



# ComActivate

Enabling community action for energy sufficiency

## SET OF SERVICES FOR THE COMMUNITY

November 30, 2024

Habitat for Humanity International



Co-funded by  
the European Union

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<b>Project Acronym</b>	ComActivate
<b>Project Name</b>	Enabling community action for energy sufficiency
<b>Project Coordinator</b>	Habitat for Humanity International
<b>Project Duration</b>	36
<b>Website</b>	<a href="https://www.bpie.eu/comactivate-enabling-community-action-for-energy-sufficiency/">https://www.bpie.eu/comactivate-enabling-community-action-for-energy-sufficiency/</a>

<b>Deliverable No.</b>	D4.4
<b>Dissemination Level</b>	PU - Public
<b>Work Package</b>	WP4
<b>Lead beneficiary</b>	Habitat for Humanity International
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<b>Reviewed by</b>	IWO
<b>Date</b>	November 2024
<b>File Name</b>	D4.4 Set of services for the community

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# 1. Deliverable description

Deliverable D4.4 "Set of services for the community" is part of task T4.2 Providing services in the community of Work Package 4 – Resource Centres Support Services (WP4).

The goal of this deliverable is to prepare a tailor-made methodology for provision of services for the Resource Centres (RCs) in ComActivate. The deliverable provides information on the target groups for the RC as a basis for development of the set of services needed for the selected communities in the target locations. Building on the Milestone 8 – Target Groups Identification and Milestone 9 – Training Needs Assessment, this document elaborates and provides sets of methods to support the potential beneficiaries and leverage their impact on the community, interest in renovation of multi-apartment buildings, and easing the process of its realization. This deliverable also provides a brief analysis of current services available in the existing RCs in Burgas, Bulgaria and Budapest, Hungary<sup>1</sup>.

To meet WP4 specific objective to operationalize the RCs and make them successful in enhancing renovation of multi-apartment buildings and climate resilience of the communities, wide range of services for homeowner associations, business, civil society and other involved stakeholders are needed. This deliverable, together with D4.1 "Capacity Building Program for Stakeholders", contributes to creation of places (RCs) that offer high quality services for the range of stakeholders involved in the renovation process. The capacity building program results in delivering trained and well-equipped staff that can further offer the necessary services via the RCs. The methodology for selecting suitable services is developed in this deliverable, thus contributing to the effective RCs operation.

# 2. Target groups

As part of Milestone 8 – Target Group Identification, the local partners and the RCs in Bulgaria and Hungary identified the target groups for the RCs. Based on the information gathered, two target groups related to RCs are defined:

- **Target groups for RC services:** people or entities targeted by the RC to provide them the services, e.g. homeowners, HOAs, building managers, local communities and vulnerable households
- **Target groups for involvement in provision of RC services:** people or entities which can support RC in providing specific services and utilizing their knowledge and expertise in different needed fields, e.g. private companies, architects, engineers, energy offices, energy experts, research NGOs etc.

In the below part, the detailed analysis of the target groups are elaborated country by country.

## 2.1 Bulgaria

Target Groups for RC services		
Type of stakeholder	Detailed description	Justifications
Residents	Single families	Frequent visitors of existing RC seeking advice
	Citizens	Users of the services of RCs, they can also benefit from different info campaigns, trainings, participate in community events, etc.
Communities	HOAs	HOAs' involvement is vital as they are key players in the MFABs renovation programmes and can highly benefit

<sup>1</sup> In Vilnius, Lithuania, the RC has not been established yet.

		from the RC's support for the application procedure and any other renovation/ RES concerns and questions
<b>Representatives</b>	HOAs managers	They can be engaged for specific events and trainings to meet their needs, to extend their network and share and exchange knowledge and experience

Target groups for involvement in provision of RC services		
Type of stakeholder	Detailed description	Justifications
<b>Municipality</b>	Burgas municipality	Important to be engaged to provide better support with awareness raising/ info campaigns/ organization of larger events, etc.
	Energy office	Provision of premises, information and admin support for financial programs for Energy Efficiency and Photovoltaic solutions
	Municipal companies/ Energy service providers/ Innovation Systems	Crucial role for the realization of different Energy Efficiency and Renewable Energy Solutions projects, involvement and networking can lead to public-private partnerships, new initiatives, etc.
	EnEffect	Partnership to broaden RC services – specialized trainings on insulation materials, heating/cooling, ventilation systems, energy audits
	Specialists in design and construction of passive houses	Provision of information on insulation materials, windows, heating and cooling systems
	Other	Provision of various expertise and practical experience – great value when advising citizens and HOAs
<b>Technical service providers</b>	Architects	Can benefit from engagement with the community-level activities and receive information/potential receivers of services through networking/participation at RC's events
	Engineers	
	Energy auditors/ energy experts and consultants	Due to their knowledge, the RC can work with them in structuring info events, trainings, community-level events, and the professionals themselves can be listed as trusted sources of info and consultations by the RC

## 2.2 Hungary

Target Groups for RC services		
Type of stakeholder	Detailed description	Justifications
<b>Residents</b>	Flat owners, Family house owners	RC visited by this group, target of RenoPont
		People planning to renovate
	Municipal tenants	Currently there is a national subsidy program for single family homes. The RC will try to help owners, especially vulnerable with multiple level of disadvantages (e.g. social, economic, racial) in the districts to apply With pressing housing problems and those who have won municipal support for flat upgrades. Most of the municipal housing is social type of housing, therefore tenants belong to energy poor and vulnerable.
<b>Communities</b>	Homeowners' Associations (HOAs)	Building level intervention is necessary for increased energy efficiency. HOAs are target of the RC
<b>Representatives</b>	Representative of condominiums (e.g. elected condominium officials)	RC provides advice for condominium representatives to make decision making within condominiums easier. RC provides advice for this group upon request. They are crucial intermediaries, whose help is necessary to support energy efficiency investments on building level
	HOA managers	

Target groups for involvement in provision of RC services		
Type of stakeholder	Detailed description	Justifications
Municipality	District municipality representatives	Help with awareness raising
	Energy Efficiency Obligation Scheme (EEOS) obliged parties	Only those are allowed to submit applications for state grants, not an independent OSS – their involvement can decrease the intervention costs for the buildings
	Client centers of the municipal property management company (JGK)	They can become information points for residents, helping the outreach of the RC
Private companies/business	Energy service companies	
	Companies providing energy audits	
Technical service providers	Professionals working in the field of energy	RC can provide a list of trusted energy professionals, but only to the limits allowed to. This will mean mostly professionals working on insulation, windows and doors, solar systems Building services
	Construction labour professionals	RC can provide a list of trusted construction professionals, but only to the limits allowed to municipalities
	Civil Engineers, Energy Experts	To be employed by the RC
Research NGOs		

## 2.3 Lithuania

### 2.3.1 Elektrėnai

Target Groups for RC services		
Type of stakeholder	Detailed description	Justifications
Residents, including vulnerable groups described in the categories on the right	Disadvantaged individuals	Hesitant to renovate, often due to lack of knowledge about possible financial support schemes
	Older people	Hesitant to renovate
	MFAB owners	RC can support with the information about the benefit of renovation also hot to initiate processes
	Family house owners	Can benefit from information. To know better what they can do and change about their house. Also, what financial support they can get from government/state to increase the energy efficiency of their house
Communities	HOAs	municipal communities united by the Council of the municipal community organizations of Elektrėnai

Target groups for involvement in provision of RC services		
Type of stakeholder	Detailed description	Justifications
Municipality	Staff	RC to be established with direct cooperation of municipality

<b>Administration</b>	MFAB property manager	RC to be established with direct cooperation of administrator
<b>Private companies/business</b>	Contractor companies	Can benefit from information about future renovations
	Real estate agencies	
<b>Technical service providers</b>	Professionals working on renovation issues at municipal level	Specialists in technical supervision
<b>Decision-makers</b>	Regional level	Find local resources for the stimulating of the renovation (for example investments to common spaces)
	State level	Formulate proposals from the decisions of local or regional problems
<b>Media</b>	Local opinion-makers	Stimulate the motivation of residents to achieve better energy efficiency
	Local media	For communication of RC activities and PR
	Social media	

### 2.3.2 Kaišiadorys

Target Groups for RC services		
Type of stakeholder	Detailed description	Justifications
<b>Residents, including vulnerable groups described in the categories on the right</b>	Older people	Hesitant to renovate. They need clear information and arguments tailored for this age group.
	MFAB owners	Renovation must be initiated by them in agreement. The most important target group, so it is important to get in contact with them and help them to make the right decisions. To stimulate the motivation of residents it is important to talk not only about the financial payback, which is not very high in Lithuania, since the cost of renovation rose, but also about the residents' health, climate changes etc.
	Family house owners	Providing information about the possibilities and calls for this group
<b>Communities</b>	MFAB Communities	Information supply
	Territorial Communities	Information supply
<b>Representatives</b>	HOAs	Important partners implementing measures of motivation improvement, sharing information about the possibilities, calls, preparation of documentation,
	Enterprise administering the buildings	Important partners who can motivate residents to implement the renovation measures, but they need specialized training and knowledge.
	Representatives of municipalities and elderships	

