ComAct

Community
Tailored Actions
for Energy Poverty
Mitigation

D2.1 Inventory of community activation and stakeholder engagement techniques with special attention to the geographical coverage of ComAct

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Author(s)	Liljana Alceva, Mariela Klekovska, Vendi Adzieva, HFHM
Reviewed by	Marin Petrovic, ENOVA
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ComAct Community Tailored Actions for Energy Poverty Mitigation

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Executive summary

Inventory of community activation and stakeholders engagement techniques with special attention to the geographical coverage of ComAct is consisting of two parts: theoretical part about the community engagement levels, tools and techniques, and mapping and analyzing stakeholders from the pilot countries. The Inventory is prepared as a toolkit for stakeholder's engagement tools and techniques, applicable for the ComAct project that will serve as a source for the preparation of the Stakeholders engagement strategies for each of the pilot countries

Community engagement is essential for any development processes in the society including improving energy efficiency in the residential sector. Citizen participation can be used in the various ways: starting from discussions with public authorities on how to establish a new initiative or get involved in the existing one, through collaboration to full participation in the decision making processes. It can result to build awareness about particular issue, to promote key principles and best practices, to establish relationships with different actors and develop engagement mechanisms.

In the ComAct context, community engagement is essential for the project success. Energy poverty in Multi-family apartment buildings (MFABs) is a complex problem that affect not only the homeowners and their associations, but also the civil society organizations, local and national authorities, businesses, especially facility management, construction and energy companies. Thus, it is even more important to provide conditions for real citizen's participation, the environment of openness and constructive dialogue and to build a trust and common understanding among stakeholders.

The Inventory of community activation is focusing on 5 levels of citizen involvement: 1. Information; 2. Communication; 3. Consultation; 4. Participation; and 5. Partnership, offering different tools and techniques for every level of civil engagement in the project. Energy Resource Centers and Stakeholders Advisory Groups (SAGs) are two dominant citizens' engagement techniques in the ComAct project. They will provide high level of information and knowledge sharing among homeowners, Homeowners Association (HOAs), local authorities and business and civil society sector, as well as provide substantive citizen's involvement in the decision making processes at the local level and create self-reliant and sustainable communities.

Most of the partner organisations in the ComAct project have reach experience in the community engagement, implementing their previous projects in housing, energy efficiency and combating energy poverty. Thus, the case studies on community activation from three pilot countries are presented in this document that can be used as a positive example and success stories.

Mapping stakeholders is a process of crucial importance for the preparation of the stakeholder's engagement strategy. This is a process of identifying relevant stakeholders; grouping them according to their levels of participation, interest, and influence in the project; determining their position and identify how best to involve and communicate with each of these stakeholder groups through the project implementation.

Stakeholders from each of the pilot countries were identified and classified in the so called "power-interest grid", based on their interest to participate in the ComAct project activities and their influence in the decision making processes related with the energy efficiency and energy poverty in the residential sector. The stakeholders "interest" include knowledge, willingness, support and attitude; while stakeholders "influence" involve leadership, power, positioning and networking. The stakeholders from each pilot country are divided

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in four different categories, based on their level of influence and interest and defined the level of engagement in the ComAct project:

- high interest for participation and high influence, the communication should be managed closely;
- high influence, but low interest of participation, the stakeholder should be kept satisfied;
- low interest for participation and low influence, the stakeholder should be monitored, and
- high interest of participation, but low influence, the stakeholder need to be kept informed.

The ComAct project is designed to promote, activate and fully implement stakeholder's engagement in every stage of the project life. Starting from a premise that the lack of civil initiative and organized approach to the local and national authorities are noticeable in all aspects of urban living, including low civic participation in urban planning, environment protection, housing management of multi-apartment buildings, decision-making processes at local level, and of course in energy efficiency upgrading activities, the project consists of a set of activities to provide meaningful citizen participation at all levels.

Preparing the Inventory of community activation and stakeholders engagement techniques with special attention to the geographical coverage of ComAct and mapping and analyzing stakeholders in each of the pilot countries will enable preparation of the Stakeholder Engagement Strategies in more effective manner.

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Introduction

Inventory of community activation and stakeholders' engagement techniques is a part of the WP 2 in the ComAct project. The aim is to create an inventory on how to activate community and how to create an enabling environment for implementation of energy efficiency measures in multi-apartment buildings, taking into considerations the needs and specificities of low-income and energy poor households and homeowners' associations that are representing them.

This inventory is giving an overview of the community engagement techniques that can be applied in the context of the 5 pilot countries, mapping and analysing the stakeholders in each of the pilot countries and presenting best practices that were implemented by the project partners.

The inventory of community activation and stakeholders' engagement techniques is serving as a basis for the preparation of the stakeholders' engagement strategy.

Objectives and impacts of the project

The countries in the Central and Eastern European (CEE) region and in the former Soviet Union republics (CIS region) have the most energy-poor people in Europe. Main reasons contributing to energy poverty for people with low-income are due to high energy prices and poor energy efficiency of the buildings, building heating systems and household appliances. The Community Tailored Actions for Energy Poverty Mitigation (ComAct) project is focusing on the CEE and CIS regions and in particular on their specificity that the housing stock (characterized with large percentage of multi-family apartment blocks) is predominantly in private ownership and consequently energy-poor households live in their privately-owned apartments. To address the complex roots of energy poverty, there is a need to develop a new approach in order to influence the energy costs substantially and make the energy efficiency (EE) interventions affordable, and consequently reduce the high energy poverty level in the CEE and CIS region.

ComAct project's **main aim** is transferring high-cost/high-impact interventions into low-cost/affordable and manageable solutions by intervening in three dimensions:

- Empowering and activating the communities of homeowners' associations to be able to make use of the available support schemes and technical solutions and creating a supporting environment around them;
- Together with commercial banks and public actors, working out financial tools that provide financing also for low-income families, resulting in affordable monthly costs (instalments), and
- Developing optimal technical solutions that provide the most favorable cost-benefit ratio for each individual building.

The project consists of 8 Work Packages that are interrelated and are jointly contributing to project objectives:

- WP1 Analysis of energy poverty as a domain;
- WP2 Supportive "Eco System" for energy efficiency measures in multi-family apartment buildings;
- WP3 Financing schemes for energy poor households;

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- WP4 Optimal Technical solutions for energy efficiency in multi-family apartment buildings;
- WP5 Implementation of pilot cases on alleviating energy poverty;
- WP6 Communication, dissemination and exploitation;
- WP7 Project coordination and management; and
- WP8 Ethics requirement.

The project philosophy is to embed energy poverty reduction, affordability of energy efficiency measures, strengthen community responsibility and cohesion in order to support energy poor households living in multi-apartment buildings.

Target groups and beneficiaries

Primary target group as final beneficiaries (end-consumers): socioeconomic group energy-poor households in multi-family apartment buildings organized in communities of homeowners represented in Homeowners' Associations.

Secondary Target Group: local actors creating the 'eco-system' for alleviating energy poverty, including cities and local authorities, financial institutions, banks, NGOs/civil society organizations, companies (building management/maintenance companies, energy-efficiency measures contractors).

Tertiary target group: policymakers at local/national and EU level relating to energy poverty/energy efficient renovations that we will engage through exploitation of project results.

In order to demonstrate applicability, benefits and potential for alleviating energy poverty, 5 pilot cases will take place in Hungary, Bulgaria, North Macedonia, Lithuania and Ukraine.

Inventory of community activation and stakeholders' engagement techniques is a guide for the project partners, which can support the implementation of pilot projects and provide institutional sustainability of the ComAct project. It is prepared combining previous experience of the partner working with multi-family apartment buildings and theoretical aspects of citizen's engagement in development matters.

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COMMUNITY ENGAGEMENT TECHNIQUES AND TOOLS

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1. Stakeholders and Community engagement

1.1. Civic engagement in development processes

The modern society is characterized with advanced industry and technology, complex culture, social and economic interrelations, urbanization, heterogeneity of people's needs, prospects and capacities. Society, as a combination of individuals with various needs and expectations, is stratified in three sectors:

- Public sector (local, national authorities, health and cultural institutions, governmental bodies and agencies, etc.);
- Private sector (companies, small and medium enterprises, private schools, finance institutions and banks, etc.); and
- Civil society sector (NGOs with different area of interest, churches and other religious organizations, unions, chambers etc.).

In the past 10 -15 years, which are characterized with constant and fast changes and high involvement of IT technology in every aspects of the society, it is very difficult to make a bordering line and distinct the roles and interactions among different stakeholders in particular sectors.

Sustainable development is closely linked and dependent on active civic engagement at different levels in the society. It is a permanent process of creating strategies and policies, planning, monitoring, analyzing and identifying development activities.

Civic engagement is actually an organized commitment for increasing approach and control of the resources and the decision-making processes in the society. Respecting the institutional and legislation framework, civic engagement is crucial element for societal development and can contribute to:

- Sustainability of the development processes and its impact;
- Creating atmosphere of cooperation and support, social cohesion and trust, respecting differences among stakeholders;
- Enhancing socio - economic development, through private initiatives and involvement of citizens and NGO sector;
- Creating standards and best practices that are leading initiatives for further development;
- Networking and global cooperation based on transparency, accountability and responsibility of all stakeholders.

The Seoul Declaration on Participatory and Transparent Governance, from May 2005 states "the successful implementation of participatory and transparent governance hinges upon the ability of governments to collaborate and cooperate with diverse actors in their societies, including businesses, trade unions, civil society organizations and individual citizens. By encouraging networking to create mutually reinforcing relationships and broad-based collaboration among all actors in society, governments can enhance governing capacity while ensuring that there are proper checks and balances among actors. "

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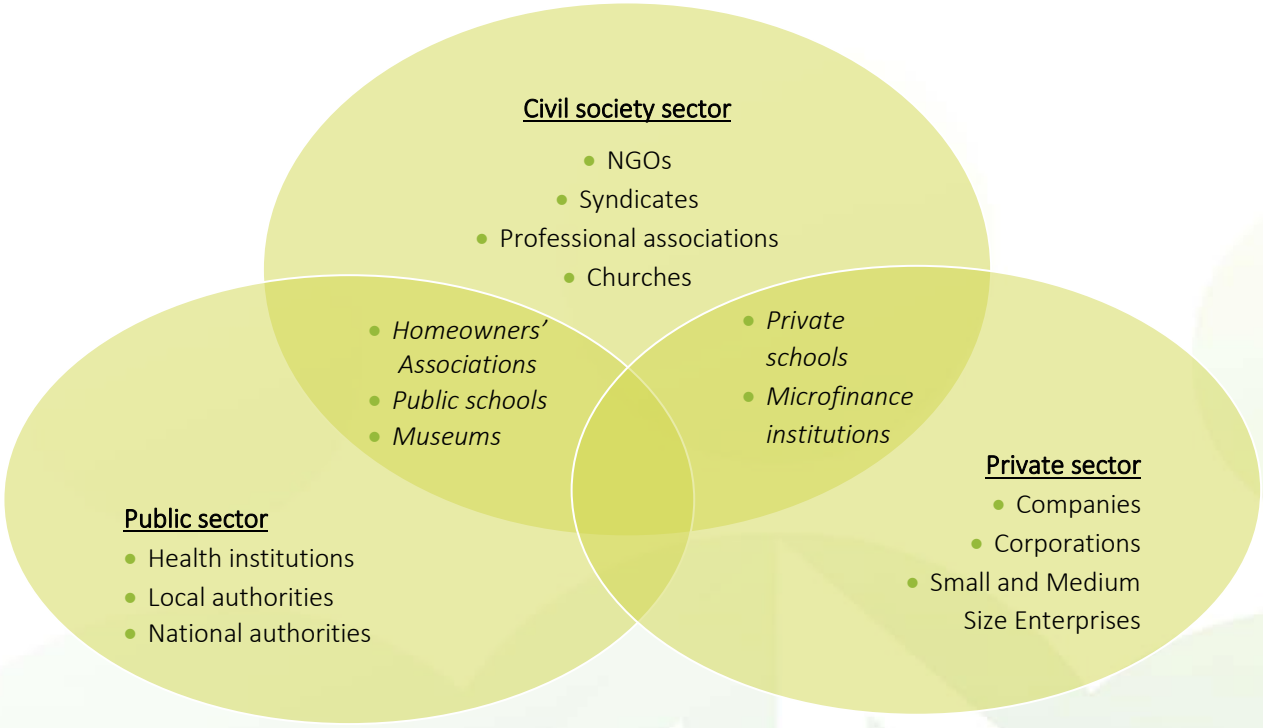

Figure 1 Three pillars of the society

Concepts of civil engagement in the development processes is part of the Council of Europe initiative Code of Good Practice for Civil Participation in the Decision-making processes, in which is explained that *"...the civil society constitutes and important element providing citizens with alternative way, alongside elections, or making their voice heard and working for the community"*[1]

According to the Council of Europe's Code of good practice for Civil Participation in the Decision-making Process, there are 7 required conditions to create enabling environment for development initiatives:

- The Rule of law;
- Adherence to the fundamental democratic principles;
- Favorable legislation;
- Clear and precise procedures;
- Long-term support and resources for sustainable civil society;
- Shared space for dialogue and cooperation.

[1] Council of Europe, Code of Good Practice for Civil Participation in the Decision-making Processes, https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=09000016802eede1 , accessed March 2021

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Energy poverty is one of the main problems in the modern societies that requires mobilization of different stakeholders in the efforts to overcome the negative consequences of energy poverty, but at the same time to identify the causes and prevent its further expansion. Energy poverty is a political, sociological and economic (financial) issue that has to be treated multi-sectorial.

