ComActivate

Enabling community action for energy sufficiency

D4.1 CAPACITY BUILDING PROGRAM FOR STAKEHOLDERS

Increasing capacity for successful deep renovation programs of multi-family apartment buildings

October 31, 2024

Habitat for Humanity International

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Project Acronym	ComActivate
Project Name	Enabling community action for energy sufficiency
Project Coordinator	Habitat for Humanity International
Project Duration	36 months
Website	https://www.bpie.eu/comactivate-enabling-community-action-for-energy-sufficiency/

Deliverable No.	D4.1
Dissemination Level	PU - Public
Work Package	WP4
Lead beneficiary	Habitat for Humanity International
Author(s)	Zuzana Matusova (NHFHI), Ludmila Sadlonova (NHFHI), Mariela Klekovska (HFHM), Liljana Alceva (HFHM), Eva Gerogazi (MRI), Hanna Szemzo (MRI), Teodora Stanisheva (EnEffect), Evelina Gruzdiene (LCA), Caroline Duvier (BPIE)
Reviewed by	IWO
Date	October 31, 2024
File Name	D4.1 Capacity Building Program for Stakeholders

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Contents

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

1. Background

1.1 Context

In today's world, energy is nothing that people can easily connect to living in multi-family apartment buildings (MFABs). Direct sources, like a fire for cooking or heating water, have been replaced with heating systems, kettles, or hobs. While this creates convenience and often comfort, it also means it is difficult for people to trace the origins, or even the mechanics, of the original production of energy to when they consume energy in their home. Today, only those interested in energy, those studying the subject, and people working directly in the sector have knowledge about how energy really works from production to consumption. Similarly, knowledge on energy renovation has been found to be limited for most people living in homes connected to utility systems such as energy and water. People rarely get a chance to deeply understand the materials used in constructing their building or their impact on the energy performance of the building and their individual home.

Scientific literature points to a number of barriers why people are unlikely to carry out home renovations. Academics and professionals knowledgeable on home renovations and their social impacts list 'lack of economic incentives', 'fear of higher investment costs', and 'difficulty of translating social benefits into monetary/financial values' as some of the biggest financial barriers [1]. This paper also states that ineffective policies and regulations create further barriers, as well as human resources and expertise and competence needed in building design and construction. On the market side, lack of clear evidence and indications of the benefits of social aspects of renovations, lack of investors in renovation focused on social aspects of MFABs, and lack of demand from residents with lower socio-economic status were listed as barriers. In terms of cultural barriers, the top three include that key stakeholders focus on profit maximization and investment return time, and that the lack of information and education on the social values of renovation, as well as consumerism as a prevalent cultural model that promotes excessive materialism and overconsumption, rather than personal satisfaction and well-being[2].

Research[3] points out that a homeowner's renovation decision includes a mix of their existing energy practices, including their material values, beliefs, and norm systems, as well as how culture shapes their energy behaviour. Therefore, programs need to target these different facets if homeowners need to be convinced of the benefits of energy renovations. The authors recommend that policymakers start involving homeowners more in renovation processes, offer services, as well as work on the financial barriers, as it is mostly homeowners who carry the burden of renovation costs. A study on Swedish MFAB owners found that barriers are context-dependent and might change over time, but that lack of common goals, asymmetric information, and divisions between project groups and investment groups create the greatest difficulties when trying to renovate MFABs[4]. Findings from the ENTRANZE project show that condominium owners across 9 European countries list genuine uncertainties in cost effectiveness, financial barriers such as high initial costs, long payback times, and access to capital, organisational problems such as collective decision problems, lack of information and skills such as own lack of knowledge and lack of reliable advice, as well as transaction costs, such as lack of skilled service providers, as barriers to energy renovations[5].

[1] Golić, Kosa, Vesna Kosorić, Tatjana Kosić, Slavica Stamatović Vučković, and Kosara Kujundžić. 2023. "A Platform of Critical Barriers to Socially Sustainable Residential Buildings: Experts' Perspective." *Sustainability* 15 (9): 7485. https://doi.org/10.3390/su15097485
[2] Ibid.
[3] Liu, Guo, Yongtao Tan, and Zhijia Huang. 2021. "Knowledge Mapping of Homeowners' Retrofit Behaviors: An Integrative Exploration." Buildings 11 (7): 273. https://doi.org/10.3390/buildings11070273
[4] Palm, Jenny, and Katharina Reindl. 2017. "Understanding Barriers to Energy-Efficiency Renovations of Multifamily Dwellings." Energy Efficiency 11 (1): 53–65. https://doi.org/10.1007/s12053-017-9549-9
[5] Matschoss, Kaisa, Eva Heiskanen, Bogdan Atanasiu, and Lukas Kranzl. 2013. "Energy Renovations of EU Multifamily Buildings: Do Current Policies Target the Real Problems?" *ECEEE SUMMER STUDY PROCEEDINGS*.

Co-funded by the European Union
Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

For ComActivate, one of the project outcomes is to have Resource Centres (RC) staffed with knowledgeable personnel that can give advice to homeowners on renovation pathways, coupled with knowledgeable homeowner associations (HOAs) who can manage the process on behalf of homeowners. These two stakeholder groups are unlikely to have in-depth knowledge on energy production and consumption, as well as renovation projects.