Target groups for involvement in provision of RC services		
Type of stakeholder	Detailed description	Justifications
<b>Municipality</b>	Staff	Kaišiadorys District Municipality

<b>Administration</b>	MFAB property manager	Awareness raising
<b>Service providers</b>	Environmental Projects Management Agency (EPMA)	State institution administering the environmental sector projects financed by the EU funds
<b>Private companies/business</b>	Real estate agencies	Can contribute to the dissemination of information, as they benefit from the improvements in the quality of housing and environment.
<b>Technical service providers</b>	Utility companies working on renovation issues	Awareness raising, improving the motivation of residents. They deal directly with the residents and their problems and are an important group.
	Construction and design companies	RC can help residents to find trustworthy companies and contractors.
<b>Media</b>	Public institutions to support and promote the energy efficient refurbishment of MFABs in Vilnius	For communication of RC activities and PR
	Housing Modernization Association	Website for renovation consisting of specialists in the field of science, construction, manufacturing and design, law, finance, marketing, PR
	Specialized internet magazine	Information supply

## 3. Current services

### 3.1 Bulgaria

Since its opening in December 2022, the Resource Centre in Burgas, known as the Energy Office Burgas, has gained rich experience. Located at the city centre, it has successfully helped building awareness and accessibility among residents, making it convenient for citizens to seek support. Today, the RC is a recognised and trusted source of information for the citizens of Burgas, offering comprehensive information, advice and up-to date information on RES and EE. Currently, the RC focuses mostly on:

- providing information and administrative support for EE renovation/RES financing programmes, and photovoltaic installations
- organising trainings and info days related to energy efficiency and renewable energy sources (e.g.: in partnership with EnEffect and a private company, the RC offers specialized trainings on insulation materials, heating/cooling and ventilation systems for the construction sector)
- coordination of activities related to the establishment of Energy Community Burgas.

The RC is currently operated by two employees, one full-time and one part-time. The full-time employee primarily provides information on available financing programmes and the steps required to access them, while the part-time employee focuses on offering technical advice related to building renovations. It currently operates from Monday to Friday, from 9 to 17 with provision of services in-person, via phone and online.

The RC is primarily funded through municipal support, supplemented by project-based financing with local partners, which enables to offer services such as energy audits and consultations.

The centre serves primarily the citizens of Burgas and HOAs. In 2023, it welcomed 4000 visitors, bringing the total number of visitors to over 6000 to date. The services provided include information

on building renovations, replacing old wood stoves with air conditioners and installing PV. A key advantage is that client can reach the RC staff directly, either in person, by telephone or by email, during all working hours. Currently, email and in-person visits are the most effective methods. Visitor numbers increase when EE Renovation financing programs are available, underscoring the need for continuous program expansion.

The resource centre maintains a register where visitors or those contacting the RC can leave their contact details and specify their areas of interest. This enables staff to build a contact database and engage relevant stakeholders in events and trainings.

Collaboration with other stakeholders is critical to the growth and success of the RC. Since April 2024, the office has expanded its services thanks to new partnerships with EnEffect and a private company. A new showroom featuring a variety of insulation materials has been established and a local private business has contributed the part-time employee, who assists with inquiries about insulation materials, windows, heating and cooling system. Additionally, new services such as energy audits, building inspections and consultations are planned for launch in 2025.

Moreover, the main goal of the stakeholder engagement strategy is to raise awareness about RES and EE through the RC. There are different engagement methods targeting various groups:

- The RC focuses on Burgas citizens and small/ medium enterprises
- The capacity building program trains HOAs and engages citizens
- Community events are aimed at HOAs.

Updates, event invitations and results are shared via email, social media and the official website to reach wider audience.

Regarding to stakeholder engagement, local businesses are not very active in seeking RC services. However, in the case of events aimed at business, invitations are always sent to them either through the national/ regional chambers of commerce or directly to companies. As regards to national government, so far, the RC is not communicating with the national government and do not participate in any legislation preparation.

The biggest challenge now lies in the need to expand services and increase the number of events organised by the RC, which requires hiring a staff member with an architectural or engineering background. This has been a difficulty as they have had to replace three staff members who, although highly qualified, have failed to meet their expectations. In addition, finding employees who are proactive, able to engage citizens and anticipate their need has proven to be a major challenge.

## 3.2 Hungary

RenoPont Energy Home Renovation Centre, the first and so far, the only one-stop-shop consultancy office network, opened in December 2021 in District 8 of Budapest. Currently, there are two RenoPont offices in Budapest, including one in Józsefváros, which is also the head office of RenoPonts. The centre was funded by the European Union's Horizon 2020 innovation programme. When the EU programme and its funding ended in May 2023, the project started to operate under the Hungarian Institute for Energy Efficiency (MEHI).

Unlike in Bulgaria, this centre was not so frequented by people. Some clients had to visit this centre compulsorily when applying for funding from the municipality. Most customers have come to RenoPont with technical questions on renovations or they are interested in subsidies.

It currently offers the following services:

- Website including information on benefits of deep renovation, good examples of renovation (text and video), an online calculator that provides information on the energy savings that different renovation steps can bring to the renovator's property, technical

information on the renovation process, e.g. product selection guide (available insulation materials, windows and heating systems), the desirable sequence of renovation steps, the importance of planning, a collection of downloadable template documents (e.g. template requests for tenders, contracts), information on financing e.g. state subsidies, municipal tenders, bank financing, innovative options (e.g. Energy Efficiency Obligation Scheme - EES), database of professionals with pre-qualified contractors, designers; interface for sharing experiences and evaluating professionals, energy saving tips: from changing consumer habits to deep renovation, glossary, misconceptions, frequently asked questions, and a possibility to apply for a personalised consultation

- Consultancy office offers personalized advice in-person and/or an online consultation,
- In most cases, the consultation ends with a recommendation for a specialist, either an energy specialist or a specialist/contractor.

It currently operates 4 days a week for online consultation and one day a week for in-person consultation.

However, while they continue advocacy online, from the end of this year, RenoPont will no longer be able to operate in-person because of lack of financing. For this reason, both the operation of the RC and the services provided will likely have to be restructured. The RC will merge and continue to operate as part of the Municipality's community space called 'LakóTér'. This place provides low-threshold services for the citizens of the district, like advocacy, information provision and community engagement. The colleagues from RenoPont will continue their work here, this way allows visitors (both municipal and private market tenants) to receive a broader „information pack” about the different social services available to them in Józsefváros, now with additional advocacy about energy saving and renovation. This change may widen the RC's clientele as well. In addition, the municipality may have the opportunity to cooperate with the Budapest Capital's Climate Agency on a panel renovation tender from next year. This would mean that the services would be further complemented with facilitation: the plan is to be able to engage the community of owners/tenants from the panel condominiums during the whole process of the renovation.

## 3.3 Lithuania

Lithuania is the only pilot country where the Resource Center has not been established yet. Hence, the following parts will cover potential and most needed services that should be offered by the Lithuanian RCs. In both locations, however, the municipalities started providing information on refurbishment topics and organizing info days and other awareness raising activities, yet not via the official RC.

### 3.3.1 Elektrenai

The potential services that should be offered to residents by the RC:

- In-person and phone consultations
- Information available online
- RC community events, trainings and public discussions
- General dissemination and awareness raising among the residents
- Provision of verified information
- Preparation of recommendations for local, regional and national policymakers

### 3.3.2 Kasiadorys

The potential services that should be offered to residents by the RC:

- In-person and phone consultations
- Information available online
- Information packages
- Topical discussions and trainings

- Dissemination of information

However, there are many renovation challenges in Lithuania. Many elderly and disadvantaged people are hesitant to renovate, not so much because they cannot afford it, but because they are often afraid of changes. On top of that, many are not aware that the Lithuanian government covers 100% of renovation costs for apartment owners in financial need, as long as they own just one property. What has been found out is that people are more focused on the high costs of construction than on the environmental benefits of making their building more sustainable and energy efficient.

RCs are not just for tenants in multi-storey building, they are also available to individual homeowners. By providing clear information, the RC can help homeowners to understand how they can improve their homes and what financial support is available to make their homes more energy efficient.

There is regulatory environment for establishing RCs in Lithuania. Moreover, the Environmental Projects Management Agency (EPMA) offers financial support for a range of projects, including renovations of multi-storey building and individual homes, purchases of electric cars and scooters or installation of solar power system for individual homes.

