS
- Retrofit Works
- CleanTech
- Adsboll – Projekt Lavenergi
- Be Reel!

9. Communication Activities

At external level, Work Package 8 (WP8) is dedicated to ensuring two-way communication encouraging sharing, networking and people's active participation. The main objective of our communication activities is to tailor the messages to the abovementioned target groups, reflecting the well-known 'Communication theory':

✓ *Sender → Tailored Message → Channel → Receiver*

We will strive to popularize the complex issue of energy retrofitting and financing to make our project objectives, progress and results easily understandable to the majority of target groups' representatives who are not experts on the topic.

Table 4 presents the communication activities that the project will implement.

Table 4: Communication activities of the PadovaFIT Expanded project.

Communication Tools	Objective & Description	Timing	Success Measures
Website	A project website will be developed to describe the project, its purpose, its progress, and ongoing results. It will be also used as an online good practices hub with the possibility to access capacity building and operative materials in 4 languages (EN, IT, RO, BG). 3 country-specific PadovaFIT One-Stop-Shop renovation packages will be available there.	M6 / Nov'19 onwards	A total of at least 20,000 visits during the project lifetime
Social Media	The tools, such as LinkedIn, Twitter and Facebook will be used for some of the target audience to increase the communication of the project activities.	M3 / Aug'19 onwards	A total of at least 500 connections and 200 followers
Newsletters	Containing the information on project main results and lessons learned, as well as inspiring stories from	>M4-M36	4 EU, 12 National

	across Europe		
Other Media	TV, Radio etc.	>M1	
Promotional and Marketing Material	Promotional material will be developed to communicate the status and key outputs of the project to specific groups for use in conferences, workshops and presentations such as flyer, poster, newsletter and other means in at least 4 languages.	M6 / Nov'19 onwards	A total of at least 3.000 copies distributed
Capacity & Training Material	To ensure capacity building and training tailored material will allow effective communication and training of different target groups	>M18/ Dec'20	>500 persons actively use developed material
Engagement Tools	In WP3 a set of engagement tools will be developed in order to actively reach out to tenants and citizens.		
Scientific and popular articles	Where relevant, the lessons learnt in this project will also be published in peer-reviewed scientific & popular journals (e.g. Energy, Applied energy, Energy Policy, Renewable energy but also financial papers), as well as in relevant	M3 / Aug'19 onwards	At least 1 scientific and 18 popular articles/e- news

	magazines, newsletters and websites (e.g. the Renewable Energy World magazine, HORIZON, partner newsletters & websites).		
Press Releases	Press releases will be prepared in participating cities to inform the media about PadovaFIT EXPANDED achievements. Press releases will be written and circulated to relevant media, e.g. news agencies with to highlight the importance of integrated energy and climate planning and management.	M6 / Nov'19 onwards	A total of at least 30 press releases
Active (Re-) Presentation	wider outreach >2x presentations by each Partner at national or European events related to the topics of energy efficiency retrofitting of buildings >1x 1 presentation each by CPD, CA, SOGESCA at International conferences	>M12	Documentation, number of presentations
Final Event	share lessons learned by the project will take place in Brussels (back to back with the last EU Capacity building and Peer-to-Peer learning	tbd	at least 100 participants

To support the communication of the project, a Communications Task Force was launched in September 2020. The Task Force includes at least one person from each Consortium partner who will be in charge to

achieve the communication KPIs as detailed in the table above. To facilitate this reporting, Climate Alliance has developed a dedicated ‘Dissemination, Communication and Exploitation Tracker’. This tool is used to collect all relevant communication and dissemination activities. The following key elements have been included:

- **List of members of the Communications Task Force**
- **Project activities and events:** To track all internal and external events the project has organised or that were attended by Consortium partners to present the project.
- **Partner Impact Reporting Table:** List of all communication and dissemination KPIs where all partners regularly report their activities with regard to each KPI.
- **Project Impact Reporting Table:** List of all communication and dissemination activities of the project (i.e. the individual Consortium partner contributions plus the activities managed at project level by Climate Alliance such as Website and Social Media).

This tracker is regularly updated and will be included in the periodic project reports. It can be found [here](#).

All communication activities can be divided into three main binding information dissemination levels: EU wide and beyond, national, regional/local level. According to the dissemination level different communication activities will be used.