The ComAct project is combating energy poverty dealing with three aspects of the problem: access to the finances for the low-income households, energy efficiency measures applicable in the low-income and poor households and mobilization of the communities, especially homeowners' association in creating enabling environment for energy efficiency upgrades.

The main objective of WP 2 in the ComAct project, named "Supportive Eco-system for energy efficiency in the multi-apartment buildings", is dedicated to creating a strong interrelation between different stakeholders, in order to create resilient communities, ready to combat energy poverty. This can be done only through meaningful and productive involvement of all stakeholders in residential energy efficiency.

Creating "supportive eco-system for energy efficiency" means that the citizens, homeowners living in multi-apartment buildings, organized in homeowners' associations (HOA) have the main role in the process.

Local-self governments are representing local and national legislative and regulations, providing technical and financial support for the energy efficiency measures (subsidies and organization, logistics) and linking the resources available at the local and national level.

Business sector, construction and management companies, including financial institutions, is the providing technical services and resources to enable implementation of energy efficiency measures.

All three parties in the "eco-system" have its own responsibilities, decision-making power and motivation to participate in the process.

Nowadays, global society is facing many challenges. Globalization and domination of IT technology in people's everyday life, poverty, unemployment and low level of education are tearing the society, breaking down the linkages between civil society, government and private sector. Thus, the need of active and meaningful participation of all stakeholders in the development initiatives is imperative to keep the society vigorous for further socio-economic and human development.

1.2. Stakeholders and Community

One of the main reasons for failure of development initiatives/projects, together with the inadequate planning, is an inadequate communication among stakeholders (PMI, 2007). Having in mind this fact, it becomes very important to clearly identify the stakeholders and well define their role in the projects.

The general definition of stakeholder is a key individual or a group of people that are impacted by the project or are critical to the success of the project. A stakeholder can be any individual, group of individuals, organization or political entity with an interest or stake in the outcome of a decision in a particular situation, problem or project.

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According David Wilcox[2], the stakeholder is anyone who has a stake in what happens, but put it into the project context, this means: who is affected, who controls the information, who possess skills and money needed, who may help and who may hinder. This doesn't mean that anyone who is affected has an equal say in the process, or have the equal responsibility to the successful implementation of the project and its results.

Speaking about community, there are different definitions to explain this sociological phenomenon. Community refers to individual citizens and can be defined as:

- Community of place – when people are identifying with the particular geographical area;
- Community of impact – when people share common aspirations, concerns and goals around concrete issue;
- Community of interest – when people share a particular experience, interest or characteristics.

The most suitable explanation of the community in the context ComAct project is the definition of the German sociologist Karl Mannheim: "*Community is any circle of people who live together and belong together in a way that they do not share this or that particular interest but a whole set of interests*"[3].

In general, community is a "problematic" term, and can be used to describe the people who are sharing the same interest, living in the same area (or town, or country), or are of same age or gender. Still, there are common characteristics of the community that are helping to identify the group of people and call them community[4]:

- It is a group of people who interact with each other;
- The interaction is happening within a bounded geographical territory. All daily activities (work and non-work) occur within a geographical area which is self-contained;
- The community's members share common values, beliefs and behaviors;
- The community has a particular social structure. There are also collections of people who might not be termed communities because of a lack of social structure;
- The members have a sense of belonging.

Community is about interaction and cooperation, when different interests willingly are coming together, formally or informally, to achieve some common goals. This doesn't mean that stakeholders need to have equal skills, resources, interest or sureness, but they are trusting each other and share the same commitment.

Energy Community

In EU legislative, the term energy community exists which refers to a wide range of collective energy actions that involve citizens' participation in the energy system. Community energy projects are characterized by varying degrees of community involvement in decision-making and benefits sharing. They may describe a community limited by a geographical location or a community of interest (Walker and Devine-Wright, 2008). Community energy reflects a growing desire to find alternative ways of organizing and governing energy systems (Van Der Schoor et al., 2016). It is a new form of social movement that allows for more participative

[2] The Guide to Effective Participation (1996), http://partnerships.org.uk/guide/main1.html , accessed March 2021
[3] https://www.sociologygroup.com/community-meaning/ , accessed March, 2021
[4] https://www.sociologygroup.com/community-meaning/, accessed March 2021

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and democratic energy processes. Until recently, community energy lacked a clear status in EU and national legislation, taking different forms of legal arrangements. [5]

1.3. Stakeholders and communities in the project context

Stakeholders in the ComAct context

The primary target group and final beneficiaries of ComAct project are energy poor households and their homeowners' organizations in pilot countries (Bulgaria, Hungary, Lithuania, North Macedonia and Ukraine).

The special focus is on the most vulnerable groups of citizens that generally can be considered the following:

- Elderly people living in single-family;
- Occupants/homeowners of MFA complexes in lower income urban areas;
- Occupants of publicly owned MFABs or dwellings in urban areas;
- Low-income retired people;
- Single parent households;
- Other.

Secondary target groups are national, local and community (if any) authorities, banks and other financial institutions, companies for management facilities in multi-apartment buildings, construction and specialized energy efficiency companies, including ESCO, relevant CSOs.

The project also targets the decision makers at local, national and EU level, that are relevant to provide institutional support to the processes of decreasing energy poverty in the residential sector.

In context of the ComAct project, the stakeholders have different decision-making power in different situations, depending on the political, economic and social conditions in the concrete pilot country, but also in relation to the activities in the pilot project.

Community in pilot countries context

The activities in the ComAct project are implemented in five pilot countries: Bulgaria, Hungary, Lithuania, North Macedonia and Ukraine. Although, all these countries belong to the same region and have similar historical and sociological background, still there are a lot of differences in terms of level of development, cultural interactions, specific relations among different stakeholders in the country etc. On the other side, even the pilot projects are contributing to the same project objectives, they are designed to answer the specific needs in each of the pilot countries. Thus, the approach, methodology and, consequently the meaning of community and stakeholders' involvement differ from country to country.

[5] https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/energy-communities-overview-energy-and-social-innovation , accessed, March 2021

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Bulgaria

Context: According to the latest National Programme for Energy Efficiency of the Multifamily Residential Buildings, end of 2019, the subsidies are covering 75 % of the cost for renovating building and more than 4.000 HOA wiling to join this initiative.

The pilot project in Bulgaria is focused to support the National Program by providing tools on how to support low-income households in securing the remaining 25% for energy efficiency measures.

Target group and beneficiaries*:* HOAs, the relevant national and regional authorities, energy experts and consultants, professional chambers and associations, social partners, facility management companies, banks and microfinance institutions, consumers organizations, NGOs, potential investors.

Community in the pilot project*:* The piloting locations is the city of Burgas.

City of Burgas is located in the Southeast part of Bulgaria, at the cost of the Black Sea. According to the latest data from 2011 it counts 415.817[1] inhabitant with 14 small villages and 8 housing regions[1]. The city is divided into 13 municipalities and has a proven record of accomplishment and sufficient administrative and professional capacity. One of the better things about Burgas is that is has very low rate of unemployment of around 1,4 %.

Hungary

Context: The areas of interest in the District 3 of Budapest are the ones endangered by social deprivation, located in the biggest housing estate of Budapest (Békásmegyer), and in multifamily buildings around Árpád Bridge. In these areas there are hundreds of buildings that are not able to benefit from the existing renovation support scheme. On the bright side, the municipality of District 3 operates its own subsidy system, that provides 30% grant and 70% interest free loan for smaller scale renovation of multi-family buildings.

The main purpose of the pilot case in Hungary is to empower energy poor household to initiate and be capable of implementing some measures to improve the energy efficiency in their homes, especially through renovation and refurbishment of their buildings.

Target group and beneficiaries*:* Final beneficiaries from this pilot case will be HOAs that have not benefited from the past support schemes, and are located in neighborhood with slightly worse social parameters than the rest of Budapest, representing different technical parameters, heating methods and have different organizational problems.

Community in the pilot project*:* City of Budapest has around 1.740.041 citizen and is consisted of 23 districts, including District 3. During the duration of the project is planned to refurbish 2 MFABs in District 3 of Budapest, and start the procedure for refurbishment for another 2 MFABs, where the pilot case for Hungary is foreseen to be.

Lithuania

Context: Lithuania's building stock is characterized with mostly Soviet-time prefabricated MFABs with very low energy efficiency parameters, but luckily, the legal framework and the financing schemes are in favor for the citizens. Even with those benefits there are number of people (around 30%) who live in energy poor apartments and are not able to keep their home warm enough.

In this pilot project, ALCO with the help of local municipalities and charitable organizations will choose couple of HOAs as participants in the pilot case.

Target group and beneficiaries: Beneficiaries from this pilot case will be energy-poor households in multi-family apartment buildings, Homeowners organizations, national, local and community authorities, energy experts, social partners, banks, consumers organizations.

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Community in the pilot project: Taurage district municipality is relatively new, established in 1995, but its best characteristic are the green landscapes, since this municipality is awarded as the greenest district in Lithuania. In Taurage are located couple of solar, wind and waterpower plant, so most of the energy is produced via renewable energy sources. It has population with over 38.000 citizens [6].

North Macedonia

Context: The apartments in MFABs in North Macedonia are 98% privately owned. In the apartment buildings are living people with different social status, but 80% of them can be considered as low-income households. There are local initiatives for subsidies for energy efficiency renovation of multi-apartment buildings by the municipal budget in the range of 20%-100% for retrofitting common building spaces.

The main objective of the pilot project in North Macedonia in ComAct is to contribute towards sustainability of energy efficiency (EE) measures in MFAB and thus provide equal opportunities for low-income families to benefit of energy savings and improve family budget.

Target group and beneficiaries: Target group of the pilot project are: Homeowners of apartments in MFABs, Local self-government units, Homeowner's associations, construction companies, residential management companies, social enterprises, investors, banks and microfinance institutions, consumers organization, relevant NGOs (focus on those which are working on environment protection and social inclusion), etc.

Direct beneficiaries are low-income households living in MFABs, while the benefits of the pilot will have practitioners and other interested stakeholders from business and civil society sector.

Community in the pilot project: The pilot project in North Macedonia will be implemented in two municipalities, which will be considered as communities, including local stakeholders and their relationships and interactions.

Municipality of Karpos has 60.000 inhabitants, with 400 MFABs with 29.300 apartments, and very active involvement of local self-government in the energy efficiency of the residential sector. In the municipality has been already retrofitted more than 30 MFABs, using municipal subsidies and Habitat North Macedonia's financial models for energy efficiency. There are active civil society organizations, and there is a high level of interaction among citizens, at so-called "neighboring communities" (there are 14 neighboring communities in Karpos). Local self-government is part of City of Skopje, and have strong relations with city authorities.

Municipality of Kavadarci has 40.000 inhabitants and 144 MFABs with 2.990 apartments. Local self-government was active participant in energy efficiency renovation of MFABs in the municipality, providing subsidies, but due to the budget limitation, the support stops. There are not many local NGOs, but there is a strong interrelation among citizens.

Ukraine

Context: There are couple of finance supporting schemes in Ukraine since 2014 such as: grand scheme "Warm credits", "Easy", "Energodim" program etc., but there are some restrictions for the participation of the HOAs. One of the aims of the pilot is to support, motivate and navigate low-income households and stakeholders to use the available support, but also to advocate the adjustment of the existing financial schemes, and/or to propose new financial models for EE.

[6] https://www.taurage.lt/en/about-taurage/ , accessed March 2021

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In this pilot project, there will be modernization of 5 MFABs. First step of choosing the buildings will be conducting an audit of 20 buildings, after that 10 buildings will be selecte at the end of the process, the refurbishment will be done on 5 most relevant buildings, with residents willing to participate.

Target group and beneficiaries*:* In Ukraine, similar like the other pilots, direct beneficiaries are low-income families which will receive energy audit and will be guided along the way on mitigation of energy poverty and increasing energy efficiency in their homes.

Community in the pilot project*:* The buildings are foreseen to be chosen in Odessa, the major tourism center of Ukraine of the northwestern cost of the Black sea with 1.017.699 citizens. Odessa`s administration consists of 5 administrative districts with limited responsibilities, where the Odessa City council is the legislative policy-making body.

2. Community engagement levels and techniques

"Citizens' participation is citizen power"

Community engagement is essential for any development processes in the society including improving energy efficiency in the residential sector. Citizen participation can be used in the various ways: starting from discussions with public authorities on how to establish a new initiative or get involved in the existing one, through collaboration to full participation in the decision-making processes. It can result in building awareness about particular issue, to promote key principles and best practices, to establish relationships with different actors and develop engagement mechanisms.

Citizen's engagement is about to:

- Maximize the likelihood of success of developing an initiative;
- Win and maintain support from the most influential stakeholders;
- Encourage wider and more positive cooperation;
- Anticipate stakeholder reaction and build into the plan actions to win support;
- Improve quality of results and deliverables.

Community engagement is about citizens' involvement in decision-making processes and in the implementation of the development initiative. It is a planned process with the specific purpose that embeds citizens, civic society organizations, public authorities and business in action in a relation to a problem, opportunity or outcome, creating a space for sharing responsibility, decision-making and action. It is about open dialogue within community about issues that impact them or they have interest for.