## 4. Methodology for provision of RC services in ComActivate

For this project the main role of the RCs is to provide a range of services that help homeowners to renovate the buildings, to change their behaviour in using energy, to increase the usage of energy from renewable energy sources, decrease the energy consumption in the households and thus contribute to the more organized approach for energy sufficiency in the residential sector in communities. This concept is aligned with the widespread concept of One-stop-shops (OSS).

These RCs are following the three-step categorization or phases: demand for RC, the capacity of the RC, and the role that the established RC will play in the community. Each of these phases is playing a different role in the success story of the RC.

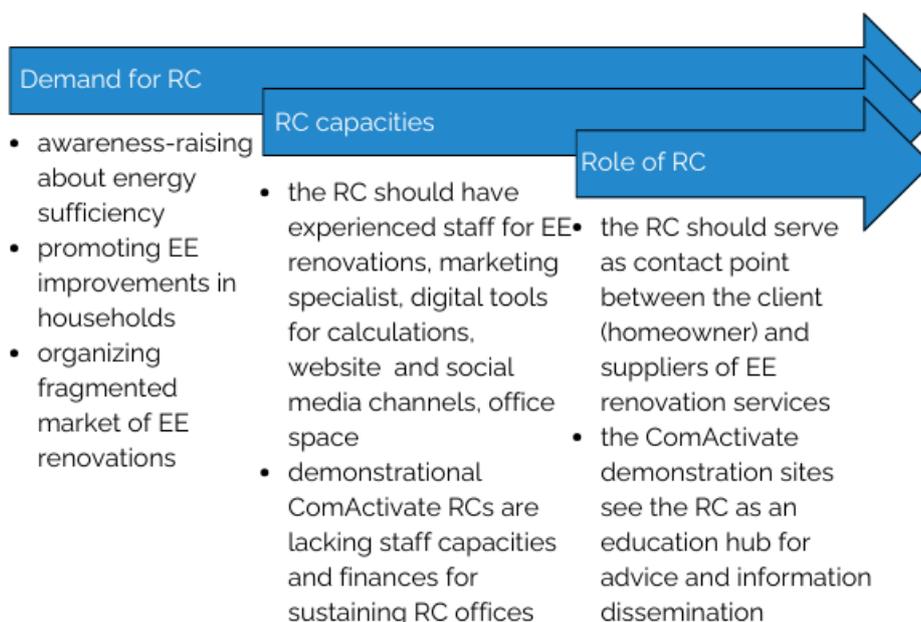


Figure 1 Needs, capacities and role of RC

## 4.1 Demand for RC

The demand or the need for RC comes from the building renovation market and the effort that each customer should put in, if he/she wants to implement EE measures.

In the last several years, EU's regulative, directives, and strategies have identified OSS as crucial part of the EE renovation chain<sup>2</sup>:

- OSS are mentioned in the Renovation Wave strategy from October 2020,
- Play a role in the 2020 strategy "A Renovation Wave for Europe – Greening our buildings, creating jobs, improving lives",
- Are recognized in the Directive 2018/844/EU, amending the Directive 2010/31/EU on the energy performance of buildings (EPBD),
- In the "Smart Financing for Smart Buildings initiative", the European Commission encourages establishing local OSSs as a tool for building trust, project pipelines and partnerships.

Another aspect of the problem is the insufficient renovation market organization. The atomized market model puts the customer in position in manager of renovation process, finding finances, contractors for audit, project design, construction etc., even if he/she is not properly educated in building renovation. On the other hand, these RCs should offer so called integrated solutions, connecting the manufacturers, service providers etc. with the final beneficiaries, the HO or tenants. For these RC, or OSS, on European level the main goal is to transition from the atomized market

model to a systemized OSS concept as shown in the figures below<sup>3</sup>.

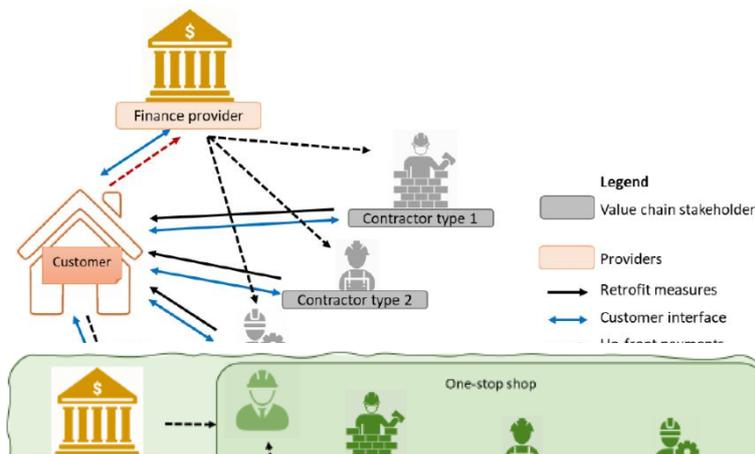


Figure 2 Atomized market model

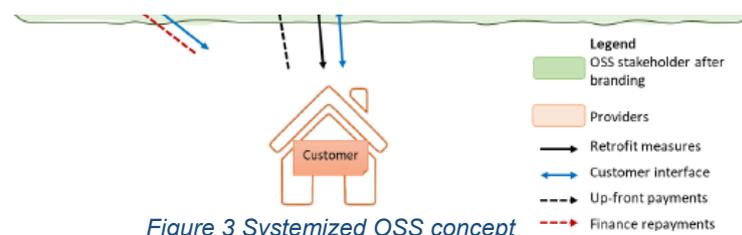


Figure 3 Systemized OSS concept

<sup>2</sup> The role of one-stop shops in energy renovation - a comparative analysis of OSSs cases in Europe, Paolo Bertoldi, Benigna Boza-Kiss, Nives Della Valle, Marina Economidou, <https://doi.org/10.1016/j.enbuild.2021.111273>, 2022

<sup>3</sup> One-stop shops for residential building energy renovation in the EU, Analysis and policy recommendations, JRC science for policy report, Boza-Kiss Benigna, Bertoldi Paolo, Della Valle Nives, Economidou Marina, ISBN 978-92-76-40100-1, ISSN 1831-9424, doi:10.2760/245015, 2021

## 4.2 Role of RC

According to an article<sup>4</sup> the OSS should overcome the renovation barriers for the different stakeholders, including:

- Organization of the market: The focus is placed on simplifying the fragmented and complex process of renovation
  - Including: Fragmented market, Disjointed or lack of renovation support, Lack of time management / Planification, Availability of appropriate materials, Lack of or inadequate legislative framework / certifications, Lack of standardized solutions, Company size, Skill and knowledge of professionals, Customer's lack of trust
- Information: The availability of information, raised awareness and knowledge transfer are determining factors whether a homeowner would undertake EE measures, or not.
  - Including: Information quality, Information availability, Insufficient consideration of the impact of the occupant on the building, Insufficient integration of cross-cutting benefits
- Sociological factors: The RCs should play a significant role in the decision-making process
  - Including: Lack of shared goals, other priorities, Inertia to improve the sector, Decision making, Personal views,
- Technical: The renovation work requires a specific set of skills in each phase, from audits, plan design and construction work
  - Including: Difference between expected and actual consumption, Project complexity, long project duration, administrative complexity, Complexity or lack of technical and managerial skills
- Financial: Each renovation roadmap, and all of the financing burdens and opportunities should be tailored for each homeowner
  - Including: High-cost investments, long payback period, Lack of or difficulties of financing mechanism
- External risks: energy price fluctuations

Since there are lot of barriers that needs to be overcome, the role of the RC would shape according to the biggest challenge, and the context of the community where it is situated. Some of the expected advantages and benefits that the RC should offer to the community are presented in the figure below.

## 4.3 Capacities of RC in demonstration sites

If the capacities of the staff of the RC are determined taking into consideration the role that the RC should fulfil, then ideally, each office should have specialists from different backgrounds: architecture, construction, electrical engineer, finance specialist, marketing specialist. However, the most important skill of the office staff should be a facilitating skill.

When it comes to RC staff capacities, they can vary, depending on the provider: government – driven or local/regional municipality led, industry led RC, ESCO based, independent facilitator, cooperative/multi-disciplinary team, store/office, digital.

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<sup>4</sup> European market structure for integrated home renovation support service: Scope and comparison of the different kind of one stop shops, Estay Lucas<sup>1</sup>, Peperstraete Marthe, Ginestet Stephane, Oms-Multon Claire, and Bonhomme Marion, AIMS Energy, 11(5): 846–877, DOI: 10.3934/energy.2023041, 19 September 2023

### Facilitator/coordinator

In the government led RC, private actors are assisted by municipalities, and the initiative is financed by public, European or mixed funds. Here, the OSS is handling all communication with contractors and customers. If the OSS operates as independent facilitator, it can take on the role of intermediary between homeowners and contractors, but also supporting financial arrangements, offering technical and legal advice. Digital RC are relying on data entry from homeowners and tailoring renovation roadmaps. It creates a platform with open access for each citizen, tackling overall information on EE retrofit.