All partners and especially members of the informal Communication Task Force have included these KPIs in their communications planning and schedules, and look for ‘hooks’ to help increase the communication of milestone project deliverables in local media and with local stakeholders (e.g. local political or major events).

10. Dissemination

Additionally to the already existing communication channels of all partners, a website was developed. Central social media accounts were generated, from which all partners can like, share, repost and interact with to reach the widest audiences possible (see links in *Table 4*). Newsletters will be sent through the existing communication channels of all partners, while articles and press releases will be published on each partner website, social media accounts and e-mail campaigns. All contents shall always be linked to the project website.

1. **Websites** - project and partners’ - most other media channels will link to content here
2. **Meetings** - face to face, conference calls
3. **Conferences & Events** – for networking
4. **Mainstream Press & Media** - national newspapers, high profile publications
5. **Specialist/ Scientific Press & Media**
6. **Social Media** – Twitter, LinkedIn, Facebook (mix of general and specific messages, establish links between groups from different backgrounds, @mention, #hashtags, #events, likes and retweets)
7. **Newsletters**
8. **TV & Radio**
9. **Webinars**
10. **Audio-visual Products** – appealing visuals / photographs to tell the story
11. **Multipliers**

11. Events

During the project lifetime a set of targeted events will take place to engage with select audiences, raise awareness and build capacity and exchange knowledge and ideas. Additionally to this project event schedule, an event calendar for key strategic external events was created as part of the Dissemination, Communication and Exploitation Tracker, which is updated on a regular basis. All partners will promote and represent the project and its results at external events whenever possible.

Table 5 Planned project events.

Event	Timing/Location	No. of Participants	Responsibilities
5x half-day sessions for capacity building at partner level on best solutions for development & implementation of OSS with expert speakers from EU/National level (CA)	Back to back with MM1-2-3-4-6		CA
2x Events in each Target Country gathering representatives from the local, regional and national level - hands-on discussion on specific issues related to the provision of integrated home renovation services,	Back to back with Regional/Local or National events focused on energy renovation of the private residential sector	20+	national partners, coordination CA
2x Events in Brussels gathering representatives from the local, regional, national and EU level - starting from the real-life examples of the pilot territories - discussion on specific issues related to the provision of integrated home renovation services - focus on presenting and discussing issues related to existing good practices and to the implementation of the pilot one-stop-shops. It will be the opportunity to address remaining challenges and to discuss solutions inspired by the cooperation with other stakeholders and by the experience of other market players.	Back to back with MM5 and MM7 and existing energy-related events, focused on energy renovation of the private residential sector	20+	CA
Final Event	In Brussels	100+	

<p>B2B and Financial Sector Roundtable - will engage a range of financial institutions and business sector. The aim will be to discuss, based on the real life experiences, of the pilot cases, and to identify medium-long terms business models and financial solutions for energy efficiency retrofit of residential sector. The consortium will explore MANAGENERGY’s interest in addressing this topic through cooperating and supporting this event. The Covenant of mayors Office will also be invited to attend and contribute.</p>	<p>>M18 Where possible the roundtable will take place back-to-back with one of the Sustainable Energy Investment Forums or similar event..</p>	<p>60+</p>	
<p>Session on Boosting Renovation Rates of the Residential Sector with Construction and renovation companies, architects, researchers, practitioners and urban planners - Partnership with the Architect Council of Europe will be explored to carry out this event.</p>	<p>If possible-back-to back with one of the EU capacity building and peer-to-peer events</p>	<p>60+</p>	<p>organized in cooperation with BUILDUP initiative</p>
<p>Roundtable on Condominium Law, as well as the challenges of engaging private consumers in the energy retrofiting market.</p>	<p>Cooperation with the International Union of Property Owners as well as with Housing Europe will be sought for the realization of this event.</p>		

12. Internal Communication

The core of successful external communication is strong internal communication. Thus, communication between the project partners is planned by regular project meetings (7 in total). Communication is planned by emails, telephones and tele-conferences. The meetings will be organized in months 2, 6, 11, 17, 22, 28 and 35. During each project meeting, minutes and notes are taken that contain a clear list of activities to be carried out by project partners in the subsequent period.