At the same time, community engagement means involvement of public authorities which can benefit from the cooperation with private and civil society sector in order to improve existing or create new mechanisms for further development.

Energy efficiency in the residential sector, energy poverty and housing are complex issues that are affecting almost all aspects of society, such as health, social issues, economic development, employment etc., and comprise different actors from governmental, business and civil society sector. Especially energy poverty is a burning issue for the majority of citizen in Central and Eastern Europe, especially those living in MFABs.

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The Council of Europe is proposing 6 steps of community engagement[7]:

- Agenda setting – when political agenda is established by the governmental bodies, civil society and private sector can participate and shape the regulations through campaigns and lobbying in order to fit the issues, needs and concerns on behalf of collective interest.
- Drafting – there is a well-defined process for policy drafting, and civil society and private sector can participate to identify problems, proposing solutions and providing evidence for performing regulations.
- Decision – decision-making procedures can be organized in the participative manner, so the governmental bodies can evaluate different views and opinions before or during the process.
- Implementation – during this stage most of the stakeholders are active, implementing the development activities. Coordination and partnership are crucial for achieving the intended results and impact.
- Monitoring – in this stage the transparent monitoring system needs to be in place in order to provide real assessment of the implementation processes.
- Reformulation – the knowledge gained from the assessment, coupled with evolving needs in society, often require a reformulation which can be based on current needs and initiatives.

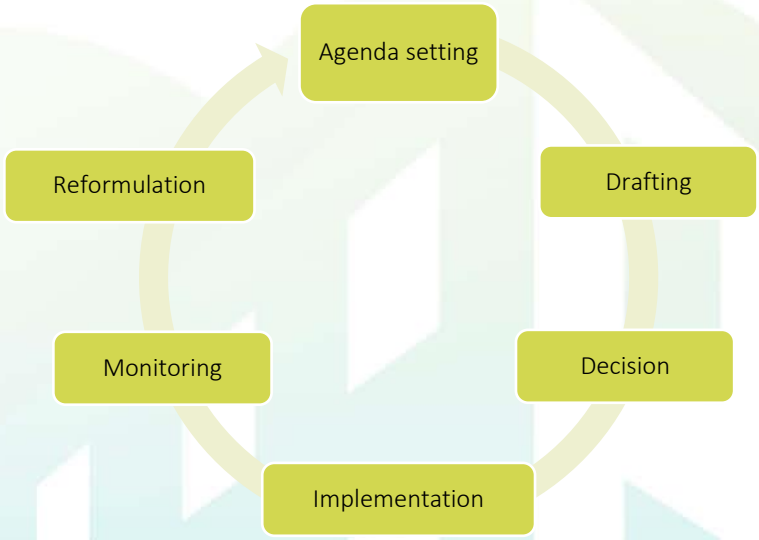

Figure 2 Steps of community engagement

The European Commission's acts and directives on energy efficiency and renewable energy sources are encouraging involvement of wide range of stakeholders and have very positive approach to citizen involvement.

2.1. Levels of civic engagement

"Commitment is the other side of apathy: people are committed when they want to achieve something, apathetic when they don't. But what leads to commitment? Not, in my experience, telling people `you ought to care', inviting

[7] Council of Europe, Code of Good practice for Civil Participation in the Decision-making Process, 2008

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them to public meetings or bombarding them with glossy leaflets. I think people care about what they are interested in, and become committed when they feel they can achieve something. Hard selling won't achieve that. If people are apathetic about your proposals, it may simply be that they don't share your interests or concerns." (David Wilcox).[8]

Citizen's engagement in activities at local/community level in general are the essence of democratic societies. There are different approaches in the creating models for citizens' engagement in the community decision-making processes. In the article, "*The Ladder of Citizen Participation*", Sherry Arnstein, [9] stays that there are eight levels of citizen's involvement in the local development processes:

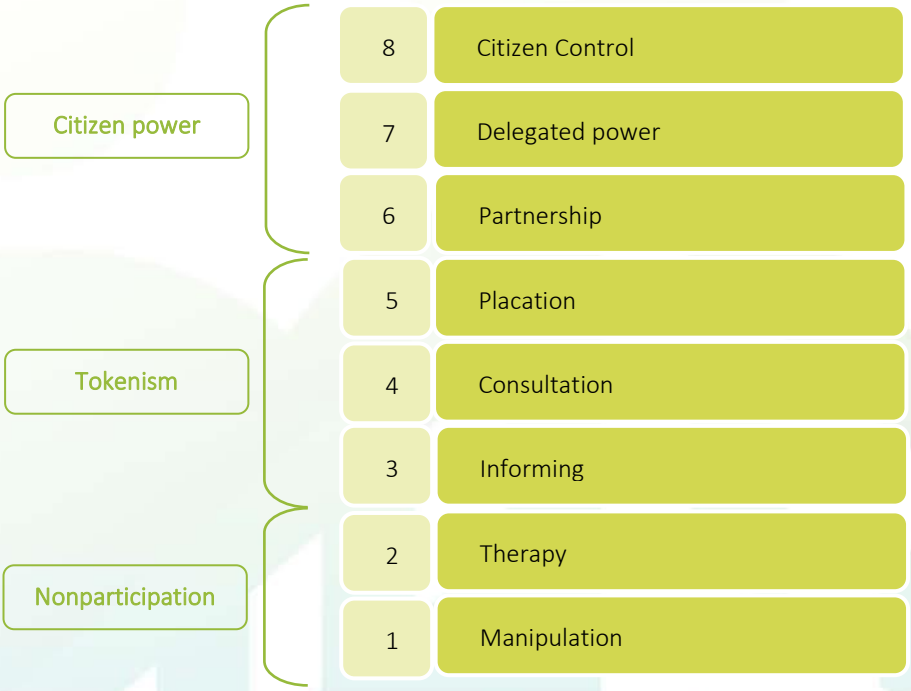

Figure 3 Levels of participation

This model is explaining 8 levels of citizen participation, and intend to promote meaningful participation of citizens, instead of participation "per se".

The first two steps in the ladder are *1.Manipulation* and *2.Therapy*, which are representing the *Nonparticipation*. These levels are used whenever there is a need to show citizen's participation, while power- holders are in a position to educate and/or "cure" participants.

The *Tokenism*, which includes *3. Informing*, *4.Consultations* and *5.Placation* are used whenever there is a need for symbolic efforts as citizen's engagement levels. The Informing and Consultation are used to hear the voice of under-

[8] http://partnerships.org.uk/guide/main1.html, accessed on 05.03.2021, David Wilcox guidance
[9] https://lithgow-schmidt.dk/sherry-arnstein/ladder-of-citizen-participation_en.pdf

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represented groups, but still don't have enough power to be sure that their views will be heeded by the powerful. The *Placation* is a high level of tokenism. In this situation, the have-nots (in our case energy poor households) will be put in a position to advice the power-holders but still have no rights in the decision-making.

Further up the ladder are levels of citizen power with increasing degrees of decision-making power. 6.*Partnership* enables them to negotiate and engage in decision-making processes with traditional power holders. The 7.*Delegated Power* and 8.*Citizen Control*, have-not citizens obtain the majority of decision-making seats, or full managerial power.

2.2. Community engagement techniques and tools

The community engagement refers to a range of interactions which are suitable for all stakeholders, and could range from simple information through complete participation and partnership. The approaches that are used will depend on the groups of stakeholders being involved, their interest and decision-making power.

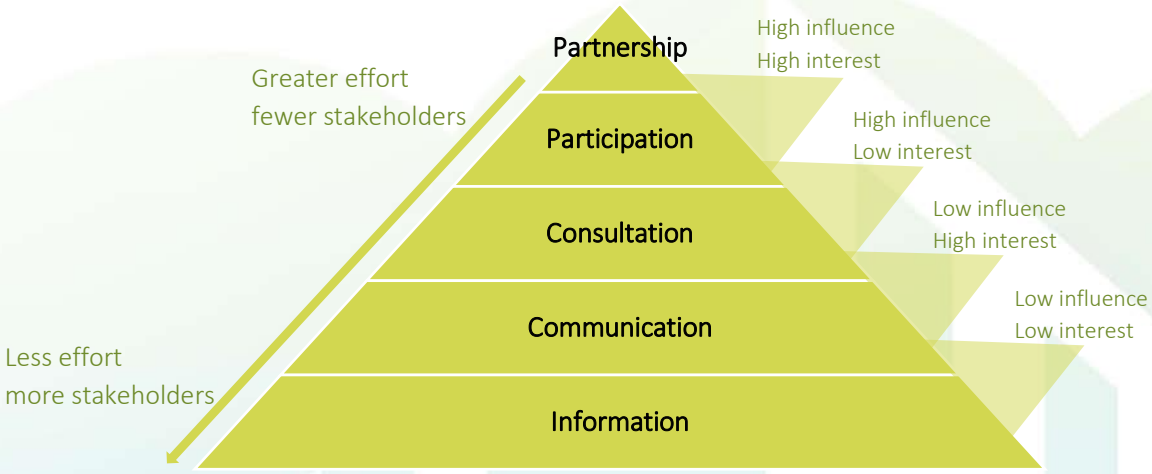

Figure 4 Community engagement level in relation with stakeholders' "power-interest" position

The pyramid is presenting the hierarchy of community engagement techniques, starting from information sharing, which covers a big number of stakeholders and request less efforts, to partnership, which can be made with only few stakeholders, but requires a greater effort. It also shows the relation between the level of engagement with stakeholders' interest to participate and its power in the decision-making process.

Level 1. Information

Information is an engagement technique that can be used whenever there is clear guidance or legislative about the initiative. It is used at the beginning of the processes, and in most of the cases it is a pre-intervention that is followed by higher levels of engagement.

The most effective methods and tools for information are:

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- Brochures, announcements, posters;
- Presentations;
- Social media
- Web pages, blogs, and other web based processes;
- Press releases and press conferences;
- Media: radio and TV spots;
- Informative booths;
- Citizen's informative centres (in our case Energy efficiency Resource Centres);
- Roadshows and public exhibitions.

Level 2. Communication

Communication is a two-way process and is used in the situation when the powerholders are interested to hear the opinion of the citizens, but they have an authority to decide to accept or not.

The most effective methods in communication are:

- Public hearings;
- Panel discussion;
- Round tables;
- Conferences.

Level 3. Consultation

Consultation is used in the situation when there is a need for exchange of the opinion, or the power holders are interested to modify their proposals. The consultation appropriate in the context when there is a clear vision and plan for the intervention, but still there are several alternatives to be consider.

The most effective methods and tools in consultations are:

- Research and analyses;
- Consultative meetings;
- Consultative committees;
- Workshops;
- Meetings.

Level 4. Participation

Participating is a high form of civil engagement when all stakeholders in the process have benefits of the joint venture. Participation is possible only in the situation when stakeholders have clear idea and interest about the intervention and is time consuming.

The most effective methods and tools in participation are:

- Advisory Groups (in our case is a Stakeholders Advisory Groups);
- Rules and procedures for joint activities;

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- Temporary and/or long-term structures for decision-making and responsibilities.

Level 5. Partnership

Partnership is the highest form of stakeholder's engagement that anticipate equal power and interest of stakeholders for the intervention.

The most effective methods and tools in partnership are:

- Community cooperatives;
- Self-managing local councils.

Community engagement techniques are about giving and equal right to every stakeholder to share their views and being heard and respected. Good community engagement can build new relationships and links and reinforce existing ones. Having good communication among stakeholders is essential for building community cohesion and creating social interaction that is beneficial for all.

Some general principles for effective communication in the context of citizen engagement are:

- Educate citizens on the complexity of the issues;
- Present issues neutrally;
- Involve diverse groups of citizens;
- Achieve commitment from decision-makers to engage in the process and use the results in policy making;
- Facilitate quality discussions;
- Produce transparent information that clearly highlights priorities after the discussion;
- Include feedback, monitoring and evaluation (e.g. feedback questionnaire, interviews).

Good communication is essential for successful community engagement. Effective communication means easy access to timely, accurate and useful information, open space for meaningful consultation and transparent and participative decision-making process.

2.3. Community engagement techniques in the project context

The ComAct project will work with 5 levels of stakeholder's engagement, based on mapping results on their level of interest and influence.

Table 1 Level of stakeholders' engagement

Level	***Stakeholder engagement***	***Mapping result***
Level 1:	Information	
		Low interest, low influence
Level 2:	Communication	
		High interest, low influence

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Level 3:	Consultation	
		Low interest, high influence
Level 4:	Participation	
		High interest, high influence
Level 5:	Partnership	

Information and communication are stakeholders' engagement levels that are suitable for actors with low interest, low influence. Communication and consultations can be used as techniques to engage stakeholders with high interest, low influence. Consultation and participation are for stakeholders who have low interest, high influence, while participation and partnerships are for the high interest, high influence stakeholders.

In the Annex I there is a set of tools that are appropriate for a different level of community engagement.

Stakeholders Advisory Groups and Energy Efficiency Resource Centers are the community engagement techniques that are prescribed in the project document.

Stakeholders Advisory Groups (SAG) will be established in each of the pilot countries and will serve as a catalyst for implementation of energy efficiency measures and link between homeowners and local and national authorities. It will have 15 – 20 representatives from homeowners, homeowner associations, local authorities and business sector. SAGs are aiming to become a driving force of the community activation for energy efficiency, linking the relations between civil society, business and public sector, enabling transparent and participative decision-making processes, and supporting the implementation of action plans for declining energy poverty in MFABs. They will bring bottom-up approach in the planning, implementing and monitoring activities for energy efficiency upgrades for energy poor households and will help to strengthen community cohesion.