Hence, there is a need to build capacity for RC staff and HOA managers, so they can advise homeowners in MFABs on the most effective ways to renovate their homes. As discussed in deliverable D2.2 Baseline report on the state of the art of resource centres in the demonstration sites, MFABs in the four demonstration sites (Kaišiadorys and Elektrėnai, LT; Józsefváros, HU, and Burgas, BG) are energy inefficient. This results in much wasted energy, lack of comfort in both winter and summer, as well as high costs for homeowners. Energy renovations – coupled with renewable energy – help alleviate the multiple detrimental effects of inefficient buildings.

In this report, we outline the planned Capacity Building Program. Due to their proximity to homeowners, RC staff and HOA managers were chosen as the main stakeholder groups where capacity needs to be built. The report outlines the different training modules planned during project duration, the format in which the trainings will be delivered, as well as logistical and administrative processes. Lastly, feedback mechanisms and post-training evaluations is discussed to maximise exploitation and replication abilities for ComActivate project partners and those using the project results later.

1.2 Deliverable description

Deliverable D4.1 Capacity Building Program for Stakeholders is part of task T4.1 Capacity building in the communities of Work Package 4 – Resource Centres Support Services.

The goal of the deliverable is the development of a capacity building program for selected target beneficiaries, including training content, tailor-made training curricula and methodology and annual plans for the capacity building activities in four demonstration sites.

D4.1 is building on Milestones 8 and 9 – identifying the target groups for the capacity building activities and training needs assessment (TNA). Based on the knowledge gained from the two Milestones, this deliverable will be further developed.

The deliverable contributes to RC operationalisation, mainly to its transformation as a "go-to" place for enhancing building renovation and climate resilience of the communities, through wide range of services for homeowners and their associations, business and civil society, including other stakeholders and interested parties.

The deliverable is prepared in English and a summary for further use by Resource Centers in the three local languages.

2. Training Needs Assessment

2.1 Target Groups, TNA

As part of Task 4.1 – *Capacity building in the communities* and Milestone 8 – *Target group identification*, the consortium identified target beneficiaries for activities under Work Package 4 as follows: (1) Homeowners living in MFABs in the target neighbourhoods, particularly energy poor;

https://www.researchgate.net/profile/Kaisa-Matschoss/publication/268746105_Energy_renovations_of_EU_multifamily_buildings_do_current_policies_target_the_real_problems/links/5512b5610cf268a4aaead6b1/Energy-renovations-of-EU-multifamily-buildings-do-current-policies-target-the-real-problems.pdf

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

(2) Homeowner Association (HOA) Managers/Building Managers; and (3) Resource Centre (RC) Employees.

As a next step, country-level consortium members completed Milestone 9 – *Training Needs Assessment* (TNA) to identify and assess the needs of the target beneficiaries. The TNA serves as the basis for developing this Deliverable 4.1 – *Capacity building Program for stakeholders,* and for Milestone 10 – *RC's Annual plan for Capacity building and service provision*. As Task 4.1 focuses primarily on HOA/Building Managers and RC Employees, the TNA mainly analyzed the training needs of these two target groups.

Thanks to close cooperation with HOA/Building managers and RC Employees who have strong insight into the needs and knowledge gaps of homeowners, the TNA also reflects their needs. This knowledge will be further used in Task 4.2 – *Providing services to the community*. For homeowners, capacity building activities at the local level will be led by the RCs and will include (1) the community events to promote the concepts of energy savings, renewable and alternative energy sources, and (2) the campaigns/info activities at local level to inform the public about the models and behaviours for energy sufficiency. Based on previous experience shared by local partners, this approach is considered more suitable for this specific target group. Homeowners represent a broad and diverse group with highly specific needs. Therefore, the planned local activities focus on general awareness-raising, while individual homeowner cases will be addressed on a case-by-case basis through consultations at the RCs, rather than through group capacity-building trainings. Through the capacity-building trainings, HOA/Building Managers and RC Employees will be equipped to provide tailored, expert, and individual support as needed, allowing homeowners to benefit indirectly from these trainings.

The capacity building program described in this document is therefore tailored to the following two target groups:

- **Homeowner Association (HOA) Managers/ Building Managers**; and
- **Resource Centre (RC) Employees**

2.2 Selected training needs

In the below Chart 1, the most prevalent and most alarming training needs and gaps from the TNA are summarized. Based on this chart, the training modules are prepared to reflect the most important needs and addressing them in a consistent approach in all three demonstration sites.

The training needs and gaps of the two categories of target beneficiaries for capacity building program were consulted and verified with the selected representatives of HOA/Building Managers and RC Employees, using a methodology of partner's choice that best fits their needs.

Chart 1: The main training needs and gaps per country based on the TNA

Topic	Subtopics	BG	HU	LT
For HOA/Building managers				
Technical Knowledge	Subsidy schemes	x	x	x
	Benefits of renovation/RES	x	x	x
	Advanced EE and RE technology	x	x	
	Energy Sufficiency	x	x	x
	Preparation before investment into EE	x	x	
Legal Aspects	Specific legal frameworks and regulations related to EE and RE	x	x	x
	Contracts, legal documentation for projects	x		