Due to the difficulties related to the COVID-19 pandemic in 2020, all internal project communication was held in a digital format. All steering committee meetings and capacity building events have thus taken place online. The project has managed to organise these activities without significant delay to the project schedule. However, the Consortium is hoping to be able to meet again in person in 2021 to increase the engagement and network among the Consortium partners.

The project coordinator ensures the proper management and administration of the project, appropriate contact with EASME and the European Commission, and communicates relevant and timely information on the necessary steps related to the content of the work. Perform and execute all legal, contractual, financial and administrative obligations and any tasks as stipulated in the project grant agreement. The project coordinator is responsible for timely coordination, development and delivery of progress, interim and the final project reports and related costs statements. The project coordinator collects reports from work package leaders and communicates with the project partners.

Key Values

The consortium will communicate internally with keeping in mind the following key values to guarantee an overall successful project outcome:

Team Spirit & Trust	Timeliness	Strategically Planning Ahead	Frequent Communication
Responsiveness & Reliability	Strong Visuals	Sharing through all channels	Frequent Updates

13. Links and Recommendations

- 1) Horizon2020 Communication Webinar: <http://www.streamdis.eu/commsworkout2/>
- 2) Horizon2020 Participant Portal “Communicating Your Project”: https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm
- 3) PadovaFIT – Final Report: <http://www.padovafit.it/wp-content/uploads/2018/05/FINAL-PUBLISHABLE-REPORT-1.pdf>
- 4) PadovaFIT Publications: <http://www.padovafit.it/eventi/>
- 5) PadovaFIT Communication Material: <http://www.padovafit.it/comunicazione/>
- 6) JRC OSS Report: <https://e3p.jrc.ec.europa.eu/publications/one-stop-shops-energy-renovations-buildings>
- 7) Energy Performance of Buildings Directive: <https://ec.europa.eu/energy/en/topics/energy-efficiency/energy-performance-of-buildings/energy-performance-buildings-directive>
- 8) EU Building Stock Observatory: <https://ec.europa.eu/energy/en/topics/energy-efficiency/energy-performance-of-buildings/eubuildings>
- 9) Build Upon Stakeholder Mapping: <http://buildupon.eu/stakeholders/>
- 10) Covenant of Mayors: <https://eumayors.eu/>
- 11) Roundtable on Energy Efficiency Financing for Italy: https://ec.europa.eu/info/events/sei-forum-events/second-roundtable-finance-energy-efficiency-italy-5-february-2019_en
- 12) Roundtable on Energy Efficiency Financing for Bulgaria: <https://ec.europa.eu/energy/en/topics/energy-efficiency/financing-energy-efficiency/sustainable-energy-investment-forums/roundtable-financing-energy-efficiency-bulgaria-11-june-2019-sofia>
- 13) Roundtable on Energy Efficiency Financing for Romania: <https://ec.europa.eu/energy/en/topics/energy-efficiency/financing-energy-efficiency/sustainable-energy-investment-forums/roundtable-finance-energy-efficiency-romania-11-october-2018-bucharest>