Energy Efficiency Resource Centers (RC) will be established in each of the pilot country. The RC will enable direct support to the citizens living in MFABs, as well as other interested parties such as: CSO, governmental institutions, academic community, business sector, etc., providing broad platform for information sharing for energy efficiency and management of MFABs, supporting citizens' initiatives for energy efficiency and environmental protection. They will provide technical and legal support to homeowners for energy efficiency, will organize capacity building activities, such as training, consultancy and coaching, providing hands-on advice on a variety of issues in order to improve energy efficiency, especially for the low-income households, building management, energy efficiency and active participation in community development.

Energy Efficiency Resource Centers will work on Improving legal environment and implementation of the activities for energy efficiency and housing: establish a debate and groups of activists that will advocate and lobbying for improved legal framework for energy efficiency of the residential sector and citizen involvement in public decision-making and reform processes. Resource centers will work on increasing level of awareness on energy efficiency, climate change and active citizenship among homeowners: Motivate active citizenship among homeowners at local level by organizing public events and debates, media outreach and use of social networks.

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3. Best practices from pilot countries

The partner organisations are having rich experience in the community engagement, implementing their previous projects in housing, energy efficiency and combating energy poverty.

In Annex II Civic engagement, case studies of pilot countries, you can find best practices from Hungary, North Macedonia and Ukraine.

The presented case from Hungary is the renovation of privately owned MFBs that are in general implemented by the homeowners' associations themselves without any assistance. The active participation of the public sphere is the most common in projects that are aiming to implement a complex rehabilitation of urban areas threatened by social deprivation (so called social rehabilitation programs financed from EU structural funds).

The rehabilitation project in this case study was implemented in a socially disadvantaged area of District 8 of Budapest in three stages. In the first two phases, a certain percent of the full costs had to be financed by the MFAB, whereas in the third phase the state and the EU provided 100% of the renovation costs. The urban rehabilitation project was carried out by a municipally owned rehabilitation company. The subsidies covered a number of interventions such as facade, main staircase, roof renovation, or the refurbishment of electric system, gas and water piping.

The case study from North Macedonia is the Habitat for Humanity Macedonia ongoing project for energy efficiency in multi-apartment buildings that has been implemented since 2009. More than 65 apartment buildings, with 2.000 apartments have been energy efficiency retrofitted and resulted with overall annual savings of 7.910 MWh and annual reduction of CO_2 emission of 3.670 t which demonstrates strong positive impact on the environment.

Most of the buildings are renovated in partnership with local self-governments (municipalities), which are providing subsidies for the façade and roofs renovation. Municipalities are providing 20-70% subsidies for the EE renovation of the buildings on their territory. Replacement of windows and balcony doors are not subsidized, but homeowners can receive affordable loans from the revolving fund managed by Habitat for Humanity Macedonia (HFHM). HFHM is providing finances and technical support to the municipalities and for the homeowners.

In best practice from Ukraine, is directly linked with the ComAct project activities and is about energy audits as an engagement tool for homeowners in MFABs. Conducting energy audit of buildings is obligatory procedure and first step the homeowners' Associations (HOAs) of Ukraine should do before they can receive financial support for energy efficient modernization of their buildings from Ukrainian State Energy Efficiency Fund. Association "Odessa Housing Union" (OHU) is providing energy audits in the multi family buildings. To motivate and engage MFAB appartment owners, OHU is providing energy audits by using the participatory approaches. On the first stage of energy audit, OHU is demonstrating the thermography of building to its apartment owners, giving them chance to visualize building thermal loses and motivating them to make thermal modernization.

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ComAct
Community Tailored Actions for Energy Poverty Mitigation

STAKEHOLDERS MAPPING

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4. Mapping Stakeholders

Citizen's involvement in initiatives that are directly in line with the quality of their life are of crucial importance especially nowadays, where there is evident lack of meaningful dialogue among different stakeholders in the society.

Energy efficiency and energy poverty are political issues and are of interest of numerous policy makers on different level of governments. Thus, it is even more important to provide conditions for real citizen's participation as a categorical term for citizen power. The environment of openness and constructive dialogue to build a trust and common understanding is necessary to enable redistribution of power needed for real democratic processes in society. In general, the stakeholder's analysis and citizen's engagement techniques are important for any project and any development initiative.

The inventory of community activation and stakeholders' techniques starts with stakeholder analysis. This is a process of identifying relevant stakeholders; grouping them according to their levels of participation, interest, and influence in the project; and determining how best to involve and communicate each of these stakeholder groups throughout.

Mapping stakeholders in pilot countries

The process of mapping of stakeholders involved all pilot countries, who were asked to fill in the table for stakeholder's analysis. The analysis of the stakeholders in the pilot countries will be based on:

- Types of stakeholders;
- Level of stakeholders operations;
- Level of participation and influence;
- Power-interest grid.

Below are described the methods of groupings and final relevant stakeholders from each country.

Analysis of the types of stakeholders

When analyzing the stakeholders, one of the most important information is the type of the stakeholder, its institution, organization etc. We organized the stakeholders in 10 categories:

1. Public Authorities / Administration & Policy makers;
2. CSO (Grass root NGOs, Social or environmental organizations, think tanks);
3. Homeowners' Associations ;
4. Academia & Research;
5. Manufacturer/private company;
6. Construction & Real Estate company;
7. Building developers and planners;
8. Energy services (e.g. ESCOs, utilities);
9. Facility Management Company;
10. Public company; and other.

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In total, there were 109 identified stakeholders from different types, operational level, and level of knowledge, influence and interest for participation.

Table 2 – Number of identified stakeholders by pilot country

Country	Number of identified stakeholders
Bulgaria	55
Hungary	15
Lithuania	7
North Macedonia	20
Ukraine	12

Level of participation and influence

When grouping the stakeholders by their level of interest and influence there are couple of factors that have to be taken into consideration. That is why the stakeholders "interest" include knowledge, willingness, support and attitude; and stakeholders "influence" involve leadership, power, positioning and networking. Each pilot country was asked to fill in tables that include the level of the knowledge relevant to the project, the decision-making power, and the interest in participation in the project from the relevant stakeholder. The level of participation and influence is separated in four groups:

1. High Interest / High Influence;
   - High level of knowledge relevant to the project, decision-making power and interest for participation in the project,
   - Medium level of knowledge and interest for participation, but high decision-making power,
   - High level of knowledge and decision-making power, but medium interest for participation,
   - Medium level of knowledge and high decision-making power and interest for participation,
2. Low Interest / High Influence;
   - High decision-making power, and knowledge relevant to the project and interest for participation has to combination of medium, low or high,
   - All the parameters are medium,
3. Low Interest / Low Influence;
   - Medium level of knowledge, medium decision-making power and low participation,
   - High level of knowledge, medium decision-making power and low participation,
   - Low decision-making power and low or medium level of knowledge or interest in participation,
   - Medium level of knowledge, low decision-making power and medium participation,
   - High level of knowledge, low decision-making power and low participation
4. High Interest / Low Influence

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- High level of knowledge and interest for participation and low or medium decision-making power,
- Medium decision-making power and high level of knowledge or interest for participation,
- Low decision-making power and high or medium level of knowledge or interest for participation.

Power-interest grid

Last, but not least, the stakeholders are divided in four different categories, based on their level of influence and interest. As it can be seen from the figure, if the stakeholder has:

- high interest for participation and influence, the communication should be managed closely;
- high power, but low interest of participation, the stakeholder should be kept satisfied;
- low interest for participation and low power, the stakeholder should be monitored, and if the stakeholder has
- high interest of participation, but low power, the stakeholder should be kept informed.

Figure 5 General power - interest grid

The key activity in the preparation of this document was a stakeholders' mapping in the ComAct pilot countries. There are five piloting countries in the ComAct project: Bulgaria, Lithuania, North Macedonia and Ukraine and Bulgaria. In order for this project to be successful, there has to be clear picture of the stakeholders, their type, operational level, interest for participation and influence (In Annex III, there are the original tables of stakeholders submitted by each pilot country). The analyses of the stakeholders' mapping results per country are presented in this document.

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4.1. All pilot countries

Before analyzing the gathered data, it is important to note that these are not the final stakeholders, but the types of organizations that the pilot countries will work with. The information and data presented in this section are collected at the beginning of the process of community engagement and can be changed during the further project implementation in the upcoming 3 years.

Types of stakeholders

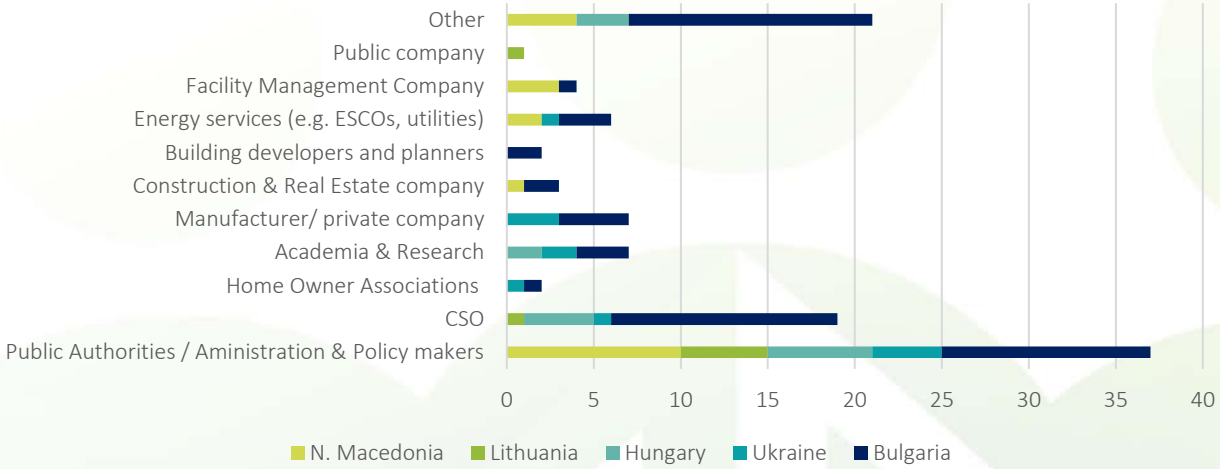

Figure 6 Types of stakeholders by numbers in the piloting countries

From the gathered data of the piloting countries, it is eminent that the Public Authorities / Administration & Policy makers are most dominant stakeholder type with 34 % of the total number of stakeholders (109), and the least number of stakeholders are the public companies, with only 1 %.

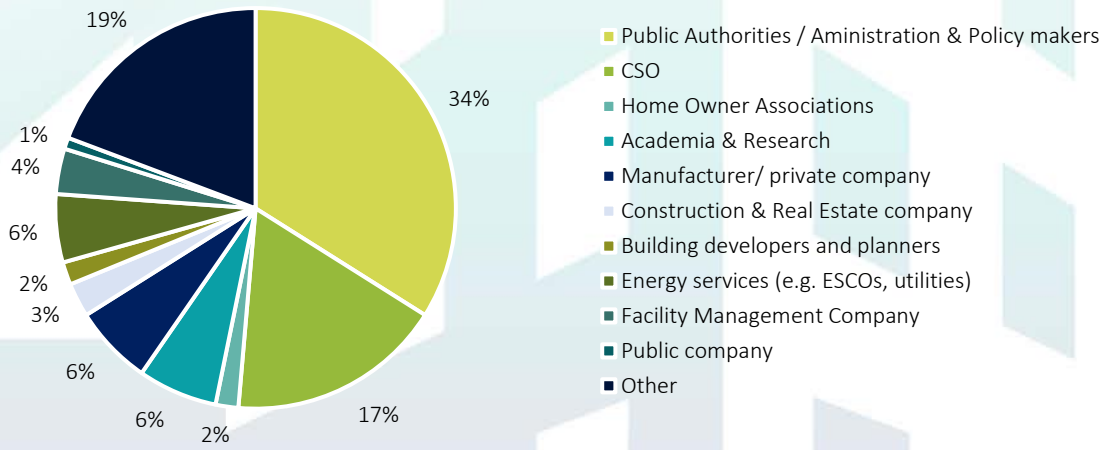

Figure 7 Types of stakeholders in the piloting countries in percentages

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Level of stakeholders' operations

On the other hand, when the level of operation is analyzed, then 65 % from all of the stakeholders are operating on national level, with 7 % are operating on regional level, with 23 % are operating on municipal level, and finally with 5 % on neighborhood level.

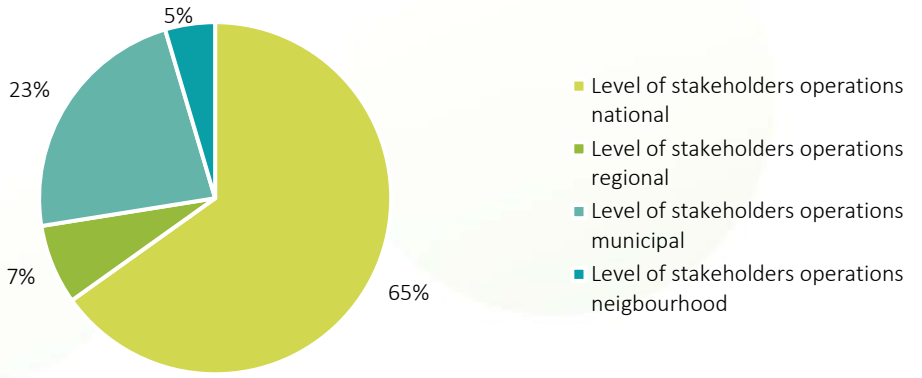

Figure 8 Level of operations of stakeholders in piloting countries

Level of participation and influence

In the figure, there is comparison of the number of stakeholders assigned in each of the four groups according to their level of influence and interest, by piloting country.