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Financial Aspects	Funding opportunities	x	x	x
	Platforms to monitor		x	
	Cost/benefit analysis of EE/RE investment	x	x	x
	Financial planning and securing funding for large-scale renovation	x	x	
Skills/Comms	Facilitation and moderation	x	x	x
	Leadership	x	x	
	Building trusting relationship with residents	x	x	x
	Communication skills, persuasion, presentations	x	x	x
	Communications Plans	x		x
	Online Platforms	x		
Tools/Equipment	Project management software		x	
	Info Packages		x	x
	Software for energy management and monitoring	x	x	
For RC/Municipality Employees		**BG**	**HU**	**LT**
Technical, Legal, Financial Aspects of EE and RES	Emerging EE/RE Technologies	x	x	
	Deep understanding of EE/RE technologies and benefits of renovation		x	x
	Complex legal and regulatory environment	x	x	x
	Regulation - building codes legal aspect of condominium management		x	
	Financial Structuring and Investment environment for EE/RE	x		x
Online and in-person support	Online comms tools and platforms	x		x
	In-person support techniques and tools	x	x	x
Tech knowledge and skills in facilitation renovation	Conflict resolution, facilitation, negotiation	x	x	x
Info materials and Comms	Website development			x
	Designs skills		x	
	Social media platforms	x		

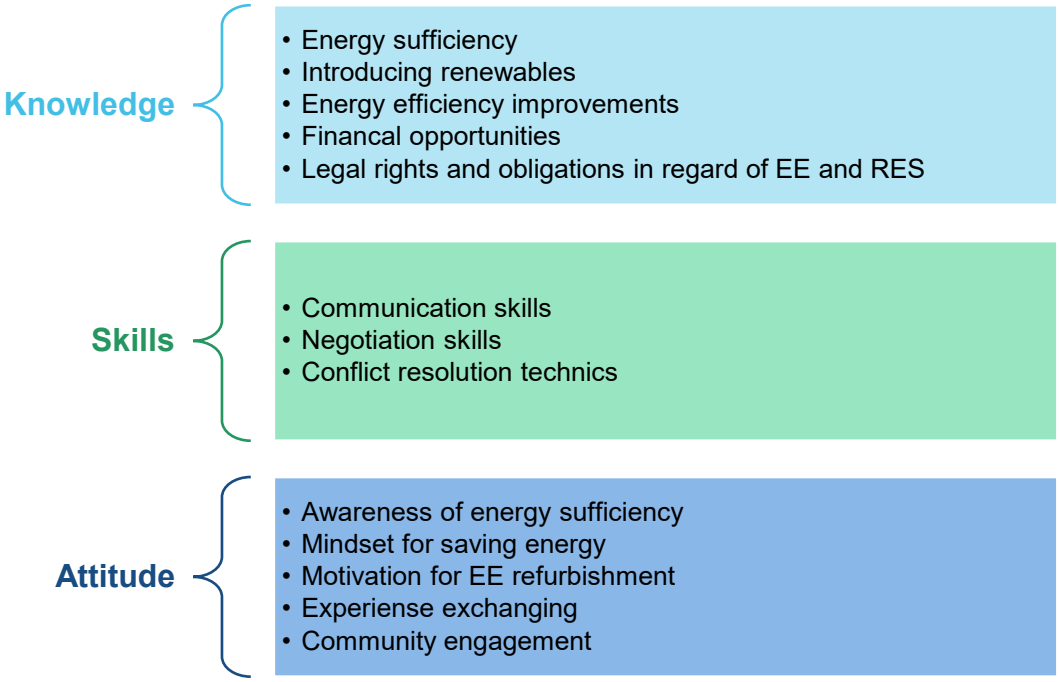
3. Learning Objectives

The learning objectives of this program are based on Adult Learning Cycle and knowledge-skills-attitude (KSA) method. The three parts of the learning structure should ensure and include learning new concepts, facts, information, latest trends and best practices, meaning that each trainee would gain knowledge from the presented module. In addition, the participants should gain skills, abilities to implement and transfer the gained knowledge, and last but not least each learning topic tends to guide some change of mind, habit or behaviour, so called attitude.

For each of the three categories, the main outcomes expected after the implementation of the program are listed below.

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.



The broader target group of this program is the Local energy sufficiency platforms (LESPs) established through the ComActivate project. This group's members are RC staff, HOAs, building managers and other local professionals and stakeholders acting in the field of the topic. Each of these stakeholders can be put in one of the four groups depending on their power and interest in the topics:

- managed closely – RC staff (primary target group)
- kept informed – HOA and building managers (secondary target group)
- kept satisfied – the other stakeholders (tertiary target group)
- monitored – depend on the country context, who is monitored (HOAS, NGO, CSO, local companies...)

For easier monitoring and organization of the module training the need for each target group connected to this capacity building program can be found in the table below.

Module	Bulgaria	Hungary	Lithuania	Number of trainings
Module 1: General/Advanced technical knowledge	RC/Municipalities HOA/B. Managers	RC/Municipals HOA/B. Managers	RC/Municipals HOA/B. Managers	2 2
Module 2: Financial knowledge	RC/Municipals HOA/B. Managers	RC/Municipals HOA/B. Managers	 HOA/B Managers	1 2
Module 3: Knowledge and skills in facilitation of renovation process	RC/Municipals HOA/B. Managers	RC/Municipals HOA/B. Managers	 HOA/B. Managers	1 2

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Module 4: Communication and digital skills and tools	Municipals HOA/B. Managers	 HOA/B. Managers	RC/Municipals	1 1

4. Curriculum Content

The content of the program is organised in four separate modules:

1. **General and advanced technical knowledge;**
2. **Financial knowledge;**
3. **Knowledge and skills in facilitation of renovation process;**
4. **Communication and digital skills and tools.**

The length of each training is foreseen to last at least one day (8 working hours). Some content will be general for all training courses in all three locations, and some content will be adjusted towards the national context, and the needs of the trainees.