ANNEX A1 List of Stakeholders

Full Name	Full Name EN	Higher Level	Type	Tags	Potential to Influence PadovaFT Exp.	Current Support for PadovaFT	Website
FuturaSun srl	FuturaSun srl	Private Sector	Energy Sector	Renewables	1	1	https://www.futurasun.com/
Министерство на регионалното развитие	Ministry of Regional Development	Public Sector	European Level		1	1	https://www.fedarene.org/
Министерство на енергетиката	Ministry of Energy	Public Sector	National Government	Institutional Investment	1	1	https://www.mtrb.bg/
Агенция за устойчиво енергийно развитие	National Sustainable Energy Development Agency	Public Sector	National Government	Institutional Investment	1	1	https://www.nseaa.government.bg/
Асоциация на Българските Енергийни Агенции	Association of the Bulgarian Energy Agencies	Public Sector	Other Public	Energy Agencies	1	1	https://www.abaea-bg.org/
Национално Сдружение на Общините в България	Association of the Bulgarian Municipalities	Public Sector	Other Public		1	1	https://www.namtrb.org/
Асоциация на експозите от общините в България	Association of the Bulgarian Municipal Ecologists	Public Sector	Other Public		1	1	https://www.abamee.org/
Община Бургас	Municipality of Burgas	Public Sector	Local Government		1	1	https://www.burgas.bg/
Община Смолян	Municipality of Smolyan	Public Sector	Local Government		1	1	http://www.smolyan.bg
Община София	Municipality of Sofia	Public Sector	Local Government		1	1	https://www.sofia.bg
ORASUL LUGOJ	LUGOJ MUNICIPALITY - TIMIS COUNTY	Public Sector	Local Government		1	1	http://www.primarialugoj.ro
ORASUL SANNICOLAU MARE	TOWN OF SANNICOLAU MARE - TIMIS COUNTY	Public Sector	Local Government		1	1	https://www.sannicolau-mare.ro
ORASUL JIMBOLIA	TOWN OF JIMBOLIA - TIMIS COUNTY	Public Sector	Local Government		1	1	http://www.jimbolia.ro
ORASUL RECAS	TOWN OF RECAS - TIMIS COUNTY	Public Sector	Local Government		1	1	https://primariarecas.ro
ORASUL BUZIAS	TOWN OF BUZIAS - TIMIS COUNTY	Public Sector	Local Government		1	1	https://www.primariabuzias.ro
ORASUL FAGET	TOWN OF FAGET - TIMIS COUNTY	Public Sector	Local Government		1	1	https://www.primariafaget.ro
ORASUL DETA	TOWN OF DETA - TIMIS COUNTY	Public Sector	Local Government		1	1	https://www.deta.ro
Consorzio ZIP		Public Sector	Other Public		2	1	https://www.zip.padova.it/
Interporto Padova S.p.A.		Public Sector	Other Public		2	1	http://www.interportopd.it/
Padova Fiere S.p.A.		Public Sector	Other Public		2	1	https://ipadovafiere.it/
Diocesi di Padova		Civil Society	Unusual Suspect		2	1	http://www.diocesipadova.it/
Serisolar Srl	Serisolar Srl	Private Sector	Construction Business	Manufacturers/Trades	2	1	https://serisolar.it/
Tekno Point Italia Srl	Tekno Point Italia Srl	Private Sector	Construction Business	Manufacturers/Trades	2	1	https://teknopoint.com/
Pikington Italia	Pikington Italia	Private Sector	Construction Business	Manufacturers/Trades	2	1	https://www.pikington.com/it-ital/
Weishaupt Italia Spa	Weishaupt Italia Spa	Private Sector	Energy Sector	Manufacturers/Trades	2	1	https://www.weishaupt.it/
Smart Future srl	Smart Future srl	Private Sector	Construction Business	Contractors	2	1	http://www.smartfuture.eu/it/
Avanzi Sostenibilità per Azioni		Private Sector	Financial Services	Other Financial Services	2	1	https://www.avanzi.org/
ACRI - Associazione di Fondazioni e Casse di Risparmio	Association of foundations and Casse di risparmio	Private Sector	Financial Services	Other Financial Services	2	1	https://www.acri.it/
ONE finance	ONE FINANCE	Private Sector	Financial Services	Retail Investment	2	1	http://www.onefinance.com
Banca ICCREA	Banca ICCREA	Private Sector	Financial Services	Retail Investment	2	1	https://www.iccrebanca.it
CNS - Consorzio Nazionale Servizi		Private Sector	Financial Services	Energy Cooperatives	2	1	https://www.cnsonline.it/
Betasint		Private Sector	Energy Sector	ESCO	2	1	https://www.betasint.com/
ANCE Padova Collegio dei Costruttori Edili		Public Sector	Construction Business	Professionals	3	1	http://www.ancepadova.it/
Ordine Architetti, P.P. e C. Provincia di Padova	Order of Architects Padua	Public Sector	Construction Business	Professionals	3	1	http://www.ordinearchitetti.pd.it/
Ordine Ingegneri Provincia di Padova	Order of Engineers Padua	Public Sector	Construction Business	Professionals	3	1	https://www.od.ordineingegneri.it/
Unione Provinciale Artigiani UPA Padova		Public Sector	Construction Business	Professionals	3	1	http://www.upa.padova.it/sp/home-it-3
Legambiente		Public Sector	NGOs & Think Tanks		3	1	https://www.legambiente.it/
Cesqa Padova		Public Sector	Research & Academia		3	1	http://www.cesqa.it/
IUAV		Public Sector	Research & Academia		3	1	http://iuav.it/homepace/
Politecnico di Milano	Milan Polytechnic	Public Sector	Research & Academia		3	1	https://www.polimi.it/
Politecnico di Torino	Turin Polytechnic	Public Sector	Research & Academia		3	1	https://www.polito.it/
GBC Europe	Green Building Council - Europe	Private Sector	NGOs & Think Tanks		3	1	https://www.gbci.org/europe
Regione Veneto	Veneto Region	Public Sector	Regional Government		3	1	https://www.regione.veneto.it/web/que
Architetti Senza Frontiere Veneto Onlus		Public Sector	NGOs & Think Tanks	Professionals	3	1	https://www.asitalia.org/
ASCOM Padova Contcommercio Imprese per l'Italia		Public Sector	Construction Business	Professionals	3	1	https://www.ascompd.com/