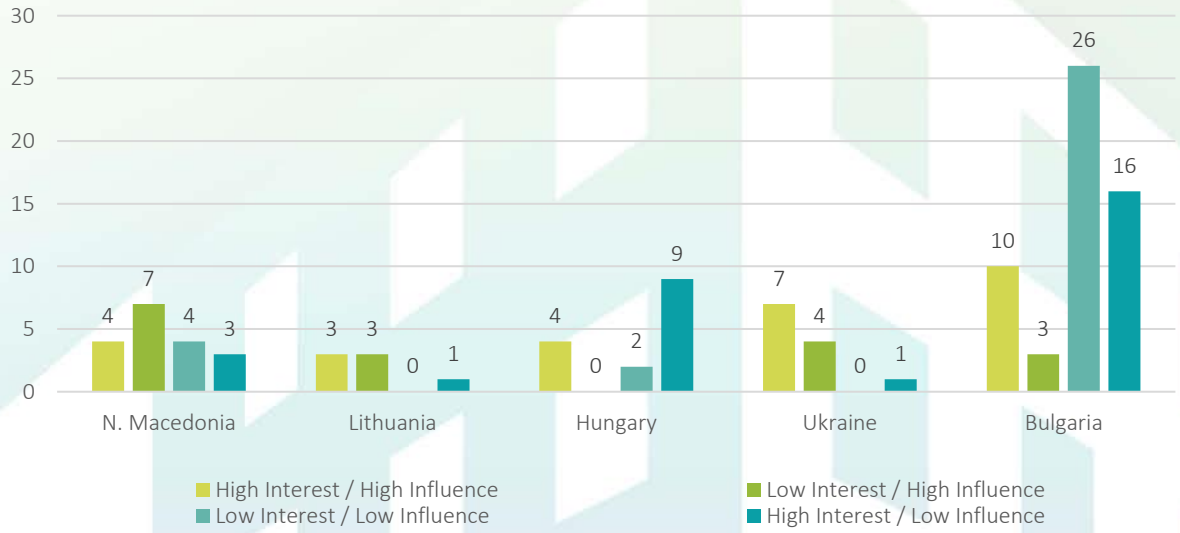

Figure 9 Comparison of the level of participation and influence in piloting countries

All of the pilot countries have different set of stakeholders. In North Macedonia the stakeholders from the group low interest / high influence are the most numerous, in Lithuania dominant and balanced are the stakeholders with high influence, and in Hungary and Bulgaria the most dominant are the stakeholders from the group with low interest and low influence.

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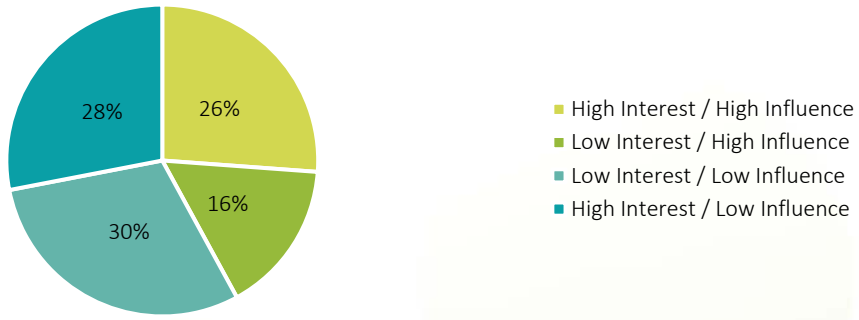

Figure 10 Stakeholders with high/low interest and influence, shown in percentages in total

If the number of stakeholders that have different levels of influence or interest is shown in percentages for all of the piloting countries, than it is noticeable that the most dominant are the stakeholders with low interest and influence with 30 %, and the least numerous are the stakeholders with high influence, but low interest with 17 % from the total number of stakeholders.

4.2. Bulgaria

Types of stakeholders

When analyzing the figure of the types of stakeholders in Bulgaria, it is easily noticeable that the percentage of stakeholders in the groups of:

- Public Authorities / Administration & Policy makers;
- CSO (Grass root NGOs, Social or environmental organizations, think tanks) and
- Other, uncategorized stakeholders

are tightly around 22 % (or 12 stakeholders) and 25 % (or 14 stakeholders). Only the stakeholders from the public companies are not included in the inventory of stakeholders in Bulgaria, meaning they are holding 0 % of the total number of 55, and after that, with 1 % are facility management companies and homeowners' association (HOA), with 1 representative of each.

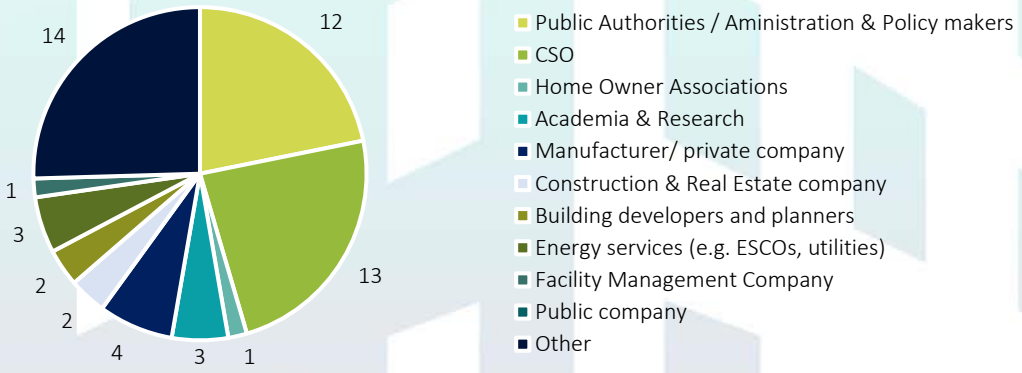

Figure 11 Types of stakeholders, Bulgaria

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Level of stakeholders' operations

The dominant part of the stakeholders is operating on national level, 73 % or 40 stakeholders, while 13 % or 7 stakeholders are operating on municipal level, and 7 % are operating on either regional or neighborhood level.

Figure 12 Level of operations of stakeholders in Bulgaria

Level of participation and influence

Bulgaria's list with stakeholders is the longest, so there are 10 stakeholders that are qualified as stakeholders with high interest and high influence, 3 with low interest and high influence, 26 with low interest and low influence and finally 16 with high interest and low influence.

Table 3 – Level of participation and influence in Bulgaria

Bulgaria			
Group 1: High Interest / High Influence	Group 3: Low Interest / High Influence	Group 2: Low Interest / Low Influence	Group 4: High Interest / Low Influence
Council of Ministers	Managing body of "Regional Development" Operational Programme	WWF Bulgaria	Municipal Energy Efficiency Network EcoEnergy
Ministry of Finance	Ministry of Labour and Social Policy	Greenpeace - Bulgaria	Association Za Zemiata
Ministry of Energy	Bulgarian Industrial Association		Habitat for Humanity Bulgaria
Sustainable Energy Development Agency		Integro association	
Ministry of Regional Development and Public Works		DROM organization	Decent Home Coalition

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National Association of Municipalities in Republic of Bulgaria		University of Structural Engineering & Architecture (VSU) "Lyuben Karavelov" - Sofia	Union of homeowners' associations Sofia Energy Agency SOFENA
Sofia Municipality		Technical university - Sofia	Municipal Energy Efficiency Network EcoEnergy
Gabrovo Municipality		Energoefekt Consult	Energy Agency Plovdiv
Burgas Municipality		Company for energy audit-Zenith Ltd.	CEE EnEffect
Bulgarian Construction Chamber		Bulgarian Real Estate Association	University of Architecture, Civil Engineering and Geodesy
		Bulgarian Energy Efficiency and Renewable Energy Fund	EnEffect Consult
		National Trust EcoFund	Bulgarian Facility Managers Association EcoEnergy Newsletter
		FLAG Fund / Sustainable Urban Development Fund	
		The Regional Urban Development Fund AD	Knauf Insulation
		Bulgarian Development Bank	Bulgarian Association for Insulation in Construction
		Alliance "Energy Efficiency"	Bulgarian national consumer association
		UBB / KBC Group	EVN
		ProCredit Bank	
		First Investment Bank	
		TV (BNT, BTV, NOVA, Bloomberg, Bg on Air, TV1)	
		Radio (BNR, Darik)	
		Chamber of Architects in Bulgaria	
		Chamber of Engineers in Investment Design	
		Baumit Bulgaria	
		3e-news	
		GreenTech	

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		CEZ	

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Power - interest grid

Figure 13 Power – interest grid, Bulgaria

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4.3. Hungary

Types of stakeholders

In Hungary, there is a slightly different situation than in Bulgaria. The dominant type of stakeholders are form the Public Authorities / Administration & Policy makers and after that, with similar numbers are the uncategorized (other) stakeholders and CSO (Grass root NGOs, Social or environmental organizations, think tanks).

The total number of relevant analyzed stakeholders in Hungary is 15.

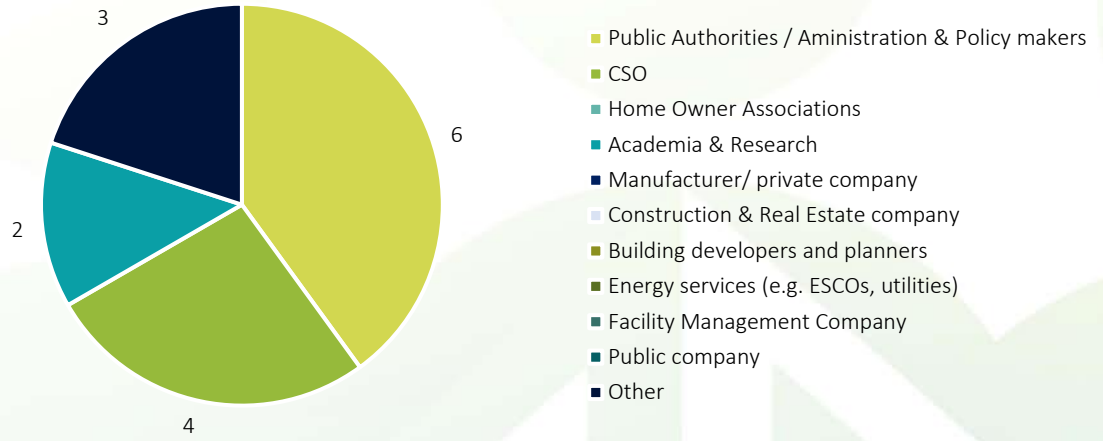

Figure 14 Types of stakeholders, Hungary

Level of stakeholders' operations

As it can be seen from the figure, the stakeholders are mainly operating on national level or on municipal level.

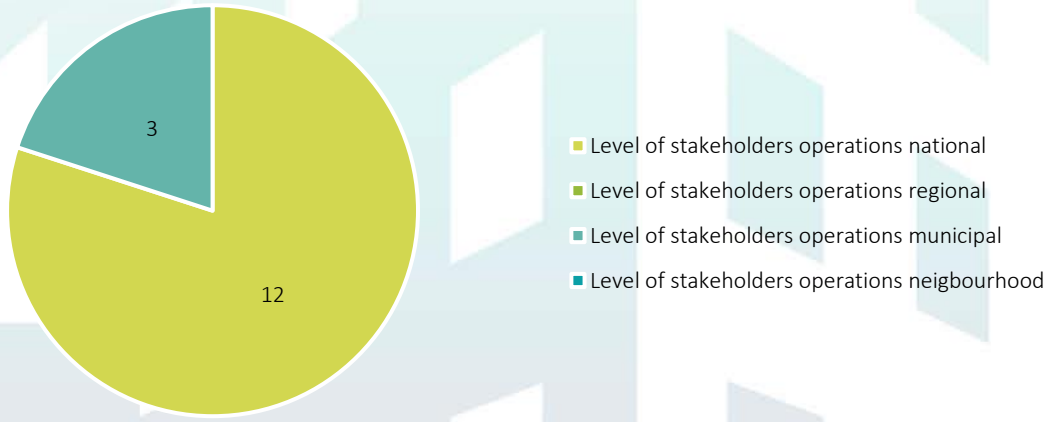

Figure 15 Level of operations of stakeholders in Hungary

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Level of participation and influence

In Hungary there are 4 stakeholders in the first group, with high interest and influence, none in the second group, 2 are with low interest and influence and 9 with high interest and low influence.