4.1 Training Modules

The first two modules are building up the knowledge for the available technologies, provide guidance on how to select the preferred options, taking into consideration the national legal context, available financing incentives, and how to make cost-benefit analysis for different scenarios. Module three is building up the skills of the trainees on how to facilitate the whole renovation process, how to manage the final beneficiaries, and connect them with other relevant stakeholders. The last module focuses on knowledge exchange, awareness raising and general dissemination of information.

Note that all module explanations contain the widest content that each subtopic can cover. Each training should later be tailored and adapted to the specific country context and audience.

Module 1 – General/Advanced technical knowledge
SHORT SUMMARY OF THE MODULE: This module should serve as an introduction to the possibilities, opportunities, benefits, and challenges connected to building renovations. The importance of the topic is multifaceted and increasingly relevant in today's world. Energy efficiency improvement, energy sufficiency, and the deployment of renewable energy sources (RES) are becoming integral parts of daily life for everyone, not just professionals in the field. This shift reflects in a need for awareness raising to manage energy more effectively. The topic is closely tied to the fight against climate change. As the global environmental programs seek to reduce greenhouse gas emissions (GHG), the role of energy efficiency and renewable energy becomes ever more critical. Moreover, the European Union, along with national and local governments, has set ambitious targets for decarbonisation and climate change mitigation. Meeting these goals is essential for creating a sustainable future. In addition to environmental benefits, improving energy efficiency and adopting renewable energy sources offer direct financial advantages, such as cost savings on energy bills. However, despite the technical feasibility of many energy solutions, there can be legal challenges or restraints. Sometimes, what is technically possible is not yet supported or fully covered by the national legal framework, showing obstacles to implementation.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Benefits of renovations, RES, concept of Energy sufficiency	General	This sub-topic covers the comparison between energy efficiency and energy sufficiency. This distinction impacts how electricity consumption and heat demand are managed in a typical household. Additional integral part are energy-efficient materials used for facades in renovations. These materials should meet specific parameters, expectations and requirements, such as providing good thermal insulation and durability. Best practices include using high-quality insulated panels and double-glazed windows, while low-quality materials should be avoided. The technical steps for a successful renovation, including conducting an energy audit, selecting appropriate materials, and ensuring regulatory compliance, are also discussed.
Advanced EE and RE technology	General	Another part of energy sufficiency is the deployment of renewables in the households, so an overview of the advanced technologies for energy efficiency (EE) and renewable energy (RE) is crucial. It covers the introduction of renewable energy sources (RES) for both electricity generation and heat production. Hybrid systems that combine various energy sources to improve efficiency are also explored. Additionally, the concept of energy communities (EC) is examined together with its different types, including how energy could be shared among members, and potential installation sites for photovoltaic (PV) systems.
Specific legal frameworks and regulations related to EE and RE	When it comes to implementation of projects in houses, the most important part is the specific legal frameworks and regulations related to energy efficiency and renewable energy. It includes an overview of EU directives that support renovations and the establishment of energy communities, as well as local legal frameworks that may vary. To understand the rights and obligations related to energy efficiency and renewable energy is essential for ensuring compliance with relevant regulations, dictating the overall project success.	
	Country-Specific - BULGARIA	Energy Efficiency Act The Renewable Sources Act The Condominium Act Present the latest versions of the updated Integrated National Energy and Climate Plan Ensure general knowledge about the Long-term renovation strategy (LTRS), alongside the revised Energy Performance of Buildings Directive (EPBD) and Energy Efficiency Directive (EDD) Public Procurement Act, Environmental Protection Act (for regulations for environmental impact assessments that may apply to large EE and RES projects) Spatial Development Act: These frameworks establish the legal environment for contracting and implementing EE

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

		and RES projects in Bulgaria, ensuring compliance with national and EU standards
	Country-Specific - HUNGARY	9/2023 EKM decree on the energy performance of buildings as a cornerstone of technical standards related to renovation and new construction Decrees related to energy communities and the latest regulations on installing solar panels (e.g. the modification of the 86/2007 law on electricity in 2024 on the ways of sharing electricity in multifamily buildings) Local decrees on district heating and the national decree on making district heating measurable on household level (676/2023 government decree) Local decrees on architectural protection as standards for installing new windows and doors and regulations on the change of the facade (e.g. the 2/2022 local decree of District 8 of Budapest on protecting the urban landscape)
	Country-Specific - LITHUANIA	Program for the renovation (modernisation) of multi-apartment buildings: main document to discuss with the latest amendments from July 2024 Energy efficiency improvement program for neighbourhoods - Description of the procedure for the development and implementation of neighbourhood energy efficiency improvement program (approved by the Government in 2016) Government Decrees amendments (effective as of Sept 1, 2024) in the subsidy application: a new procedure for the preparation of the investment plan, a new methodology for calculating the cumulative contribution, rules for the provision and monitoring of State aid, maximum monthly contributions for the cumulative contribution and other contributions. Measures financed by Climate Change Program: modernisation of domestic heating and hot water systems in multi-apartment buildings: On 24 July 2024, the 5th Small Renovation Call for renovation of old, inefficient heat points was launched.