### Sales oriented

The industrial OSS are focused on promoting their own market solutions, and the support for financing might be in a form of subsidies. The cooperative teams are OSS units formed by professionals with complementary expertise in renovation processes. Usually, they offer an all-round solution for the building retrofit. Stores that are transferred as OSS are usually a product of large retail warehouses, and offer building materials, promote solutions and technologies.

## 4.4 Methodology for creating sustainable set of services

If the atomized model used for the market for energy renovations is fragmented, it means that both demand side and the supply side have difficulties to choose adequate partners. As mentioned before, the OSS or RC should overcome these barriers. To ensure the sustainability of the services while maintaining both demand and supply side comfortably, each RC should have a continuous cycle of reviewing the services.

The demand side is not focused on industries, but rather on the HO. They are seen as the centre of the RC work, and their needs for energy sufficiency are placed as a demand, and afterwards the services offered by suppliers are moulded or adapted accordingly.

For this reason, a clear cycle for service improvement is needed. This cycle begins with needs assessment, internal in the RC office, and external, primarily with HOs and HOAs, and including the other stakeholders. Afterwards, the planning process begins. In this phase the broader stakeholders, that provide services, are included, most importantly partners, such as: construction companies, banks and other financial institutions, architects, and other local business dealing with energy efficiency and energy sufficiency. The outcome from this phase should be a plan or program for action. The next step includes the implementation of the plan, trainings, meetings, construction work, logistics etc. At the end of the cycle a review of the implementation of the plan is made, and recommendation for further improvements are developed.



Figure 2 Cycle methodology for maintaining sustainable set of services in the RC

This cycle could be repeated annually, on two, three or four years (with some reports included in between). Continuous monitoring is necessary.

## 4.5 General recommendations

Some general success factors for RC include<sup>5</sup>:

- Good local integration of the RC in the community,
- Trustworthy relationship with the “demand” side and “supply” side,
- Engagement after the project ends,
- Presence through the process of renovation,
- The possibility to follow-up even on finished projects,
- A role that coordinates, facilitates and engages with tenants that are in different phases of renovation readiness,
- The quality of the renovation and will to further improve it with their contractors, collaborators and partners,
- An inclusion of vulnerable and marginalized citizens.

Patience, consistency and continues work is crucial, since these processes take time, require abilities, knowledge, resources etc. in order to see good results.

## 4.6 Expected challenges

Some findings point to the lack of appropriate organized financing as one of the main reasons for shutting down RC across Europe.

When it comes to the overall successful work completed by a RC, challenges specifically in MFABs are complex processes for obtaining agreement among the different HOs, finding the most suitable financing schemes that fit to all HOs and lack of day-to-day contact management with MFAB representative<sup>6</sup>.

In the last period the “do-it-yourself” culture has expanded, consequently it can be expected that the HO will decide to renovate the house themselves.<sup>7</sup>

An additional challenge identified through this project and ComAct project is to put the RC in proactive role, as initiators of activities and citizens engagement, since the highest frequency of visitors is in the period of active national subsidies.

## 4.7 RC models based on the services they provide

Based on the services provided, the RC can be differed in several operating models:

- Facilitation model,
- Coordination model,
- Development/ all - inclusive model,

<sup>5</sup> One-stop shops for residential building energy renovation in the EU. Analysis and policy recommendations, JRC science for policy report, Boza-Kiss Benigna, Bertoldi Paolo, Della Valle Nives, Economidou Marina, ISBN 978-92-76-40100-1, ISSN 1831-9424, doi:10.2760/245015, 2021

<sup>6</sup> One-stop-shops as a model to manage housing energy retrofit. A General Approach to Europe and Spain, CARLOS MARMOLEJO-DUARTE<sup>1</sup>, ROLANDO BIERE-ARENAS<sup>1</sup>, SILVIA SPAIRANI-BERRIO<sup>2</sup>, YOLANDA SPAIRANI-BERRIO<sup>2</sup>, CARLOS PÉREZ-LAMAS, ISBN 978-956-14-3069-3, November 2022

<sup>7</sup> One-Stop-Shops for Energy Renovation of Dwellings in Europe—Approach to the Factors That Determine Success and Future Lines of Action, Rolando Biere-Arenas, Silvia Spairani-Berrio, Yolanda Spairani-Berrio and Carlos Marmolejo-Duarte

- ESCO-type.

The ESCO-type model is not suitable for the demonstration sites of this project.

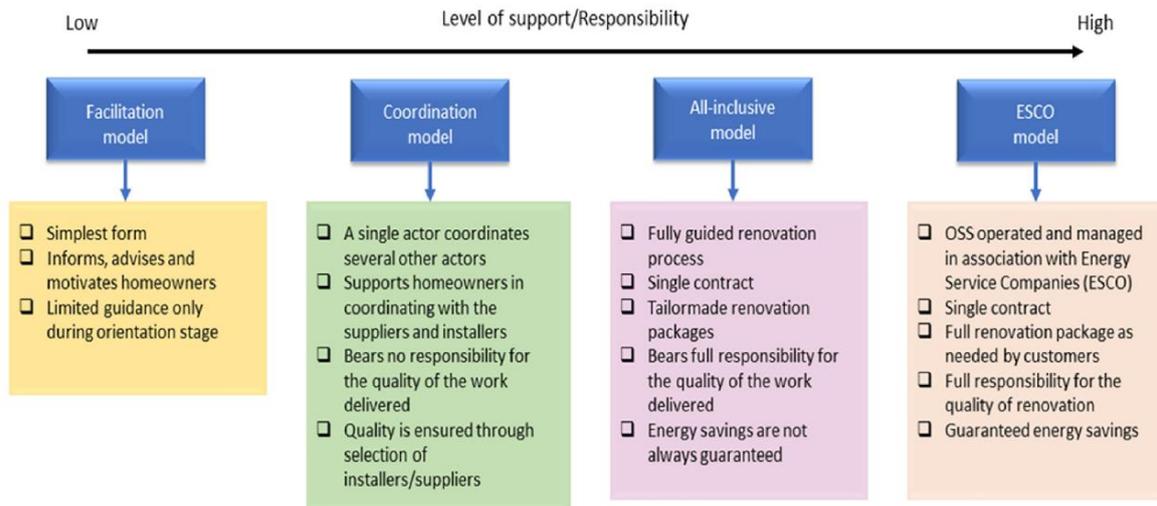


Figure 3 OSS models based on the services provided <sup>8</sup>

According to a study, it shows that, out of 32 analysed OSSs in Europe, the most successful (over 50%) have all-inclusive operating model, then 26% have facilitating model, and 24% have coordination model<sup>9</sup>.

All of these models are guiding the HO through the process of renovation, even though each model can be influenced by other factors, adding and detracting roles and responsibilities.

**Facilitation model:** In this model the RC provides awareness rising, advice and general information on EE, makes the connections between the citizens and the suppliers and in general facilitates the process, without many obligations and responsibilities.

**Coordination model:** The coordination model puts the OSS in position of coordinator – manager of the renovation process. The office has a list, portfolio of suppliers, is involved during the renovation processes, coordinates the financial entities, but at the end does not take responsibility for the results of the work.

**All-inclusive model:** With the all-inclusive model the OSS offers renovation packages, including advice, supplier coordination, audits, financing, construction and all other activities for successful implementation, and also takes responsibility for the work done and a final assessment/evaluation of the renovation project in form of a monitoring and follow-up.

## 4.8 Recommendation of services

In the demonstration sites, the RC should organize on-line and phone support for the stakeholders, one-stop shop (office) support, facilitate the process of building renovations/RE installation and

<sup>8</sup> Comparing public- and private-driven one-stop-shops for energy renovations of residential buildings in Europe, Georgios Pardalis, Krushna Mahapatra, Brijesh Mainali, Built Environment and Energy Technology, Linnaeus University, Växjö, 35195, Sweden, 2022

<sup>9</sup> One-Stop-Shops for Energy Renovation of Dwellings in Europe—Approach to the Factors That Determine Success and Future Lines of Action, Rolando Biere-Arenas, Silvia Spairani-Berrio, Yolanda Spairani-Berrio and Carlos Marmolejo-Duarte

provide tailored materials in form of best practices. These services are tackling broad range of activities.

The most provided services by OSS<sup>10</sup> are energy audits and project design, and when it comes to passive improvements, most popular services are insulation, doors/ windows that impact the EE and ventilation. The main services provided by the OSS<sup>11</sup> are energy audits, project design and search for providers.

The deliverable “D4.1 Capacity building programme for stakeholders” was developed, presented, and delivered to the SH, all in the scope of this project to support the RC in their accomplishments. In addition, the RC models in the demonstration countries are separately explained in a different deliverable “D2.2 Baseline report on the state of the art of RC in the demonstration sites”.