Table 4 - Level of participation and influence in Hungary

Hungary			
Group 1: High Interest / High Influence	Group 2: Low Interest / High Influence	Group 3: Low Interest / Low Influence	Group 4: High Interest / Low Influence
Ministry of Innovation and Technology		Hungarian Charity organisation in the order of Malta (Máltai Szeretetszolgálat)	MEHI (Hungarian Energy Efficiency Institute)
MFB (Hungarian Development Bank)		ERSTE Bank	Energiaklub
Hungarian energy and utility authority (Magyar Energetikai és Közmű-szabályozási Hivatal)			Budapest Municipality
District 3 Budapest			City Development company of District 3 of Budapest
			OTP Bank
			ELTE (Eötvös Lóránd University)
			Budapest University of Technology (BME)
			Habitat for Humanity, Hungary
			Hungarian Chamber of Engineers (Magyar Mérnöki Kamara)

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Power - interest grid

Figure 16 Power – interest grid, Hungary

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4.4. Lithuania

Types of stakeholders

In Lithuania, only 2 types of stakeholders have been identified: Public Authorities / Administration & Policy makers with dominant 72 %, or 5 of the total 7 stakeholders; facility management companies with 14 %, or 1 representative, and also one more representative from the uncategorized (other) types of stakeholders.

Figure 17 Types of stakeholders, Lithuania

Level of stakeholders' operations

The most interesting thing about Lithuania's profile of stakeholders for the ComAct project is that all of the stakeholders are operating on national level.

Figure 18 Level of operations of stakeholders in Lithuania

Level of participation and influence

As for the numbers for stakeholders assigned in the groups with different level of interest for participation and influence, there are 3 of them in the first group, high influence and interest for participation and also 3 of them in the second group, with low interest, but still high influence. There are no stakeholders that are characterized with both low interest and influence, and finally only one stakeholder has high interest, but low influence.

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Table 5 - Level of participation and influence in Lithuania

Lithuania			
Group 1: High Interest / High Influence	Group 2: Low Interest / High Influence	Group 3: Low Interest / Low Influence	Group 4: High Interest / Low Influence
Housing Energy Efficiency Agency (BETA) VšĮ Būsto energijos taupymo agentūra (BETA)	The Government of the Republic of Lithuania		Lithuanian Chamber of Housing
Ministry of Environment	Ministry of Energy		
Seimas (Parliament of the Republic of Lithuania). Committee on Environment Protection / Commission for Energy and Sustainable Development	State Territorial Planning and Construction Inspectorate under the Ministry of Environment		

Power - interest grid

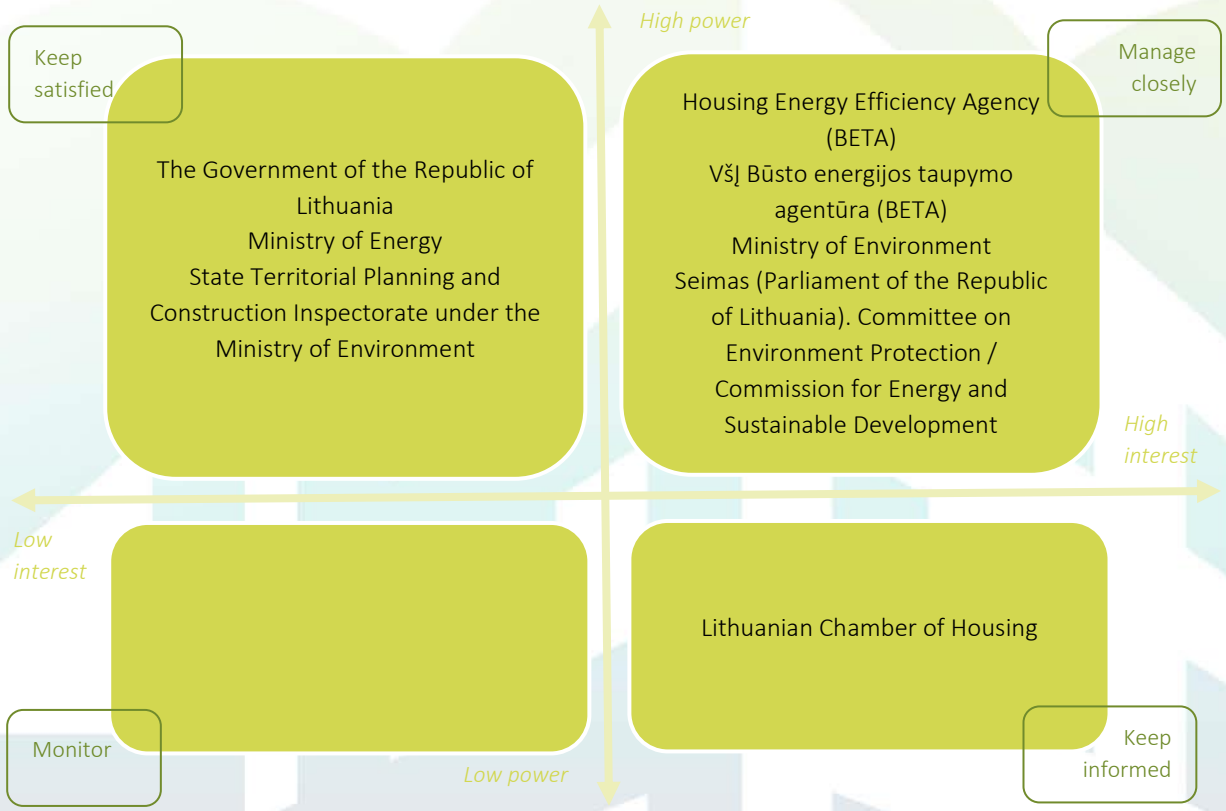

Figure 19 Power – interest grid, Lithuania

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4.5. North Macedonia

Types of stakeholders

The most dominant stakeholders are the Public Authorities / Administration & Policy makers with 50 % (or 10 stakeholders out of the analyzed 20) of the identified stakeholders, after that with 20 % are other types of stakeholders, then with 5 % less and less are facility management companies (3 stakeholders), building developers (2 stakeholders) and planers and construction and real estate companies (1 stakeholder).

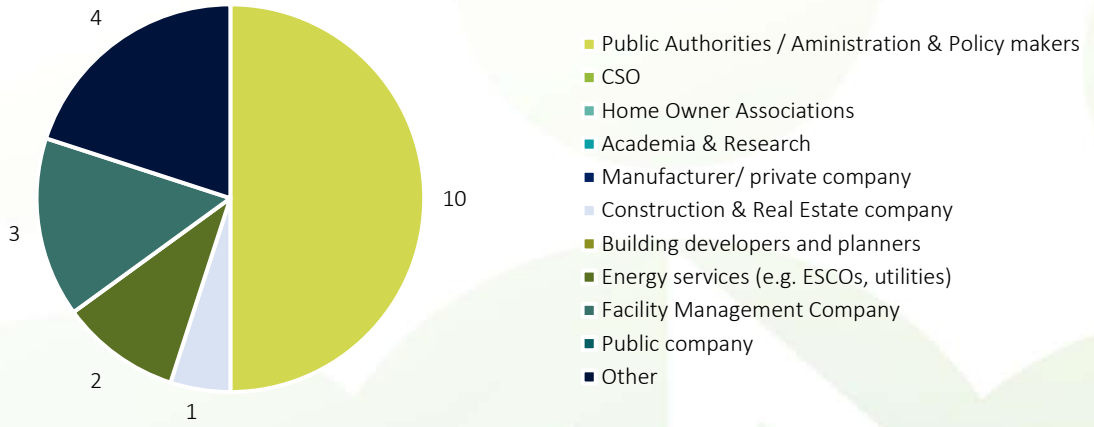

Figure 20 Types of stakeholders, North Macedonia

Level of stakeholders' operations

On the other hand, there is the gradation of the different stakeholders by their level of operations. In North Macedonia there are 45 % (or 9) of stakeholders that are operating on national or municipal level and 5 % (or 1) operating in both, regional and neighborhood level.

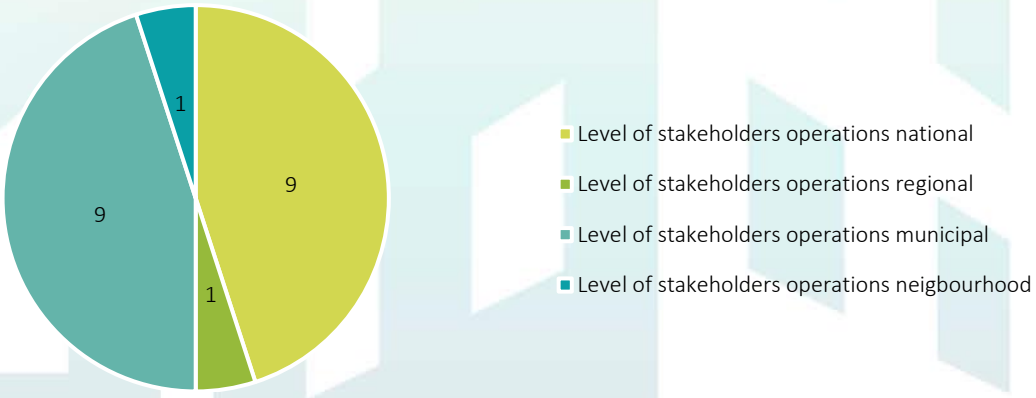

Figure 21 Level of operations of stakeholders in North Macedonia

It is safe to say, that there is some sort of "symmetry "or balance in North Macedonian list of stakeholders, regarding their type and their level of operation.

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Level of participation and influence

Regarding the influence and interest for participation in North Macedonia there are 4 stakeholders with high interest and influence, 7 with low interest but high influence; 4 with both low interest and influence and 3 with high interest but low influence.

Table 6 - Level of participation and influence in North Macedonia

North Macedonia

Group 1:	Group 2:	Group 3:	Group 4:
High Interest / High Influence	Low Interest / High Influence	Low Interest / Low Influence	High Interest / Low Influence
Ministry of labor and social policy	Municipal Council of Kavadarci	Mayor of City of Skopje	Energy efficiency department of City of Skopje
Ministry of economy, Department for Energy	Municipal Council of Karposh	Residential Building Management Companiny XY	Snabduvanje so toplina Balkan Energy Group (BEG)
Mayor of municipality of Kavadarci	Homeowners' Associations of the building XY	Housing Regulatory Commission of the Republic of North Macedonia	Habidom
Mayor of municipality of Karposh	ZLEK	Association of the units of local self - government of the Republic of North Macedonia - ZELS	
	CeProSARD		
	Mobil-EL		
	SIMT		

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Power - interest grid

Figure 22 Power – interest grid, N. Macedonia

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4.6. Ukraine

Types of stakeholders

As expected from before, the Public Authorities / Administration & Policy makers are outnumbering the other stakeholders with 34 % or 4 stakeholders out of the total number of 12 of relevant analyzed stakeholders in Ukraine. Other than these, there are academics and researchers, representatives from manufacturer/private companies and building developers and planners.

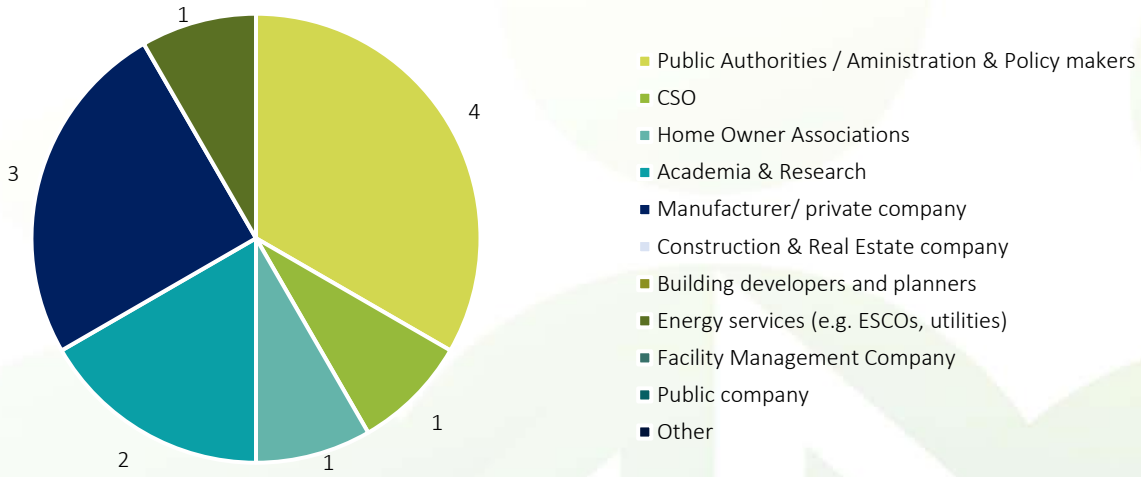

Figure 23 Types of stakeholders, Ukraine

Level of stakeholders' operations

The situation with the level of operation of stakeholders in Ukraine is rather "clean" on the figure, 50 % or 6 of the stakeholders are operating on municipal level and 25 % of them are operating on national or regional level.