For this module, the lecturer, in addition of their materials may use:

- ComAct E-learning Knowledge-Sharing Platform
- ComAct D4.1 Inventory of energy efficiency technical measures for energy-poor households and
- SUNRISE Project: Financing for Prosumer Renewable Energy in Lithuania, North Macedonia, and Bulgaria

In addition, it can be suggested to provide:

- a list of relevant institutions, laws and by-laws and their interconnections needed for implementing EE measure or installing RES in one MFAB.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Module 2 – Financial knowledge		
SHORT SUMMARY OF THE MODULE: Deciding what constitutes common ground between being innovative, climate-friendly, and financially viable is crucial for successful project planning and execution. It involves balancing cutting-edge solutions with environmental benefits and cost-effectiveness. Additionally, utilising available funds, subsidy schemes, and other financial resources is essential for reducing investment costs and making projects more feasible and attractive.		
Cost/benefit analysis of RES/EE investment	General	One of the topics that always spark interest is whether the system is financially worthy of investments, so the focus must be put on conducting a cost/benefit analysis for renewable energy sources (RES) and energy efficiency (EE) investments. It covers important considerations for making a thorough cost-benefit analysis, including the types of analyses such as in-depth and walk-through approaches, and/or use of financial models and tools. It likewise covers a thorough understanding of lifecycle costs and benefits, including initial costs, operational savings, and long-term gains of EE/RES investments and non-monetary benefits, such as environmental, social, and health impacts. The influence of national incentives on the cost-benefit calculation is also discussed, along with the difference between the costs of electricity from the grid and the costs of electricity produced on-site. Additionally, the risk assessment and sensitivity analysis evaluating the financial risks and uncertainties in RES/EE projects is addressed together with the period for investment return.
Contracting I	General	Contracting is a crucial means of trust, and legal document for verification of work, partnership, agreement. This module covers essential considerations before financial contracting with banks, funds, and donors. It includes the understanding of specific requirements and expectations of each party, ensuring alignment with the project goals, and comprehending the terms and conditions of the agreements. Key aspects to consider include financial terms, legal obligations, and any specific reporting or compliance requirements that may be stipulated in the contracts.
Financial planning and securing funding for large scale replication	General	This part of the module serves to tie the funding opportunities for each refurbishment project with the cost-benefit analysis. It enables easier recognition of available funds, worthy renovation project, connecting the biggest environmental and social impact. This supporting sub-topic connects with the neighbourhood renovation roadmaps, developed during this project, with the real MFAB renovation. It also touches upon developing financial models for EE/RES projects when creating robust financial plans for large-scale projects and their further leverage, introduction to public-private partnerships and building a business case for investors.
Funding opportunities (incl.	Financial planning and securing funds for implementing EE project or replicating them includes utilisation of existing financial incentives. Key areas cover EU funds dedicated to EE and RES, local and national EE funds, and municipal incentives in each country. Since these open calls for financing eco	

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

platforms to monitor)	projects are continuously changing, close monitoring of available schemes is necessary. Other than the governmental financial support, information on engaging with commercial banks and development banks for financing should be included. In the absence of incentives, alternative funding methods beyond traditional sources should also be explored, including crowdfunding, shared ownership etc.	
	Country-Specific - BULGARIA	The Structural Funds 2021-2027, Invest EU program The Modernisation Fund International initiatives/LIFE/Horizon Europe/EUCF/SUNRISE/ NET ZERO CITIES
	Country-Specific - HUNGARY	Generation of own funds (e.g. housing savings schemes, collecting arrears) Using supported joint loans Benefitting from local subsidies, if available Applying energy obligation schemes (the latest regulation on the rules of applying the energy efficiency obligation scheme can be found in 25/2025 Law on modifying the 57/2015 Law on energy efficiency)
	Country-Specific - LITHUANIA	Funding for MFAB housing renovation provided by INVEGA (state-owned financial institution) through the Multi-apartment Building Modernisation Fund. The Fund has allocated €192 million for the renovation of multi-apartment buildings from the European Union (EU) investment funds for the 2021-2027 funding period The Law on Associations of Owners of Multi-family Residential Buildings and Other Purpose Buildings establishes a procedure for the HOA to participate in building renovation processes
Subsidy schemes	The trainees should fully understand the financial opportunities vailing the topic of EE and RES. Special focus should be placed on the available incentives on EU level, national level and local level. Examples for subsidised projects, their impact on the environment and the quality of life for the residents are the most effective way of presenting the importance of EE renovation.	
	Country-Specific - BULGARIA	Such schemes have been available under several national EE and RES programs as part of the National program for energy efficiency in multi-apartment buildings and the National Recovery and Resilience Plan of the Republic of Bulgaria. However currently, there is no continuous mechanism in place. Good examples from abroad can be presented, too.
	Country-Specific - HUNGARY	Interest rate subsidy scheme for loans to renovate the common parts of condominium and cooperative buildings. Sometimes locally available small scale municipal subsidy schemes. Application of the energy efficiency obligation schemes.
	Country-Specific - LITHUANIA	The Law on Monetary Social Assistance to Needy Residents discusses the procedure for participation in renovation, and in which cases there is no cost for renovation for needy residents.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

		Law on state support for the renovation (modernisation) of multi-apartment buildings (valid from Jun 1, 1992, new version 2022). The Law establishes the conditions, methods and procedures for the provision of state support for the renovation (modernisation) of multi-family houses, as well as the provision of preferential credits for the renovation (modernisation) of multi-family houses.