## Integrated services for building retrofit

If the research community is followed, there is a value proposition, value chain of activities developed that fits this purpose, starting from assessment, continuing with guidance, finance advises, implementation, quality assurance and monitoring.

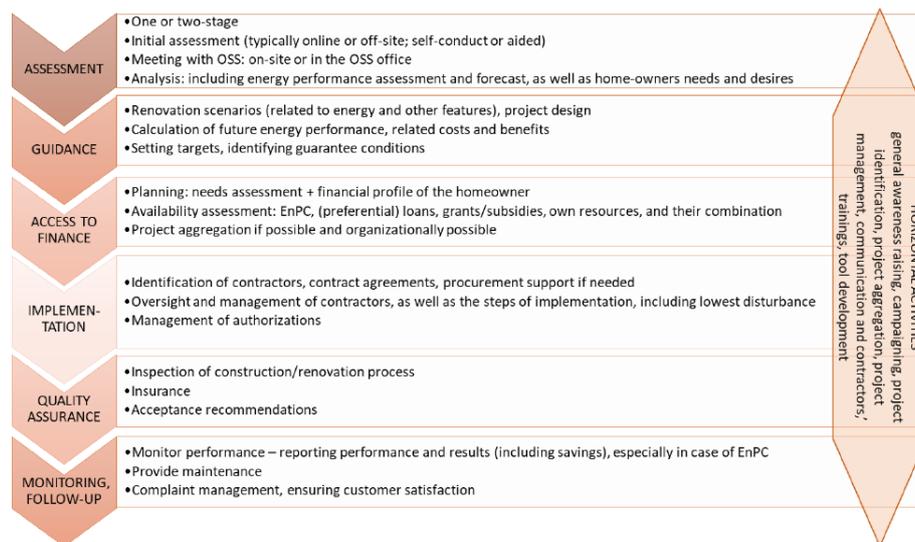


Figure 4 Service value chain <sup>12</sup>

The concept of having one contact person/ office for the demand and for the supply side is simplifying the logistics connected to EE renovation. On the demand side (final beneficiaries) RC offers a systemized list of contractors, financial and technical advisers, and on the supply side, it facilitates the needed services they provide, and the payments.

Each RC office can decide how the service/the design would be elaborated:

- package of different EE measures, including lists of measures, costs and timing, or

<sup>10</sup> One-stop-shops as a model to manage housing energy retrofit. A General Approach to Europe and Spain, CARLOS MARMOLEJO-DUARTE, ROLANDO BIÈRE-ARENAS, SILVIA SPAIRANI-BERRIO 2, YOLANDA SPAIRANI-BERRIO, CARLOS PÉREZ-LAMAS, ISBN 978-956-14-3069-3, November 2022

<sup>11</sup> One-Stop-Shops for Energy Renovation of Dwellings in Europe—Approach to the Factors That Determine Success and Future Lines of Action, Rolando Biere-Arenas, Silvia Spairani-Berrio, Yolanda Spairani-Berrio and Carlos Marmolejo-Duarte

<sup>12</sup> One-stop shops for residential building energy renovation in the EU, Analysis and policy recommendations, JRC science for policy report, Boza-Kiss Benigna, Bertoldi Paolo, Della Valle Nives, Economidou Marina, ISBN 978-92-76-40100-1, ISSN 1831-9424, doi:10.2760/245015, 2021

- step-by-step approach, where each home component is changed when it reaches the end of its lifetime.

## EE audits (assessment)

Each renovation process starts with a baseline creation, which includes energy audit, consumption profile, and a general state of the building (insulation, windows, doors). The RC can either contract some external experts or get certified for preparing EE audits.

	OSSs	Client	Examples
Alternative 1	Operates local office with energy experts	Visits office, collects data	Reimarkt (6 offices around the Netherlands)
Alternative 2	Operates an online tool to aid self-assessment	Fills-in data, prepares for next assessment stage	Espace-Info Energie (FR), RenoBooster Hub Vienna (AT)

Figure 5 Roles in the assessment phase<sup>13</sup>

## EE retrofit project design (guidance)

After the initial audit is prepared, the energy expert, construction expert and the architect should consolidate a renovation roadmap. All of the suggested measures should take HO requirements, and needs. The RC is either preparing this guidance in house, or it hires external experts to do it for them.

	OSSs	Client	Examples
Alternative 1	Individual renovation plan	Collaborates with OSSs on selecting from alternatives	Most of the OSSs in this research, e.g. Frederikshavn (DK), Aradippou (GR), Litoměřice (SK), etc.
Alternative 2	Renovation plan for condominiums	Establishes (if not yet existing) a representative body to manage the project; collaborates with OSSs on selecting from alternatives	Very few OSSs are focused on condominiums, e.g. Ile-de-France Energies (FR), Facilitateur Bâtiment (FR)

Figure 6 Roles in the guidance phase<sup>14</sup>

## Funding (access to finance)

Each RC should be able to offer financial advice and mediating services with financial institutions. It needs to follow bank offers, grant calls and national funds of EE renovation.

<sup>13</sup> The role of one-stop shops in energy renovation - a comparative analysis of OSSs cases in Europe, Paolo Bertoldi, Benigna Boza-Kiss, Nives Della Valle, Marina Economidou, <https://doi.org/10.1016/j.enbuild.2021.111273>, 2022

<sup>14</sup> Ibid.

	OSSs	Client	Examples
Alternative 1	Direct financing	Evaluate own financial capacities and the need for further financial resources. Diligent repayment.	Oktave (FR), which acts as third-party
Alternative 2	Mediating access to financing	Provide data to assess financial capacities and the creditability. Diligent repayment.	Bridging loans for Oktave (FR) clients – these are provided by local banks to overcome liquidity until the subsidy kicks in.

Figure 7 Roles in the finance access phase <sup>15</sup>

Lately, there are different opportunities for financing the renovation developed, such as:

- Energy Performance Contracting (EnPC) (not in the framework of ComActivate),
  - if ESCO model is used for covering the costs from the HO side
- Available bank loans,
  - monitoring the bank and their offered services for EE improvements
- Financial instruments & investment funds,
  - the RC can set up a revolving fund, and offer it to HO.

## EE measures implementation

In the implementation phase, the RC coordinates the construction work, contracts craftsmen, companies, services providers and ensures that the HO are satisfied with the quality of the measures implemented. This phase requires logistic, communication, negotiation and conflict resolution skills.

	OSSs	Client	Examples
Alternative 1	In-house implementation (full management)	Contract the single entity OSSs	EnergieSprong (NL, UK, FR, etc.)
Alternative 2	Contractor mediation	Based on the recommendations of the OSS, contract the contractors.	BetterHome (DK)

Figure 8 Roles in the implementation phase <sup>16</sup>

## Monitoring of the process (quality assurance and follow-up)

The quality assurance and monitoring phase are usually an underestimated phase. However, they are crucial especially to build trust within the community, as well as to learn for further improvements and upgrades.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

	OSSs	Client	Examples	
Quality assurance	Alternative 1	Training and/or online tool provision	No involvement	About half of the OSSs has this service, but ALLenergy's Affordable Warmth Service in the UK and BetterHome (DK) specifically focus on this.
	Alternative 2	Certification	No involvement	EnerPHit certification
	OSSs	Client	Examples	
Monitoring	Alternative 1	Performance contract	Share the cost savings under the EnPC contract	Oktave (FR)
	Alternative 2	Monitoring for client satisfaction	Cooperate with OSSs on monitoring on the site	HolaDomus (ES)

Figure 9 Roles in the quality and monitoring phase<sup>17</sup>

For the quality assurance, training, workshops, EE certificates and hiring contractors with a proven portfolio are necessary.

## Awareness-raising tools and information accessibility

To have marketing specialists and salesmen on board has been proven as crucial for achieving sufficient results for raised awareness and overall success of EE renovations<sup>18</sup>.

HO willingness to invest in EE improvement is mostly driven by their awareness, knowledge, experience and skills. The targeted groups in an age from 29 to 49 years, are most likely the ones that would perform deep renovation, and ideally, they would rather implement technical measures than change of habits. In comparison, the consumers that are enthusiastic of environmental preservation and climate change are hesitant to implement major renovation, because of other action in their day-to-day life causing inefficient dwelling.<sup>19</sup>

## Organizing trainings

Trainings and further knowledge transfer is important for each stakeholder in the renovation process, from the citizens to RC staff, suppliers and others.

For the RC staff, HOA, financial institutions and other local professionals and stakeholders acting in the field of the topic, a content of some trainings, as mentioned above is already provided with this project. However, they should not limit themselves only to these trainings. Further the RC should continue to disseminate the gained knowledge.