ASCOM Padova	Confcommercio imprese per l'Italia	Public Sector	Construction Business	Professionals	3	1	https://www.ascompd.com/
Collegio degli Ingegneri Padova		Public Sector	Construction Business	Professionals	3	1	http://www.collegioingegneripadova.it
Istituto Nazionale di Bioarchitettura - Sezione di Padova		Public Sector	Research & Academia	Developers	3	1	http://www.bioarchitettura.it/catecoq/v/stituto/c3-sezioni-italiane/area-
Italia Nostra		Civil Society	NGOs & Think Tanks	Neighbourhood Initiatives	3	1	https://www.italianocstra.org/
Eneren S.r.l.	Eneren S.r.l.	Private Sector	Energy Sector	Renewables	3	1	http://eneren.it/
Galletti Spa	Galletti Spa	Private Sector	Energy Sector	Renewables	3	1	https://www.galletti.com/
REXPOL Srl	REXPOL Srl	Private Sector	Construction Business	Manufacturers/Trades	3	1	https://www.rexpolgroup.it/
Stiferite Spa	Stiferite Spa	Private Sector	Construction Business	Manufacturers/Trades	3	1	https://www.stiferite.com/
Dipartimento di Ingegneria Industriale (DII) dell'Università degli studi di Padova	Department of Industrial Engineering of the University of Padua	Private Sector	Research & Academia		3	1	https://www.dii.unipd.it/
ANIT Associazione Nazionale per l'isolamento Termico e acustico)	ANIT (National Association for Thermal and Acoustic Insulation)	Private Sector	Energy Sector		3	1	https://www.anit.it/
Societe Generale Securities Services	Societe Generale Securities Services	Private Sector	Financial Services	Other Financial Services	3	1	https://www.securities-services.societe
BNP Paribas	BNP Paribas	Private Sector	Financial Services	Retail Investment	3	1	http://www.bnpparibas.it/
Banca Generali	Banca Generali	Private Sector	Financial Services	Retail Investment	3	1	https://www.bancogeneraliprivate.it/
Unipol	Unipol	Private Sector	Financial Services	Retail Investment	3	1	https://www.unipolbanca.it/
Fideuram	Fideuram	Private Sector	Financial Services	Retail Investment	3	1	http://www.fideuram.it/
Regione Lombardia	Lombardy region	Public Sector	Regional Government		3	1	https://www.regione.lombardia.it/wps/
ABI - Associazione Bancaria Italiana	Italian Banking Association	Private Sector	Financial Services	Other Financial Services	3	1	https://www.abi.it/Pagine/default.aspx
Ania - Associazione Nazionale tra le imprese Assicuratrici	National Association of Insurance Companies	Private Sector	Financial Services	Other Financial Services	3	1	http://www.ania.it/index.html
Fondazione Cariparo		Private Sector	Financial Services	Institutional Investment	3	1	https://www.fondazionecariparo.it/
Fondazione Cariplo		Private Sector	Financial Services	Institutional Investment	3	1	www.fondazionecariplo.it/
Amundi AM		Private Sector	Financial Services	Other Financial Services	3	1	https://www.amundi.co.uk/?m=1
HDI Assicurazioni	Institute for finance and local economy	Private Sector	Research & Academia		3	1	https://www.fondazioneifei.it/
Alternative Capital Partners Sgr		Private Sector	Financial Services	Institutional Investment	3	1	https://www.indiasiccurazioni.it/home
Allianz Real Estate		Private Sector	Financial Services	Retail Investment	3	1	https://afnrealcapitalpartners/
Università degli Studi di Padova	University of Padua	Public Sector	Other Public	Institutional Investment	3	1	https://www.allianzrealestate.com/
Camera di Commercio di Padova	Chamber of Commerce of Padova	Public Sector	Other Public		3	1	https://www.unipd.it/
Confindustria Padova	Association of Industry Padova	Public Sector	Other Public		3	1	https://www.pd.camcom.it/
UBI Banca	UBI Banca	Private Sector	Financial Services	Other Financial Services	3	1	https://www.ubibanca.com/
Siram		Private Sector	Energy Sector	ESCO	3	1	https://www.siram.it/
CPL Concordia		Private Sector	Energy Sector	Energy Cooperatives	3	1	https://www.cpl.it/
COAF srl		Private Sector	Construction Business	Contractors	3	1	https://www.coafsr.com/
COAF srl		Private Sector	Energy Sector	ESCO	3	1	https://www.coafsr.com/
Legambiente Padova		Private Sector	Construction Business	ESCO	3	1	https://www.legambientepadova.it/
Dipartimento di Ingegneria Civile, Edile e Ambientale (DICEA) dell'Università degli studi di Padova	Department of Civil and Environmental Engineering of the University of Padua	Public Sector	NGOs & Think Tanks		4	1	https://www.dicea.unipd.it/
Coordinamento Agenda21		Public Sector	Other Public		4	1	https://www.a21.it/it/
Ministero dell'Ambiente e della Tutela del Territorio e del Mare		Public Sector	National Government		4	1	https://www.minambiente.it/
Ministero dell'Economia e delle Finanze		Public Sector	National Government		4	1	http://www.mef.gov.it/
ANCI		Public Sector	Other Public	Municipalities	4	1	http://www.anci.it/
ANCI Veneto		Public Sector	Other Public	Municipalities	4	1	http://www.anciveneto.org/
Kyoto Club		Private Sector	NGOs & Think Tanks		4	1	https://www.kyotoclub.org/
ICLEI		Public Sector	NGOs & Think Tanks		4	1	https://www.iclei.org/
Coima Sgr		Private Sector	Financial Services	Other Financial Services	4	1	http://www.coima.com/IT/
Banca Etica		Private Sector	Financial Services	Retail Investment	4	1	https://www.bancaetica.it/
Città Metropolitana di Milano	Metropolitan city of Milan	Public Sector	Local Government	Municipalities	4	1	http://www.cittametropolitana.mi.it/boor
Comune di Milano	Municipality of Milan	Public Sector	Local Government	Municipalities	4	1	https://www.comune.milano.it/