The trainer may use some previous materials, delivered from EU funded projects, such as:

- SUNRISE Project: Financing for Prosumer Renewable Energy in Lithuania, North Macedonia, and Bulgaria
- ComAct D3.1 Toolbox of financing models
- ComAct D3.2 Innovative financing models
- ComAct D4.2 Optimal cost-effective technical solution scenario

- Bulgarian Database for the overview of buildings

When it comes to supporting materials for the trainees, it is suggested to develop country tailored:

- lists with websites including links to EE/RES project funds
- lists with national indicators serving the purpose of following the impact of EE improvements and RES utilisation in residential sector
- examples/ templates/ guides of typical reports.

Module 3 - Knowledge and skills in facilitation of renovation process		
SHORT SUMMARY OF THE MODULE: Building trust with different stakeholders is vital for successful project outcomes. Acting as a bridge between citizens, the private sector, and the local government facilitates collaboration and ensures that all parties are aligned with the project's goals. Additionally, managing the renovation of a single building with many people involved can be challenging, particularly if the renovation roadmap is complex and difficult to follow.		
Facilitation and moderation, leadership	General	The facilitation and moderation skills in leadership roles, such as coordinator of MFABs renovation, come in handy. These skills are essential for managing and guiding discussions, making decisions, and fostering collaboration. Stakeholder mapping is a key component, focusing on identifying each type of relationship with separate stakeholders.
Building trusting relationship with residents (including conflict resolution, negotiation skills)	General	Working with a big group of people means working with different opinions, characters, levels of knowledge, indicating the need of specific set of skills for the coordinator. Conflict resolution techniques are explored, including compromising, collaborating, accommodating, avoiding, and competing. These techniques help address and resolve disputes effectively. Negotiation techniques and steps are covered. This includes preparation and planning, defining ground rules, clarifying and justifying positions, engaging in bargaining and problem-solving, and finally, closure and implementation. These steps are essential for successful negotiations and fostering strong relationships.
In-person support	For RC/ Municipals	This supporting topic dives deeper into understanding the needs, and the ways and means of communicating with the different stakeholders. It connects the facilitation of the process of

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

techniques and tools		renovations with the municipal policies, relying on "best practices gathered in the field". This can serve as an introduction before starting module 4.
Preparation before investment into EE	General	As part of the contracting process, it is important to organise all documents needed. This preparation phase connects everything mentioned before: finding a suitable legal baseline for the project, a suitable financing scheme that will be used, adequate cost-benefit analysis and clear renovation roadmap, ready to be presented and implemented.
Contracting II	General	For successful renovation/project, other than contracting with banks and donors, outsource professionals will also have to be hired, such as auditors, construction companies, RES installers etc. Including guidance on contracting, focusing on key points to address before entering contracts, advice on gathering offers, the importance of negotiating, and facilitation to ensure successful contracting outcomes.
For supporting this topic, the ComAct D2.1 Inventory of community activation and stakeholder engagement techniques with special attention to the geographical coverage of ComAct, can be used. As per the materials for easier lecturing, the following examples can be provided: • stakeholder mapping explanation, including power/interest matrix • list with short explanations on conflict resolution technics • list of steps to follow during one negotiation process • list of most common challenges faced during one renovation cycle in a MFAB		

Module 4 – Communication and digital skills and tools		
SHORT SUMMARY OF THE MODULE: Facilitating experience exchange helps connect different stakeholders, fostering greater trust, motivation for new EE/RES projects, and raising overall awareness. In addition, interaction with digital platforms is essential for the presentation of the project itself, helping to gain greater visibility and better recognition thus creating a solid foundation for further development and support.		
Communication skills, persuasion, presentations	General	There are various communication styles tailored for different target groups, age groups, and types of events, whether in-person or digital. Effective communication requires adapting styles to suit the audience and context. It also covers tools for preparing trainings, events, and dissemination materials. This includes determining suitable content, understanding the importance of content adaptation, and preparing a Training Needs Analysis (TNA) when necessary. Choosing the best type of event based on the group and content is also essential for effective communication.
Communications Plans	General	Using tools for assessing the current situation to create an effective communication plan is one of the most important steps for successful dissemination of information. It includes determining target groups, researching residents' interests,

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

		needs, and priorities, and identifying gathering spots and joint activities. Preparing a roadmap for communication involves community engagement and evaluating stakeholder power-interest positions. Seeking feedback is a crucial component of refining communication strategies and ensuring they meet the needs of the audience.
Online Platforms	For RC/ Municipalities	This subtopic covers the maintenance of online platforms and websites used for knowledge sharing. It includes platforms such as the ComAct knowledge-sharing platform, Domuvanje.org.mk, and other local web portals dedicated to knowledge sharing. Effective maintenance ensures that these platforms remain useful and relevant for users.
During this module the ComAct E-learning knowledge sharing platform may be presented. As supporting materials for the trainees', suggested additions are: • list of typical types of questions for TNA with general explanation of the method • brief explanation of different communication styles used in different circumstances and with different target groups • example of successful communication plan/strategy • list of links to digitals platforms for knowledge sharing		

5. Delivery Format, Instructional Methods, Logistics and Administration

In the following subchapters, the delivery format for the training courses, the instructional methods, logistics and administration around the organisation of the training courses will be described in detail for easier organisation of the events. The details are developed to avoid any unforeseen issues and to ensure a smooth preparation and delivery of the training courses.

5.1 Delivery format and instructional methods

Most of the sessions will consist of lectures. The lecturers will make sure to engage with the audience when possible.