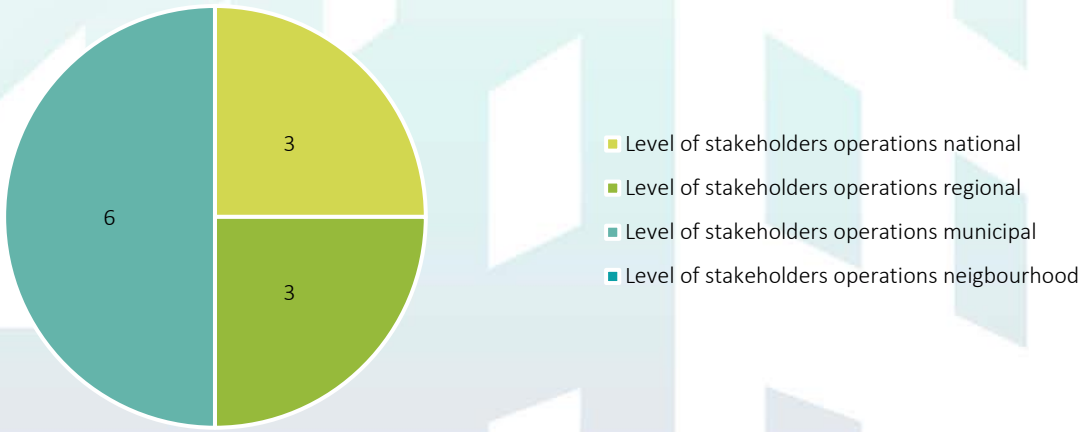

Figure 24 Level of operations of stakeholders in Ukraine

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Level of participation and influence

In the profile of stakeholders in Ukraine, there are 6 stakeholders categorized as stakeholders with both, high interest for participation and influence, then 4 have low interest for participation, but high influence and only the media is accounted as stakeholder with high interest and low influence. There is no stakeholder with low interest and low influence.

Table 7 - Level of participation and influence in Ukraine

Ukraine

Group 1: High Interest / High Influence	Group 2: Low Interest / High Influence	Group 3: Low Interest / Low Influence	Group 4: High Interest / Low Influence
20 MFABs in Odessa	Deputies of the Odessa City Council		Media
Utility company "Heat supply of the city of Odessa"	Department of the urban economy of Odessa city council		
Business entities for the provision of energy modernization services	Department of labor and social policy of Odessa city council		
OSACEA (Odessa State Academy of Civil Engineering and Architecture)	Public organizations		
Odessa National Polytechnic University	Developers		
Deputies of the Verkhovna Rada			

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Power - interest grid

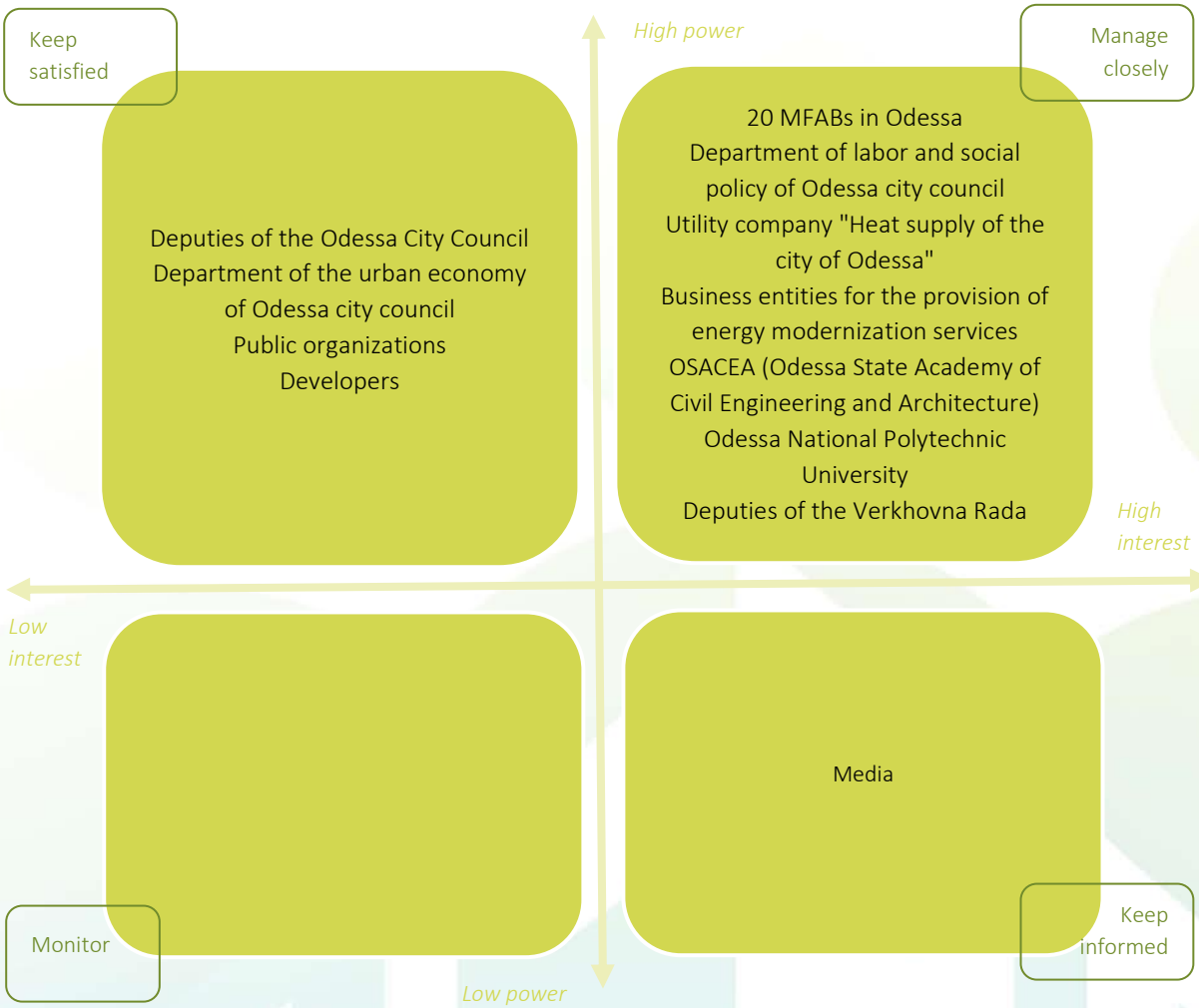

Figure 25 Power – interest grid, Ukraine

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ComAct Community Tailored Actions for Energy Poverty Mitigation

5. Summary

The ComAct project is designed to promote, activate and fully implement stakeholder's engagement in every stage of the project life. Starting from a premise that the lack of civil initiative and organized approach to the local and national authorities are noticeable in all aspects of urban living, including low civic participation in urban planning, environment protection, housing management of multi-apartment buildings, decision-making processes at local level, and of course in energy efficiency upgrading activities, the project consists of a set of activities to provide meaningful citizen participation at all levels.

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ComAct Community Tailored Actions for Energy Poverty Mitigation

ANNEXES

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 892054.

Annex I Civic engagement Case studies of pilot countries

Hungary

Case study	Renovation works of privately owned multi-family buildings (MFBs) through EU funded urban social regeneration projects	
Description of the action	In Hungary the renovation of privately owned MFBs are in general implemented by the home owners associations themselves without any assistance. The active participation of the public sphere is the most common in projects that are aiming to implement a complex rehabilitation of urban areas threatened by social deprivation (so called social rehabilitation programs financed from EU structural funds). The rehabilitation project in this case study was implemented in a socially disadvantaged area of District 8 of Budapest in three stages. In the first two phases a certain percent of the full costs had to be financed by the MFAB, whereas in the third phase the state and the EU provided 100% of the renovation costs. The urban rehabilitation project was carried out by a municipally owned rehabilitation company. The subsidies covered a number of interventions such as facade, main staircase, roof renovation, or the refurbishment of electric system, gas and water piping.	
Steps in implementation	1. Municipality established a project company (Rev8) in order to carry out urban regeneration projects. 2. Project company prepared and announced a public call for all interested MFB representatives in the project area. 3. Rev8 consulted with the MFB representatives in the rehabilitation area, specifically around two renovation 'hotspots'. 4. After the consultation a selection process was implemented among the applying MFBs. 5. Retrofitting works were managed completely by Rev8 from the beginning to end, including procurement and overseeing construction of delivery. In practice privately owned MFBs were treated in the same way as municipally owned residential buildings.	
Key stakeholders/	*level of stakeholder's engagement*	*Stakeholder's technique/tools*
Municipality	Main actor	
Project company (Rev8)	Partnership	Contract with the municipality
Homeowners	Partnership	Meetings , contract
Construction and specialized companies	Participation	Meetings, contract
General public	Information	Media, meetings, info-materials

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North Macedonia

Case study	Energy efficiency retrofitting of MFABs in partnership with municipalities	
Description of the action	Retrofitting of MFABs with municipal subsidies for the façade and roofs renovation. Municipalities are providing 20-70% subsidies for the EE renovation of the buildings on their territory Replacement of windows and balcony doors are not subsidized, but homeowners can receive affordable loans. HFHM is providing finances and technical support to the municipalities and for the homeowners.	
Steps in implementation	6. Memorandum of understanding between HFHM and Municipality 7. HFHM is supporting municipality in developing criteria and conditions for subsidies and prepare the Rule Book (official municipal document) for subventions. 8. Municipality is preparing and announcing public call for all interested Homeowners associations on its territory 9. HFHM is promoting possibility for loans for EE retrofitting among homeowners and/or HOA and management facility companies. 10. Establishing a Commission for evaluation of the applications, consist of municipal employees and HFHM members 11. Selected buildings (HOAs) are informed for the further steps in the process of EE retrofitting with subsidies, and can receive technical support from HFHM in preparation of all additional documents (calculations, selection of construction company, blueprints and other documents for reconstructions, facilitation with homeowners, etc). 12. HFHM is facilitation the decision-making process at the building level, including homeowners and HOA, which need to result with Denison of the Homeowners Council for EE retrofitting. 13. Municipality, based on the Commission recommendation and calculation of the retrofitting costs is signing a contract with HOA (or Management Facility Company) for subsidies. 14. HFHM is signing contract with interested homeowners, HOAs or Management Facility Company for affordable loans for EE retrofitting	
Key stakeholders/	*level of stakeholder's engagement*	*Stakeholder's technique/tools*
Municipality	Partnership	Memorandum of understanding
Homeowner Association	Participation	Meetings, workshops, contract
Homeowners	Participation	Meetings , contract
Management Facility Company	Communication	Meetings, contract
Construction and specialized companies	Communication	Meetings, contract
General public	Information	Media, meetings, info-materials

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Ukraine

Case study	Energy audits of MFABs as instrument of community engagement
Description of the action	Conducting energy audit of building is obligatory procedure and first step which the Homeowners Associations (HOAs) of Ukraine need to do before they can receive financial support for energy efficient modernization of their buildings from Ukrainian State Energy Efficiency Fund. Association "Odessa Housing Union" (OHU) is providing energy audits in the HOAs houses. To motivate and engage MFAB apartment owners, OHU is providing energy audits by using the participatory approaches. On the first stage of energy audit OHU is demonstrating the thermography of building to its apartment owners to make the visualization of building thermal loses and motivate them to make thermal modernization.
Steps in implementation	1. OHU is disseminating the information about possibility to participate in ComAct project actions and to receive the energy audits from OHU through OHU bulletin 'Housing Matters" to 600 HOAs. 2. 40 HOAs submitted to OHU the applications on the willingness to participate in ComAct actions. 3. In winter of 2021 OHU realized the first stage of energy audits – OHU energy auditors made the thermography in interested HOAs buildings. 4. Thermal photos as very important instrument of visualization of thermal losses in buildings were demonstrated to heads and governing boards of participated HOAs. 5. OHU energy auditors together with HOAs energy activists and volunteers started to make technical investigations in these buildings. 6. Till the end of April 2021, OHU energy auditors will prepare the reports (ACT) about thermography & technical investigations for each of the 40 buildings. 7. Thermography will visually show the losses of thermal energy into the external environment. The technical survey will identify the reasons for the inefficient use of energy and resources, as well as determine the sequence of measures to improve energy efficiency for each building separately. Such visualization will make it easier for housing owners to understand technically complex concepts and will help them understand the importance of modernization for each building. 8. Next stage – opening ceremony of Resource Centre in Odessa in the end of May 2021. 9. The Resource Centre will become the place where the apartment owners can see the report (ACT) about thermography & technical investigations of their building, receive all explanation to this report and further consultations.

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	10. In the resource center OHU will provide the trainings for 35 energy advisors, who will work in HOAs. 11. After consultations in the resource center OHU plans to organize the meetings with apartment owners in the yards of interesting HOAs. 12. For 200 energy poor household's, energy auditors and energy advisors will provide the energy audits in their apartments and will provide the explanation, the importance and benefits from energy modernization. 13. For 20 interesting HOAs, which will demonstrate the willingness to prepare applications to the Ukrainian State Energy Efficiency Fund to receive financial support for energy modernization, OHU will assist further with more detailed energy audits. 14. On the next stages OHU will support interested HOAs with preparation of full application to the Ukrainian State Energy Efficiency Fund and realization of energy efficient measures in their buildings.

Key stakeholders/	*level of stakeholder's engagement*	*Stakeholder's technique/tools*
Homeowner Association	Participation	Application about willingness to participate in ComAct project and meetings in RC and yards of HOAs
Energy advisors	Participation	Participation in OHU trainings, participation in energy audits of apartments for 200 energy poor households and help in realization energy effective measures in HOAs buildings
Homeowners	Participation	Meetings
General public	Information	Media, meetings, info-materials

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Annex II Tools for community engagement

Levels, tools for participation	Information			Consultations and Communication		Participation and Partnership			
	resis-tance/ oppo-siteion	providing informa-tion for citizens	conscio-usness/ educa-tion	Information gathering from citizens	consul-tations	consen-sus building	joint decision-making	Partner-ship	support of initia-tives
Printed materials									
Exhibitions									
Collaboration with media									
Internet									
Radio and TV									
Campaign for raising public awareness									
Civil information center									
Mailbox for civil suggestions / Hot-line									
Discussion groups / informal meetings									
Talks, research									
Focus groups									
Advisory referendum									
Public tribunes									
Public hearings									
Public debates									
Cards for civil information									

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CAGs – Civil advisory groups									
Analysis of stakeholders									
Workshops									
Planned participation									
Community based partnership									

	may be suitable for this level, depending on the context		the tool in suitable for this level, as preparation for the next level		the tool in suitable for this level

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Annex III Originally submitted tables of stakeholders by the piloting countries

The original table that the pilot counties were asked to fill, was consisted of several questions, note that the last two rows are not concluded in this material form safety reasons.