## Fairs and other events on EE topics

Organizing events where suppliers and final beneficiaries can meet, present their needs, and accordingly their solution, while maintaining the facilitation and coordination position is beneficial for each side involved in the process. Some ideas would include open days on EE, utilization of RES

<sup>17</sup> Ibid.

<sup>18</sup> The accelerator for renovation one-stop-shop Final publishable report about the why, how and what of this European experimentation, Thibaut Maraquin & Miriam Eisermann, Energy Cities, October 2020

<sup>19</sup> One-Stop-Shops for Energy Renovation of Dwellings in Europe—Approach to the Factors That Determine Success and Future Lines of Action, Rolando Biere-Arenas, Silvia Spairani-Berrio, Yolanda Spairani-Berrio and Carlos Marmolejo-Duarte

in housing, fairies of best renovation materials for thermal insulation, presentation of the different benefits from changing the doors and windows etc.

## Commercial presentations

One mechanism that can be used as part of these fairies, or as an event on its own, is the organization of commercial presentations. The event would be organized by the RC, and the presentations will be paid by suppliers. In this way local companies will present their EE products directly to the final beneficiaries, and the final beneficiaries will be able to gain knowledge on the latest trends of EE.

## Digitalisation

To further distribute knowledge, raise awareness and disseminate best practises for energy sufficiency, deployment of digital tools is supported. Each RC should have a website and social media channels containing all information on EE and ES for best information dissemination<sup>20</sup>.

These websites should contain educational materials, leaflets with tips and tricks for improved EE, financial advice on available schemes and fundings etc.

In addition, different tools for energy audits, project design, economic viability etc. should be used and made available for each customer for self-rough calculation. These tools have been proven to create a win-win situation for the demand and the supply side, since it sets rough expectations and potential for improvement<sup>21</sup>.

## Showrooms

Since now, showrooms as a method for awareness raising have proven impact, only in RC with all-inclusive model of work<sup>22</sup>.

## Networking with collaborators and partners

For achieving best results, the RC should establish stable network of collaborators, partners and supporters. When the final goal is systemized EE improvements, wide range of partners are needed, including local authorities, banks, energy service companies, energy agencies, public authorities, building professionals, audit service companies, project management assistants, financial engineers, etc ...

Most of the RC don't have the capacity to undertake a full renovation process themselves. So, they need to coordinate with different contractors.

Usually, there are two ways for contracting services:

- Subcontracting them to provide services agreed with the client, or
- As a joint venture with retailers – joint consortium.

<sup>20</sup> The accelerator for renovation one-stop-shop Final publishable report about the why, how and what of this European experimentation, Thibaut Maraquin & Miriam Eisermann, Energy Cities, October 2020

<sup>21</sup> One-Stop-Shops for Energy Renovation of Dwellings in Europe—Approach to the Factors That Determine Success and Future Lines of Action, Rolando Biere-Arenas, Silvia Spairani-Berrio, Yolanda Spairani-Berrio and Carlos Marmolejo-Duarte

<sup>22</sup> One-stop-shops as a model to manage housing energy retrofit. A General Approach to Europe and Spain, CARLOS MARMOLEJO-DUARTE, ROLANDO BIERE-ARENAS, SILVIA SPAIRANI-BERRIO 2, YOLANDA SPAIRANI-BERRIO, CARLOS PÉREZ-LAMAS, ISBN 978-956-14-3069-3, November 2022

Tenants are most likely to renovate their home in the moment when they are purchasing it, or when they agree on the rent<sup>23</sup>. The events are usually not in the reach for the traditional SH in EE sector, so a collaboration with local real estate agencies is highly recommended. It is recommended that each RC/OSS should have a list of affiliated companies/ service providers/ contracted companies for different aspects and phases of the EE improvement process.

## Partnering with other RC, NGOs and national organizations

The RC as a point of connecting the real need of the citizens, and providers keep close collaboration with the local government, or as in the cases of ComActivate project is part of the local government. This gives them the best position to get involved in policy recommendation, national debates, influencing the available opportunities of EE improvements.

## Internships

Additional opportunity offered by the RC are internships for graduate students. Since most of the RC in the demonstration sites are facing difficulties finding suitable employees, supporting university students can ultimately result with better prepared profile of future experts, moulded towards the current and evolving need of the renovation market.

## Established OSS platforms

Since the rise of OSS establishment across Europe, there are some interesting platforms for peer-to-peer learning, connecting and supporting the work of OSS:

- EU PEERS is focused on straightening the integrated EE services
  - <https://www.eu-peers.eu/about-us>
- Sustainable energy authority of Ireland has made a platform for registered OSS, what are they offering and a standardized grant scheme for HO
  - <https://www.seai.ie/find-grants-and-contractors/find-contractors/registered-one-stop-shops>

For further improvement and offers for a comprehensive service, network of OSS, their services, fees and scope of action, establishment of network of OSS, or OSS association is crucial.

## 4.9 Methodology implemented in ComActivate demonstration sites

In general, all of demonstration countries need to find their ground basis for the further development, integration in the community, building network of collaborators and promotion for the RC. The positioning of the RC and the attractiveness of its services, should be well explained through the prism of:

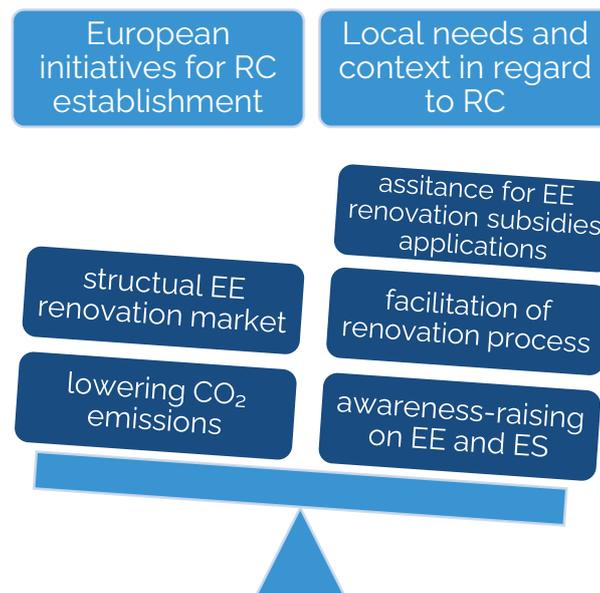
- Importance of territorial governance issues,
- Impact on the indexes of living standards,
- Relation to the overall energy consumption mix,
- Residential consumption patterns,
- Access to renewables,
- Influence of climate on construction methods,

<sup>23</sup> Comparing public- and private-driven one-stop-shops for energy renovations of residential buildings in Europe, Georgios Pardalis, Krushna Mahapatra, Brijesh Mainali, Built Environment and Energy Technology, Linnaeus University, Växjö, 35195, Sweden, 2022

- Characteristics of residential buildings etc.<sup>24</sup>

Until now, most of the most successful OSS are in countries with low CO<sub>2</sub> emissions per capita, emphasising the importance from impacts of the overall awareness, efforts for decarbonization and pro-active role of the governments and citizens.

To successfully implement the OSS concept into the projects RC demonstration sites, all of the local needs should be considered. Afterwards each RC would implement pieces of the ideal OSS concept.



*Figure 10 Scale of EU vs local RC needs*

Interestingly, all the RC in demonstration countries are in a different phase of development, leaving space for combining the implementation of the recommended services according to their needs and current capacities.

For each of the demonstration sites, there is tabular description linking the theoretical content of this document, and how those proposed methodologies for establishing the set of services are implemented or are planned to be implemented in each of the RCs,

#### 4.9.1 Bulgaria

The RC in Bulgaria is most developed compared to the others. Since this office already has an office, social media channels and a website, it is recommended to upgrade and intensify their services:

- Be more frequently active in the dissemination of information and knowledge,
- Prepare promotional materials (if needed print materials),
- Establish a local network of partners,
- Get involved in the creation of policy recommendations,
- Decide to which extend they want to get involved and take responsibility for EE renovation.