Interactive elements are suggested to be used to ensure a dialogue between the lecturer and the trainees to keep the audience engaged, interested and involved. It is necessary to provide space for trainees to ask in a friendly and open-minded atmosphere to build trust between the participants and find the needed answers.

If time-wise possible, small groups can work together and test for example the learned tools and methods for communication, and/or draft a renovation plan.

The session types will be categorised as follows:

- **Lecture**: educational talk/presentation to the audience, with a dedicated time for questions at the end
- **Interactive session/part of session**: a part of the session in which the participants are moved from passive position to an active one by being asked to contribute to a discussion or share intelligence/experience

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

- **Group work**: collaborative effort in a small group of people consisting of a simple task to test new knowledge/techniques in practice

The final format of the training module will be decided by the selected lecturers and their needs to ensure that the information is effectively transferred and understood by the audience.

Logistics

The training modules are designed to be delivered in in-person format in the three demonstration sites – Burgas Bulgaria, Budapest Hungary, and Kaišiadorys/Elektrėnai Lithuania.

The sequence for the training modules is recommended followingly:

Module 1	Spring 2025
Module 2	Fall 2025
Module 3	Winter 2026
Module 4	Spring 2026

The local project partners in coordination with municipalities are responsible for arranging a suitable venue for the training modules, catering (including lunch and coffee breaks), and the overall facilitation of the training. It is their responsibility to communicate the training with the potential attendees and invite external lecturers where needed.

Administration

The process of registration will consist of a regular online form to be filled out by the registrant. The form should include the following information:

- Full name
- Organisation represented
- Sector of work – select from:
  - HOA manager
  - Energy-poor consumer
  - Local/regional authority – specify in comment
  - Private sector (banks, investors)
  - Engineers, construction company, architects, CSOs - specify in comment
  - Academia
  - NGO
  - Other - specify in comment
- Email address
- Signature

ComActivate participant list template can also be used for this purpose.

The registration will be open to public. The project partners are encouraged to invite the partners of interest for the training and for which the training is designed, namely the HOA/building managers and the RCs and municipality staff.

The capacity of the training is dependent on the size of the venue and the interest in the training modules and can vary.

It is strongly recommended to attend all four training modules, but a participant can also sign up only for a voluntarily chosen training module.

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

6. Feedback Mechanism and Post-Training Evaluation

In order to analyse and evaluate the training effectiveness and scale the replication potential of the training modules, a feedback form will be prepared.

Following each module, the trainees will be contacted via e-mail to fill in a voluntary and anonymous feedback form designed in an online tool (e.g. google forms).

The feedback form will contain the following questions:

1. **Overall, how satisfied are you with the training?**

Very Satisfied – Satisfied – Neutral – Unsatisfied - Very Unsatisfied

2. **How relevant was the content to your job?**

Very Relevant - Somewhat Relevant - Not Very Relevant - Not Relevant

3. **Do you feel confident in applying the knowledge/skills learned?**

Very Confident - Somewhat Confident – Neutral - Not Confident

4. **What did you find most valuable about the training?**

[Open Text Field]

5. **What could be improved?**

[Open Text Field]

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

7.References

Environmental Project Management Agency (Lithuania). Paskelbtas daugiabučių mažosios renovacijos kvietimas [Announcement of the Call for Small-Scale Renovation of Apartment Buildings]. Official news announcement on funding opportunities for small-scale building renovation. Accessed February 9, 2026. https://apva.lrv.lt/lt/naujienos-24316/paskelbtas-daugiabuciu-mazosios-renovacijos-kvietimas/

Environmental Protection Agency (Lithuania). Daugiabučių namų atnaujinimo ir modernizavimo programa [Multi-Apartment Building Renovation and Modernisation Programme]. Official programme and financing information on energy-efficient renovation of residential buildings. Accessed February 9, 2026. https://apva.lrv.lt/lt/veiklos-sritys/projektu-finansavimas/pastatumodernizavimas/daugiabuciu-namu-atnaujinimo-modernizavimo-programa-27833/

European Commission. 2025. "Bulgaria – Final Updated NECP 2021–2030 (Submitted in 2025)." European Commission. January 15, 2025. https://commission.europa.eu/publications/bulgaria-final-updated-necp-2021-2030-submitted-2025_en.

Golić, Kosa, Vesna Kosorić, Tatjana Kosić, Slavica Stamatović Vučković, and Kosara Kujundžić. 2023. "A Platform of Critical Barriers to Socially Sustainable Residential Buildings: Experts' Perspective." *Sustainability* 15 (9): 7485. https://doi.org/10.3390/su15097485.

Hungarian Government. 2024. *Évi … törvény a villamos energiáról szóló 2007. évi LXXXVI. törvény módosításáról* [Act of 2024 amending Act LXXXVI of 2007 on Electricity]. Government PDF. Accessed February 9, 2026. https://cdn.kormany.hu/uploads/document/0/0d/0dc/0dcf5d1483522b7db0fe81c0a5207e1e2e003341.pdf

Hungary Government. 2023. "676/2023. (XII. 29.) Korm. Rendelet – Nemzeti Jogszabálytár." *Njt.hu*. 2023. https://njt.hu/jogszabaly/2023-676-20-22.

Institute for Sustainable Urban Development (ILTE, Lithuania). 2020. "ILTE." *Daugiabučių Namų Modernizavimo Fondas | ILTE*. ILTE. https://ilte.lt/apie-mus/projektai/daugiabuciu-namu-modernizavimo-fondas/387.