Project Name	National Association of Municipalities	Public Sector	Other Public	Municipalities	4	1	http://www.anci.lombardia.it/
Fondazione Social Housing Giordano dell'Amore		Private Sector	Financial Services	Institutional Investment	4	1	https://www.fondazione-social-ventures.it/
Etica Sgr		Private Sector	Financial Services	Other Financial Services	4	1	https://www.eticasgr.com/
Franklin Templeton Investments		Private Sector	Financial Services	Retail Investment	4	1	https://www.franklintempleton.it/
Finance & Sustainability		Private Sector	Financial Services	Other Financial Services	4	1	https://www.financeandustainability.com/
Sefea Impact Sgr		Private Sector	Financial Services	Retail Investment	4	1	https://sefaimpact.it/
FEDARENE	FEDARENE - European Federation of Agencies and Regions for Energy and the Environment	Public Sector	Initiatives	Energy Agencies	4	1	https://www.fedarene.org/
ANCE - Associazione Nazionale Costruttori Edili	ANCE - National Association of Building Constructors	Private Sector	Construction Business	Developers	4	1	http://www.ance.it/
FEDERESCO	FEDERESCO - Energy Service Companies Association	Private Sector	NGOs & Think Tanks	ESCO	4	1	https://www.federesco.org/en/index.php
European Energy Efficiency Fund	European Energy Efficiency Fund	Public Sector	European Level	Institutional Investment	4	1	https://www.eeff.eu
Intesa San Paolo	Intesa San Paolo	Private Sector	Financial Services	Retail Investment	4	1	https://www.intesaspaolo.com/
AcegasApsAmga		Public Sector	Other Public	Utility	4	1	http://www.acegasapsamga.it/
CONSILIUL JUDETEAN TIMIS	TIMIS COUNTY COUNCIL	Public Sector	Regional Government		2	2	http://www.cjtimis.ro/
GBC Italia	Green Building Council - Italy	Private Sector	NGOs & Think Tanks		4	2	http://www.gbciitalia.org/web/questtab
Comune di Padova	Municipality of Padova	Public Sector	Local Government	Municipalities	4	4	http://www.comune.padova.it/
MUNICIPIUL TIMISOARA	THE MUNICIPALITY OF TIMISOARA	Public Sector	Local Government	Municipalities	4	4	http://www.primariatom.ro/
ASOCIATIA DE DEZVOLTARE INTERCOMUNITARA 'POLUL DE CRESTERE TIMISOARA'	INTERCOMMUNITY DEVELOPMENT ASSOCIATION 'TIMISOARA GROWTH POLE'	Public Sector	Other Public	Municipalities	4	4	https://adp-ct.ro/
AGENTIA PENTRU PROTECTIA MEDIULUI TIMIS	THE ENVIRONMENTAL PROTECTION AGENCY - TIMIS COUNTY	Public Sector	Other Public		4	4	apmtm.anpm.ro
ASOCIATIA PENTRU MANAGEMENTUL ENERGIEI TIMIS	TIMIS COUNTY ENERGY MANAGEMENT	Private Sector	Energy Sector		4	4	www.amet.ro
INSPECTORATUL SCOLAR TIMIS	TIMIS COUNTY SCHOOL INSPECTORATE	Public Sector	Other Public		4	4	www.isi.tm.edu.ro