<sup>24</sup> European market structure for integrated home renovation support service: Scope and comparison of the different kind of one stop shops, Estay Lucas<sup>1</sup>, Peperstraete Marthe, Gineset Stephane, Oms-Multon Claire, and Bonhomme Marion, AIMS Energy, 11(5): 846–877, DOI: 10.3934/energy.2023041, 19 September 2023

Bulgaria - Burgas	
General RC information	Description
Demand	Burgas is increasingly affected by rising energy costs and a lack of clear, practical information for households on how to improve their homes or invest in renewable energy. Many residents, especially vulnerable households and people living in apartment blocks, find it difficult to understand available renovation options, apply for public support schemes, or make informed decisions about energy improvements. This is compounded by the city's ageing housing stock, which is dominated by multi-apartment buildings with poor insulation and outdated heating systems. Homeowners' associations often struggle with limited technical know-how and weak organisational capacity, making it hard to plan and carry out renovation projects. Interest in support grows sharply whenever public funding programmes open, underlining both the scale of unmet need and the reliance on continued access to such schemes.
Role	The mission of the RC can be described along three main strategic roles: <ol style="list-style-type: none"> <li>1. Support citizens and HOAs in EE and RES uptake: providing up-to-date information, administrative guidance, and technical advice related to energy efficiency renovations, replacement of inefficient heating systems, and photovoltaic installations. The RC acts as a first point of contact, helping citizens and HOAs understand available financing schemes and the concrete steps required to access them.</li> <li>2. Build local capacity and skills in the construction and renovation sector: organising trainings, info days, and capacity-building activities related to EE and RES, including specialised trainings on insulation materials, heating/cooling and ventilation systems, delivered in partnership with EnEffect and private-sector actors. These activities contribute to improving the quality and feasibility of local renovation projects.</li> <li>3. Facilitate local energy transition initiatives: coordinating and supporting activities related to the establishment of Energy Community Burgas, and acting as a local hub that connects citizens, HOAs, experts, and municipal structures around shared energy transition goals.</li> </ol>
Model	The RC operates as a municipality-supported, locally embedded service, located in the city centre of Burgas to ensure high visibility and accessibility. The centre is primarily funded through municipal support, complemented by project-based financing and partnerships with local stakeholders, which enables the provision of additional services such as energy audits and consultations. Services are delivered in person, by phone, and online, ensuring low-threshold access. The RC maintains a structured contact and interest register, allowing it to build a local stakeholder database and proactively engage citizens, HOAs, and other actors in events, trainings, and consultations.
Capacities	1 full-time employee, 1 part-time, centrally located municipal office, combining administrative/programmatic guidance with technical expertise.

Challenges	<ol style="list-style-type: none"> <li>1. Limited human capacity: the expansion of services and the organisation of more frequent events is constrained by the small team size and difficulties in recruiting and retaining qualified staff with architectural or engineering backgrounds who are also proactive and citizen oriented.</li> <li>2. Dependence on programme availability: demand for services fluctuates strongly depending on the availability of EE renovation and RES financing programmes, underlining the need for more stable and continuous support schemes.</li> <li>3. Engagement of local businesses: while collaboration exists, local private companies are not consistently proactive in seeking RC services, requiring ongoing outreach efforts.</li> </ol>	
Services	Applicability	Explanation
Integrated services for building retrofit	Yes	The services provided include information on building renovations, replacing old wood stoves with air conditioners and installing PV. A key advantage is that client can reach the RC staff directly, either in person, by telephone or by email, during all working hours.
EE audits (assessment)	Planned	There are other companies, no need to have this service within the RC at the time but can be considered in the future in case of major change in demand. A recommendation for an expert is sufficient.
EE retrofit project design (guidance)	Planned	The wish is to hire experienced engineer/architect in the future when there are active renovation programmes and the demand for services is higher.
Funding (access to finance)	Yes	Information about existing funding schemes and how to access them on website, via in person consultations
EE measures implementation	On information level	The staff can provide guidance and information about the benefits of EE measures, as well as advice on low-investment interventions, however the implementation/monitoring, etc. is up to citizens.
Monitoring of the process (quality assurance and follow-up)	No	
Awareness-raising tools and information accessibility	Yes	printed informational material, social media, consultation (in-person, via phone, via email), info-days on energy related topics. Website with information and potential funding, tips and tricks <a href="https://energy-office.bg/">https://energy-office.bg/</a>

Organizing trainings	Yes	Training on various topics, within ComActivate are planned Energy sufficiency for municipal buildings - the role of the energy manager, What we should know about PV installations, How to achieve quality energy renovation of buildings, How to manage the energy in our homes, Why is it important to live in energy efficient homes, how to manage the energy in homes, energy sufficiency and energy use reduction.
Fairs and other events on EE topics	Yes	For many years EnEffect and Burgas Municipality have been collaborating in conducting public events, featuring policy-level conference, seminars, trainings, as well as trade fairs and product expositions for energy efficiency and nZEB technologies and components in May-June. Since the RC has started functioning, its staff have been supporting the organization and the outreach to stakeholders/citizens.
Commercial presentations	No	
Digitalisation	Yes	The RC has its website, as well as a page on Facebook. It is planned that in the future there can be more engagement through social media, as well as other digital services for EE and RES consultations (e.g. SHEERenov+ calculator)
Showrooms	Yes	A room within RC, showing variety of materials and technologies (e.g. various types of insulation materials).
Networking with collaborators and partners	Yes	Links to other municipalities through NAMRB, EcoEnergy (+ EnergyCities exchanges), SHEERenov+ network of OSSs
Partnering with other RC, NGOs and national organizations	Yes	Partnering with EnEffect for technical expertise and training delivery; collaboration with PV installation companies, collaboration with other departments within municipality (e.g. strategy planning, urban planning). Participating in EU projects to exchange knowledge, earn experience and explore ideas for innovation and good practice with other RCs.
Internships	No	
Established OSS platforms		not OSS, but RC is coordinating activities related to the establishment of Energy Community in Burgas.

## 4.9.2 Hungary

During the initial writing of the document, in November 2024, the RC in Hungary was facing difficulties, their office was closed due to financial challenges. The idea for this RC is focusing more on gaining stronger municipal/governmental support and on finding financial resources to

maintain itself. The revitalization of the work can begin with organizing training, events, fairs and commercial presentations.

As of now, January 2026, the RC is operating in the district of Józsefváros.

Hungary - Jozsefvaros	
General RC information	Description
Demand	<ul style="list-style-type: none"> <li>• Socio-economic demand: The Józsefváros district faces various challenges, such as low average educational and income levels, low average life expectancy, and sometimes even substance abuse. People living here often do not know about their rights and opportunities, and/or they usually lack the skills to effectively utilize them.</li> <li>• Demand related to housing-stock: Nearly three-quarters of the buildings in Józsefváros were constructed before 1950, and many date back to the late 19th century. For these reasons, Józsefváros is one of the districts in Budapest most exposed to energy poverty. Józsefváros has the 2nd greatest municipally owned housing stock between the 23 districts of Budapest. The stocks' quality is below average, with a high proportion of low-quality housing and energy-poor households.</li> </ul>
Role	<p>The RC's mission can be divided into three separate, main strategic goals:</p> <ol style="list-style-type: none"> <li>1. Support municipal tenants: nurturing strong, resilient, and resourceful tenants living in municipally owned condominiums through participatory community-building and social work.</li> <li>2. Support energy poor residents of the target neighbourhood: energy efficiency counselling is available both online and in-person for home-owners and condominiums, tailored and in-person energy-consumption counselling is available for municipal tenants via an external energy-expert, quarterly events are held for condominium managers, where the focus is on the renovation subsidies available to HOAs.</li> <li>3. Help build a two-way connection and foster trust between the district's population and the Municipal body: being a bridge between local community and the Municipality of Józsefváros. The RC serves as a platform, through which local problems, needs and challenges can be channelled into different parts of the Municipality.</li> </ol>
Model	<p>The RC is integrated into the Municipal Office structure, "Lakótér" operates under the Social Participation Department of the Municipality of Józsefváros. The offered services are strongly aligned with several Municipal and district-wide strategies: it is integrated into not only into the Long Term Asset Management Plan and the Environmental Protection Program of Józsefváros, but also into the Local Program for Equal Opportunities. Moreover, they are parallel with the Urban Developmental Strategy of Budapest as well.</p>
Capacities	<p>4 full-time community organizers, 1 part-time assistant, office space for consultation and public engagement</p>

Challenges	<ul style="list-style-type: none"> <li>• inefficient country level funds and subsidies (overall negative political climate on country-level),</li> <li>• the challenge of long-term sustainability,</li> <li>• changes of the urban-tissue inside the target neighbourhoods,</li> <li>• the difficulty of reaching different target groups,</li> <li>• issues in the operation of MFABs (regulatory and legislative challenges)</li> </ul>	
<b>Services</b>	<b>Applicability</b>	<b>Explanation</b>
Integrated services for building retrofit	Yes	Tailored online and offline support on energy-consumption, energy sufficiency and efficiency, on renovation options and related subsidies (eg.: Green Prefab Program Budapest). Flyers, forums, info days, "energy packages".
EE audits (assessment)	Planned	Renovation passports will be developed if project or otherwise funding allows ( 2 are planned in ComActivate). The RC will continue this efforts depending on funding available
EE retrofit project design (guidance)	On informational level	Guidance and consultation provided
Funding (access to finance)	Yes	Besides direct municipal funds, occasional EU-level fundings are expected to be channelled into the operation of the RC and the RC will provide guidance/information to citizens if these funds will be directed to actions that citizens can benefit from.
EE measures implementation	On informational level	The RC will provide guidance and information. Energy packages are planned to be distributed and should be a monitoring set up for it.
Monitoring of the process (quality assurance and follow-up)	Planned	Planned follow-up of services provided by the RC, eg. Planned tracking of utilization of energy-packages. Monitoring number of residents making use of the energy sufficiency consultation service.
Awareness-raising tools and information accessibility	Yes	The Citizen Participation- and Housing Office of the Municipality, along with the RC, have produced several flyers and guidebooks, which are available district-wide. Organizing regular forums in every municipal condominium, where a building renovation is going to be implemented, so the tenants can get information and ask questions. Local campaigns with focus on energy sufficiency are planned within the project.
Organizing trainings	Yes	Organizing and planning several trainings for different target groups. Focus on energy efficiency, energy sufficiency, mediation and communication, RES, advise on renovation applications and available subsidies.