Liu, Guo, Yongtao Tan, and Zhijia Huang. 2021. "Knowledge Mapping of Homeowners' Retrofit Behaviors: An Integrative Exploration." *Buildings* 11 (7): 273. https://doi.org/10.3390/buildings11070273.

Matschoss, Kaisa, Eva Heiskanen, Bogdan Atanasiu, and Lukas Kranzl. 2013. "Energy Renovations of EU Multifamily Buildings: Do Current Policies Target the Real Problems?" *ECEEE Summer Study Proceedings*. https://www.researchgate.net/profile/Kaisa-Matschoss/publication/268746105_Energy_renovations_of_EU_multifamily_buildings_do_current_policies_target_the_real_problems/links/5512b5610cf268a4aaead6b1/Energy-renovations-of-EU-multifamily-buildings-do-current-policies-target-the-real-problems.pdf

Municipality of Józsefváros (Budapest, Hungary). 2025. "2/2022 Önkormányzati Rendelet a Településkép Védelméről." *Jozsefvaros.hu*. April 15, 2025. https://jozsefvaros.hu/otthon/onkormanyzat/dontes/2-2022-onkormanyzati-rendelet-a-telepuleskep-vedelmerol/

Nemzeti Jogszabálytár. 2023. "9/2023. (V. 25.) ÉKM Rendelet – Nemzeti Jogszabálytár." *Njt.hu*. 2023. https://njt.hu/jogszabaly/2023-9-20-8X.

Nemzeti Jogszabálytár. 2025. "2025. Évi XXV. Törvény – Nemzeti Jogszabálytár." *Njt.hu*. 2025. https://njt.hu/jogszabaly/2025-25-00-00.

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.

Palm, Jenny, and Katharina Reindl. 2017. "Understanding Barriers to Energy-Efficiency Renovations of Multifamily Dwellings." *Energy Efficiency* 11 (1): 53–65. https://doi.org/10.1007/s12053-017-9549-9.

Republic of Bulgaria. Condominium Ownership and Management Act. Official overview and text of the Bulgarian law governing condominium ownership and management. Accessed February 9, 2026. https://www.mrrb.bg/en/condominium-ownership-management-act/

Republic of Bulgaria. Energy Efficiency Act. Chapter One General Dispositions; Chapter Two State Governance in the Field of Energy Efficiency. Accessed February 9, 2026. https://www.dker.bg/uploads/documents/normativi/zakoni/energy_efficiency_act.pdf

Republic of Bulgaria. Energy from Renewable Sources Act. Consolidated version as of August 15, 2025. Accessed February 9, 2026. https://www.seea.government.bg/documents/ZAKON_za_energiqta_ot_vyzobnovqemi_iztocnici_15_08_2025.pdf

Republic of Bulgaria. Environmental Protection Act. Official overview and text of the Bulgarian law on environmental protection and pollution prevention. Accessed February 9, 2026. https://www.moew.government.bg/en/environmental-protection-act-7628/

Republic of Bulgaria. Long-Term National Strategy to Support the Renovation of the National Building Stock of Residential and Non-Residential Buildings by 2050. 2020. https://www.seea.government.bg/documents/bg_ltrs_2020_en_version.pdf

Republic of Bulgaria. Public Procurement Act. Official English translation. Accessed February 9, 2026. https://www2.aop.bg/wp-content/uploads/2024/04/Public-Procurement-Act.pdf

Republic of Bulgaria. Spatial Development Act. Official overview and text of the Bulgarian law governing spatial planning, land use, and territorial development. Accessed February 9, 2026. https://www.mrrb.bg/en/spatial-development-act-84665/

Republic of Lithuania. 2016. "547 Dėl Kvartalų Energinio Efektyvumo Didinimo Programų Rengimo Ir Įgyvendinimo Tvarkos Aprašo Patvir…" *E-Tar.lt*. 2016. https://www.e-tar.lt/portal/it/legalAct/254845502be411e69c3d99cd9039168e

Republic of Lithuania. 2023. "I-798 Lietuvos Respublikos Daugiabučių Gyvenamųjų Namų Ir Kitos Paskirties Pastatų Savininkų Bendrijų …" *E-Tar.lt*. 2023. https://www.e-tar.lt/portal/lt/legalAct/TAR.0EC89509170B/asr

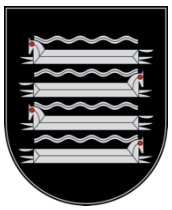
Republic of Lithuania. 2024. "D1-339 Dėl Valstybės Paramos Daugiabučiams Namams Atnaujinti (Modernizuoti) Teikimo …" *E-Tar.lt*. 2024. https://www.e-tar.lt/portal/it/legalAct/a634b6608b7d11ef92b19bb92dd76d17

Republic of Lithuania. 2024b. "I-2455 Lietuvos Respublikos Valstybės Paramos Daugiabučiams Namams Atnaujinti (Modernizuoti) Įstatymas." *E-Tar.lt*. 2024. https://www.e-tar.lt/portal/lt/legalAct/TAR.9D04F98F7C14/asr

Republic of Lithuania. 2026. "IX-1675 Lietuvos Respublikos Piniginės Socialinės Paramos Nepasiturintiems Gyventojams Įstatymas." *E-Tar.lt*. 2026. https://www.e-tar.lt/portal/it/legalAct/TAR.3EEE59417F13/asr

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor CINEA can be held responsible for them.