GRUPUL DE ACTIUNE LOCALA TIMISOARA	TIMISOARA LOCAL ACTION GROUP	Civil Society	Initiatives		4	4	
UNIVERSITATEA POLITEHNICA TIMISOARA	THE POLYTECHNIC UNIVERSITY OF TIMISOARA	Private Sector	Research & Academia		4	4	https://www.upit.ro
UNIVERSITATEA DE VEST TIMISOARA	WEST UNIVERSITY OF TIMISOARA	Private Sector	Research & Academia		4	4	https://www.uvt.ro
ORASE ENERGIE ROMANIA	ENERGY CITIES ROMANIA (OER)	Civil Society	NGOs & Think Tanks		4	4	www.oer.ro
ASOCIATIA MUNICIPIILOR DIN ROMANIA	THE ROMANIAN MUNICIPALITIES ASSOCIATION	Public Sector	Other Public		4	4	https://amr.ro/ro/
INSTITUTUL DE CERCETARI PENTRU ENERGII REGENERABILE	RESEARCH INSTITUTE FOR RENEWABLE ENERGY - ICER TIMISOARA	Private Sector	Research & Academia		4	4	https://www.icer.ro
'DENKSTATT ROMANIA' TIMISOARA	'DENKSTATT ROMANIA' TIMISOARA	Private Sector	Energy Sector		4	4	https://denkstatt.eu
AGENTIA PENTRU EFICIENTA ENERGETICA SI PROTECTIA MEDIULUI	THE AGENCY FOR ENERGY EFFICIENCY AND ENVIRONMENTAL PROTECTION (AEEPIM)	Civil Society	NGOs & Think Tanks		4	4	https://managenergy.ro/
THE ROMANIAN SUSTAINABLE ENERGY CLUSTER	THE ROMANIAN SUSTAINABLE ENERGY CLUSTER	Civil Society	NGOs & Think Tanks		4	4	www.rosenc.ro
ASOCIATIA DE DEZVOLTARE INTERCOMUNITARA DESEURI TIMIS	INTERCOMMUNITY DEVELOPMENT ASSOCIATION FOR WASTE - TIMIS COUNTY	Public Sector	Other Public		4	4	http://adidtimis.ro/
Asociația Excelisior	Excelisior Association	Civil Society	NGOs & Think Tanks		4	4	https://www.onqexcelisior.ro/
CENTRUL NATIONAL PENTRU PRODUCTIE SI CONSUM DURABILE	NATIONAL CENTER FOR SUSTAINABLE PRODUCTION AND CONSUMPTION	Civil Society	NGOs & Think Tanks		4	4	https://www.cnpcd.ro/
FEDERATIA ASOCIATIILOR DE LOCATARI TIMISOARA	THE LODGERS' ASSOCIATIONS FEDERATION IN TIMISOARA	Civil Society	Building Users (Domestic)		4	4	www.fait.ro
PROPRIETARIII DE CLADIRI	BUILDING OWNERS	Civil Society	Building Users (Non-Domestic)		4	4	
SC COLTERM SA	SC COLTERM SA	Private Sector	Energy Sector	Utility	4	4	www.colterm.ro
SC ENEL ENERGIE SA	SC ENEL ENERGIE SA	Private Sector	Energy Sector	Utility	4	4	https://www.enel.ro
E.ON ENERGIE ROMANIA SA	E.ON ENERGIE ROMANIA SA	Private Sector	Energy Sector	Utility	4	4	https://www.eon-energie-romania.ro/
ORDINUL ARHITECTILOR DIN ROMANIA	ROMANIAN ORDER OF ARCHITECTS	Private Sector	Construction Business	Professionals	4	4	https://www.oar.archi
ASOCIATIA ROMANIA-A ANTREPRENORILOR DIN CONSTRUCTII	THE ROMANIAN ASSOCIATION OF CONSTRUCTION ENTREPRENEURS	Private Sector	Construction Business	Developers	4	4	http://www.araco.org/