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/ neighborhood)*	*Knowledge/expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*	*Stakeholder's contact details (contact person, e-mail, phone)*	*Important notes, assumptions and risks*
	Please type the official name of the stakeholder	*Please select the type of stakeholder (using the dropdown menu)*	*Please select the level relevant to stakeholders operations and responsibility (using the dropdown menu)*	*Please rate the level of knowledge, experience and/or expertise of stakeholders relevant to the project (using the dropdown menu)*	*Please rate the decision-making power of the stakeholder related to the project (using the dropdown menu)*	*Please rate the interest of stakeholders to participate in the project and/or other related activities (using the dropdown menu)*	*Please rate yours relationship with the stakeholders (using the dropdown menu)*	*Please type the stakeholders' contacts*	*Please type any additional information, risk or assumption relevant to the stakeholder.*
1									

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Pilot country: Bulgaria

Work package 2

T.2.1. Inventory of Stakeholder

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/neighborhood)*	*Knowledge/ expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*
1	Council of Ministers	Public Authorities / Administration & Policy makers	national	medium	veto	medium	needs improvement
2	Ministry of Finance	Public Authorities / Administration & Policy makers	national	medium	high	medium	not established
3	Ministry of Energy	Public Authorities / Administration & Policy makers	national	medium	high	medium	good
4	Sustainable Energy Development Agency	Public Authorities / Administration & Policy makers	national	high	high	medium	good
5	Ministry of Regional	Public Authorities / Administration & Policy makers	national	medium	high	medium	good

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	Development and Public Works						
6	Managing body of "Regional Development" Operational Programme	Public Authorities / Administration & Policy makers	regional	low	high	low	needs improvement
7	National Association of Municipalities in Republic of Bulgaria	Public Authorities / Administration & Policy makers	national	medium	high	high	good
8	Municipal Energy Efficiency Network EcoEnergy	Public Authorities / Administration & Policy makers	municipal	high	low	high	good
9	Sofia Municipality	Public Authorities / Administration & Policy makers	municipal	medium	high	medium	good
10	Gabrovo Municipality	Public Authorities / Administration & Policy makers	municipal	medium	high	high	good
11	Burgas Municipality	Public Authorities / Administration & Policy makers	municipal	medium	high	high	good

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12	Association Za Zemiata	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	neighborhood	high	low	high	good
13	WWF Bulgaria	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	neighborhood	medium	low	medium	good
14	Greenpeace - Bulgaira	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	neighborhood	medium	low	medium	good
15	Habitat for Humanity Bulgaria	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	low	high	good
16	Integro association	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	medium	low	high	needs improvement
17	DROM organization	CSO (Grass root NGOs, Social or	national	medium	low	high	needs improvement

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		environmental organisations, think tanks)					
18	Decent Home Coalition	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	neighborhood	high	low	high	good
19	Union of homeowners' associations	Home Owner Associations	national	high	low	high	good
20	Sofia Energy Agency SOFENA	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	municipal	medium	low	high	good
21	Energy Agency Plovdiv	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	municipal	high	low	high	good
22	CEE EnEffect	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	municipal	high	low	high	good

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23	University of Architecture, Civil Engineering and Geodesy	Academia & Research	national	high	low	medium	good
24	University of Structural Engineering & Architecture (VSU) "Lyuben Karavelov" - Sofia	Academia & Research	national	medium	low	low	needs improvement
25	Technical university - Sofia	Academia & Research	national	high	low	low	needs improvement
26	Energoefekt Consult	Energy services (e.g. ESCOs, utilities)	national	high	low	low	good
27	Company for energy audit-Zenith Ltd.	Energy services (e.g. ESCOs, utilities)	national	high	low	low	good
28	EnEffect Consult	Energy services (e.g. ESCOs, utilities)	national	high	low	high	good
29	Bulgarian Facility Managers Association	Facility Management Company	national	high	low	medium	good
30	Bulgarian Real Estate Association	Construction & Real Estate company	national	medium	low	low	needs improvement

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31	Bulgarian Energy Efficiency and Renewable Energy Fund	Other	national	medium	medium	low	good
32	National Trust EcoFund	Other	national	medium	medium	low	good
33	FLAG Fund / Sustainable Urban Development Fund	Other	national	medium	medium	low	good
34	The Regional Urban Development Fund AD	Other	regional	medium	medium	low	good
35	Bulgarian Development Bank	Other	national	medium	medium	low	needs improvement
36	Alliance "Energy Efficiency"	Other	national	low	medium	low	good
37	UBB / KBC Group	Other	national	low	medium	low	needs improvement
38	ProCredit Bank	Other	national	low	medium	low	needs improvement

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39	First Investment Bank	Other	national	low	medium	low	needs improvement
40	EcoEnergy Newsletter	Other	national	high	low	high	good
41	TV (BNT, BTV, NOVA, Bloomberg, Bg on Air, TV1)	Other	national	medium	low	low	needs improvement
42	Radio (BNR, Darik)	Other	national	medium	low	low	needs improvement
43	Ministry of Labour and Social Policy	Public Authorities / Administration & Policy makers	national	high	high	low	not established
44	Bulgarian Construction Chamber	Construction & Real Estate company	national	high	high	medium	good
45	Chamber of Architects in Bulgaria	Building developers and planners	national	medium	medium	low	needs improvement
46	Chamber of Engineers in Investment Design	Building developers and planners	national	high	medium	low	needs improvement

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47	Knauf Insulation	Manufacturer/private company	national	high	low	medium	good
48	Baumit Bulgaria	Manufacturer/private company	national	high	low	low	needs improvement
49	Bulgarian Association for Insulation in Construction	Manufacturer/private company	national	high	medium	high	good
50	3e-news	Other	national	medium	low	medium	needs improvement
51	GreenTech	Other	national	medium	low	medium	needs improvement
52	Bulgarian Industrial Association	Manufacturer/private company	national	low	high	medium	good
53	Bulgarian national consumer association	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	medium	high	good
54	EVN	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	regional	high	medium	medium	good

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55	CEZ	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	regional	high	medium	low	not established

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Pilot country: Hungary

Work package 2

T.2.1. Inventory of Stakeholder

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/neighborhood)*	*Knowledge/ expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*
1	Ministry of Innovation and Technology	Public Authorities / Administration & Policy makers	national	high	high	medium	not established
2	MFB (Hungarian Development Bank)	Public Authorities / Administration & Policy makers	national	high	high	medium	not established
3	Magyar Energetikai és Közmű-szabályozási Hivatal (Hungarian energy and utility authority)	Public Authorities / Administration & Policy makers	national	medium	high	medium	not established

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4	MEHI (Hungarian Energy Efficiency Institute)	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	low	high	good
5	Energiaklub	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	low	high	good
6	Budapest Municipality	Public Authorities / Administration & Policy makers	municipal	high	medium	high	good
7	District 3 Budapest	Public Authorities / Administration & Policy makers	municipal	medium	high	high	not established
8	City Development company of District 3 of Budapest	Public Authorities / Administration & Policy makers	municipal	medium	low	high	good
9	Máltai Szeretetszolgálat (Hungarian Charity organisation in	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	low	low	medium	needs improvement

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 892054.

	the order of Malta)						
10	ERSTE Bank	Other	national	low	low	low	good
11	OTP Bank	Other	national	high	medium	medium	not established
12	ELTE (Eötvös Lóránd University)	Academia & Research	national	high	low	medium	needs improvement
13	Budapest University of Technology (BME)	Academia & Research	national	high	low	medium	not established
14	Habitat for Humanity, Hungary	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	low	medium	good
15	Magyar Mérnöki Kamara (Hungarian Chamber of Engineers)	Other	national	high	low	low	not established

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Pilot country: Lithuania

Work package 2

T.2.1. Inventory of Stakeholder

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/neighborhood)*	*Knowledge/ expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*
1	Housing Energy Efficiency Agency (BETA) VšĮ Būsto energijos taupymo agentūra (BETA)	Public company	national	high	high	high	needs improvement
2	The Government of the Republic of Lithuania	Public Authorities / Administration & Policy makers	national	medium	veto	low	needs improvement
3	Ministry of Environment	Public Authorities / Administration & Policy makers	national	high	high	high	good

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4	Ministry of Energy	Public Authorities / Administration & Policy makers	national	medium	medium	medium	needs improvement
5	State Territorial Planning and Construction Inspectorate under the Ministry of Environment	Public Authorities / Administration & Policy makers	national	medium	medium	medium	not established
6	Lithuanian Chamber of Housing	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	national	high	low	high	good
7	Seimas (Parliament of the Republic of Lithuania). Committee on Environment Protection / Commission for Energy and Sustainable Development	Public Authorities / Administration & Policy makers	national	medium	veto	medium	good

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Pilot country: North Macedonia

Work package 2

T.2.1. Inventory of Stakeholder

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/neighborhood)*	*Knowledge/ expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*
1	Ministry of labour and social policy	Public Authorities / Administration & Policy makers	national	high	high	high	good
2	Ministry of economy, Department for Energy	Public Authorities / Administration & Policy makers	national	high	high	high	
3	Mayor of municipality of Kavadarci	Public Authorities / Administration & Policy makers	municipal	medium	high	medium	good
4	Municipal Council of Kavadarci	Public Authorities / Administration & Policy makers	municipal	low	veto	low	needs improvement

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5	Mayor of municipality of Karposh	Public Authorities / Administration & Policy makers		high	high	medium	good
6	Municipal Council of Karposh	Public Authorities / Administration & Policy makers	municipal	high	veto	low	needs improvement
7	Mayor of City of Skopje	Public Authorities / Administration & Policy makers	municipal	medium	medium	low	not established
8	Energy efficiency department of City of Skopje	Public Authorities / Administration & Policy makers	municipal	high	medium	high	not established
9	Snabduvanje so toplina Balkan Energy Group (BEG)	Energy services (e.g. ESCOs, utilities)	municipal	high	low	high	needs improvement
10	Construction companies	Construction & Real Estate company	municipal	high			needs improvement
11	ESCO XY	Energy services (e.g. ESCOs, utilities)	national	high			needs improvement

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12	Homeownes' Associations of the building XY	Facility Management Company	neighborhood	low	high	medium	needs improvement
13	Residential Building Management Companiny XY	Facility Management Company	municipal	medium	low	low	needs improvement
14	ZLEK	Association of Licensed Energy Controllers	national	high	high		good
15	CeProSARD	Center for promotion of sustainable agricultural practices and rural development	national	high	high		good
16	Mobil-EL	Licensed for Designing and Construction of buildings, Energy control, Revision of project documentation, Construction supervision	national	high	high		good
17	SIMT	Energy avtomatisation and menagment	national	high	high		good

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18	Habidom	Facility Management Company	regional	medium	low	high	good
19	Housing Regulatory Commission of the Republic of North Macedonia	Public Authorities / Administration & Policy makers	national	high	medium	low	needs improvement
20	Association of the units of local self - government of the Republic of North Macedonia - ZELS	Public Authorities / Administration & Policy makers	national	low	low	low	not established

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ComAct Community Tailored Actions for Energy Poverty Mitigation

Pilot country: Ukraine

Work package 2

T.2.1. Inventory of Stakeholder

No	*Name/title of stakeholders*	*Type of stakeholders*	*Level of stakeholders operations (national, regional, municipal/ neighborhood)*	*Knowledge/expertise relevant to project (high, medium, low)*	*Decision-making power (veto, high, medium, low)*	*Interest for participation (high, medium, low)*	*Relationship (not established, good, needs improvement, bad)*
1	Deputies of the Odessa City Council	Public Authorities / Administration & Policy makers	municipal	low	high	low	not established
2	20 MFAB t. Odessa	Home Owner Associations	municipal	medium	veto	high	good
3	DEPARTMENT OF THE URBAN ECONOMY OF THE ODESA CITY COUNCIL	Public Authorities / Administration & Policy makers	municipal	medium	high	low	needs improvement
4	DEPARTMENT OF LABOR AND SOCIAL POLICY OF ODESA CITY COUNCIL	Public Authorities / Administration & Policy makers	municipal	low	high	medium	needs improvement

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5	Utility company "HEAT SUPPLY OF THE CITY OF ODESSA"	Energy services (e.g. ESCOs, utilities)	municipal	high	high	medium	needs improvement
6	Business entities for the provision of energy modernization services	Manufacturer/private company	regional	high	high	high	good
7	OSACEA (Odessa State Academy of Civil Engineering and Architecture)	Academia & Research	national	high	high	medium	good
8	Odessa National Polytechnic University	Academia & Research	national	high	high	high	good
9	Deputies of the Verkhovna Rada	Public Authorities / Administration & Policy makers	national	high	high	medium	good
10	Public organizations	CSO (Grass root NGOs, Social or environmental organisations, think tanks)	municipal	medium	medium	medium	good

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11	Developers	Manufacturer/private company	regional	high	high	low	not established
12	Media	Manufacturer/private company	regional	medium	low	high	good

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