PATRONATUL SOCIETATILOR DIN CONSTRUCTII	THE ASSOCIATION OF CONSTRUCTION BUSINESS OWNERS	Private Sector	Construction Business	Developers	4	https://psc.ro/
ESCOROM	ESCOROM	Private Sector	Energy Sector	ESCOs	4	http://escorom.ro/
FEDERATIA ASOCIATIILOR COMPANIILOR DE UTILITATI DIN ENERGIE	THE FEDERATION OF ASSOCIATIONS OF ENERGY UTILITY COMPANIES	Private Sector	Energy Sector	Utility	4	https://www.aque.ro/
CAMERA DE COMERT, INDUSTRIE SI AGRICULTURA TIMIS	THE CHAMBER OF COMMERCE, INDUSTRY AND AGRICULTURE	Private Sector	Other Public		4	https://www.cdai.ro
INSPECTORATUL DE STAT IN CONSTRUCTII	THE STATE INSPECTORATE FOR CONSTRUCTION	Public Sector	Regional Government		4	https://www.isc.gov.ro/
MINISTERUL DEZVOLTĂRII REGIONALE ȘI ADMINISTRATIEI PUBLICE	THE MINISTRY OF REGIONAL DEVELOPMENT AND PUBLIC ADMINISTRATION	Public Sector	National Government		4	https://www.mdrrap.ro
MINISTERUL FONDURILOR EUROPENE	THE MINISTRY OF EUROPEAN FUNDS	Public Sector	National Government		4	http://mfe.gov.ro/
MINISTERUL FINANTELOR PUBLICE	THE MINISTRY OF PUBLIC FINANCE	Public Sector	National Government		4	www.mfinante.gov.ro
MINISTERUL MEDIULUI SI SCHIMBARILOR CLIMATICE	THE MINISTRY OF THE ENVIRONMENT AND CLIMATE CHANGE	Public Sector	National Government		4	http://mmediu.ro/new/
ASOCIATIA AUDITORILOR ENERGETICI PENTRU CLADIRI DIN ROMANIA	THE ASSOCIATION OF ROMANIAN ENERGY AUDITORS IN BUILDINGS	Private Sector	Construction Business	Professionals	4	https://aaecr.ro/
ASOCIATIA INGINERILOR DE INSTALATII DIN ROMANIA	THE ROMANIAN ASSOCIATION OF INSTALLATION ENGINEERS	Private Sector	Construction Business	Professionals	4	https://aiiro.ro/
ASOCIATIA PRODUCATORILOR DE MATERIALE DE CONSTRUCTII DIN ROMANIA	THE ROMANIAN ASSOCIATION OF CONSTRUCTION MATERIAL MANUFACTURERS	Private Sector	Construction Business	Professionals	4	http://www.apmcr.org/

ON STRATEGY