Commercial presentations	No	
Digitalisation	Yes	<p>Mostly for communication, websites and social media, however there are some tools available on the website:</p> <ol style="list-style-type: none"> <li>1. RenoPont: <ol style="list-style-type: none"> <li>a. information on benefits of deep renovation, good examples of renovation (text and video),</li> <li>b. an online calculator that provides information on the energy savings that different renovation steps can bring to the renovator's property,</li> <li>c. technical information on the renovation process, e.g. product selection guide (available insulation materials, windows and heating systems), the desirable sequence of renovation steps, the importance of planning, a collection of downloadable template documents (e.g. template requests for tenders, contracts),</li> <li>d. information on financing e.g. state subsidies, municipal tenders, bank financing, innovative options (e.g. Energy Efficiency Obligation Scheme - EES),</li> <li>e. database of professionals with pre-qualified contractors, designers;</li> <li>f. interface for sharing experiences and evaluating professionals,</li> <li>g. energy saving tips: from changing consumer habits to deep renovation,</li> <li>h. glossary, misconceptions, frequently asked questions, and</li> <li>i. a possibility to apply for a personalised consultation).</li> </ol> </li> <li>2. On another website people can make appointment LakóTér (Resource Centre): information is available regarding the venue, opening hours and offered services. <ol style="list-style-type: none"> <li>a. Residents can make an appointment for services or consultation.</li> <li>b. Actual events are advertised here with social media links.</li> <li>c. Flyers about waste-management, technical and maintenance services or basic info pack dedicated to municipal tenants are also available on the website.</li> </ol> </li> </ol>

		<p>d. Links and contact info are accessible for all the available support opportunities in the district.</p> <p>e. Those interested can apply for the newsletter to reach all the actualities.</p> <p>f. On their Facebook-page, LakóTér constantly updates about upcoming events and engages followers.</p>
FShowrooms	No	
Networking with collaborators and partners	Yes	Connection to European Urban Initiative projects and platform; acquainted within EU Peers Community
Partnering with other RC, NGOs and national organizations	Yes	<ul style="list-style-type: none"> <li>• Collaborating with RCs within ComActivate project (knowledge exchange, peer-learning);</li> <li>• MRI - provides expertise in urban policy and community development and support of municipal staff in project related to energy and renovations;</li> <li>• other NGOs working on similar project e.g. Utcarol, Lakasba Egyesulet</li> </ul>
Internships	No	
Established OSS platforms	Yes	Continuous, active presence on social media platforms (mainly RenoPont's website, LakóTér's website and the Municipality's Facebook page).

The staff of LakóTér advocate for the beneficiaries, taking an in-between position. One of the biggest starting-out projects of LakóTér was to begin community building and social work in 6 chosen municipal tenements. The aim of this project is to foster community skill-sharing, co-designing shared spaces, raising awareness on energy efficiency, and enabling tenants to advocate for themselves, therefore improving their overall well-being.

### 4.9.3 Lithuania

Lithuania has only recently established the RC, so they were in position to shape it from scratch. The recommendation was to start with defining the model of the RC according to their capacity, build network of partners, start organizing events and building trust with the citizens, identify the needs, and then get more deeply involved in the process of renovation.

As of January 2026, there are two RCs established in Lithuania, one in Kaisiadorys municipality (still facing some difficulties, so it's not officially opened yet, main challenge is hiring the right RC employee), and one in Elektrėnai.

Lithuania - Kaisiadorys	
General RC information	Description
Demand	There is a significant demand for energy upgrades in Kaišiadorys as the majority of the multi-family housing stock is energy inefficient (classes F-G) and renovation rates are currently below the national average. Residents

	are primarily motivated by the desire to reduce high heating bills and improve living comfort, but they require professional guidance to navigate the process.	
Role	The center acts as a trusted local hub and a bridge between residents, the municipality, and stakeholders. Its role is to provide technical, financial, and administrative assistance, translating complex energy strategies into practical renovation actions for homeowners	
Model	It operates as a one-stop-shop (or single-window) system integrated into the local government framework. The center is physically located within the Kaišiadorys District Municipality Administration Building, which provides the infrastructure and ensures alignment with regional sustainability goals	
Capacities	1 part-time employee, centrally located municipal office. The center is staffed by employee offering weekly in-person consultations, training sessions, and tailored information packages. It employs a multi-channel communication strategy, including the municipal website, social media, and newsletters, to reach diverse audiences such as elderly residents and young families.	
Challenges	The primary challenge is the financial constraint of residents and their uncertainty regarding payback periods for investments, there is no permanent and clear subsidy mechanism, labour cost growth.	
<b>Services</b>	<b>Applicability</b>	<b>Explanation</b>
Integrated services for building retrofit	Yes	RCs are designed as one-stop-shops to offer integrated technical, financial, and administrative support hubs for residents and administrators. Consultations are in person, by telephone, or online.
EE audits (assessment)	No	not planned
EE retrofit project design (guidance)	Yes	RCs provide personalized guidance on technical solutions and necessary documentation for renovation processes
Funding (access to finance)	On informational level	Providing information about subsidies, planning to support the application process
EE measures implementation	On informational level	Mostly motivation to support the renovation rate. Providing economic and technical information proved to be a successful motivation to initiate renovations and EE measures.
Monitoring of the process (quality assurance and follow-up)	Yes	National website where data of renovations and potential for renovation is available. <a href="https://renomap.apva.lt/Kaisiadoriu-rajono-13">https://renomap.apva.lt/Kaisiadoriu-rajono-13</a> Partners to provide more details on it.
Awareness-raising tools and information accessibility	Yes	Information is provided on municipality website and social media. Currently planned also promotional material (calendars, pens, etc) for the upcoming RC. Campaigns are planned and visits of building, meetings with residents, owners, etc. once there is RC employee.

Organizing trainings	Planned	Organizing 4 trainings within ComActivate project, and planning on continuation in future (planned ones are benefits of renovations, REC, concept of energy sufficiency, financial aspects of renovation, subsidies, communication training with residents, conflict management, dissemination of information)
Fairs and other events on EE topics	Planned	Community events
Commercial presentations	No	no plans yet
Digitalisation	Yes	mostly website, social media and national website, that is mentioned in the comments above. It is planned to participate in a project that will develop digital tools for energy efficiency selection
Showrooms	No	there is not that much space available at the moment
Networking with collaborators and partners	Yes	networking with other municipality departments to improve operations, taking part in different EU projects, utility companies
Partnering with other RC, NGOs and national organizations	Yes	<ul style="list-style-type: none"> <li>partnering with LCA, which provides technical expertise and support facilitation of training;</li> <li>collaboration with Elektrenai RC for stronger service provision, knowledge exchange;</li> <li>engaging in other EU projects and RC to streamline innovations.</li> </ul>
Internships	No	
Established OSS platforms	Yes	The RCs themselves are established as one-stop-shop platforms to streamline the renovation process and coordinate technical and financial support

Lithuania - EKU	
General RC information	Description
Demand	Almost all multi-apartment buildings of Elektrėnai municipality were built before the year 1993. Their energy efficiency is low because the thermal resistance properties of the outer shell of such buildings are poor; walls, roofs, and other building structures are worn out, and their poor condition causes significant heat energy losses. However, renovation is progressing slowly. By the end of 2025, 75 buildings had been renovated in the Elektrėnai municipality (it is 23.1% of all building stock). The biggest obstacles to renovation are financial aspects and information support.
Role	RC's mission is to combine consulting work with the dissemination of information and the unification of all parties involved in the renovation process in order to achieve common goals.
Model	The idea of establishing a resource center in Elektrėnai to promote the modernization of apartment buildings was raised in this project. There had

	<p>been no such entity before, and some of the work was done by EKU (Elektrenai Municipal Service Company), the municipality, or non-governmental organizations implementing projects in this area. However, such activities were not continuous, structured, or effective, so we hope that the resource center will change this situation.</p> <p>Now RC Elektrėnai is coordinated by EKU and will be located at the EKU premises.</p> <p>The RC in this location is established via a local company of municipal services EKU - Elektrėnų komunalinis ūkis, established by the Elektrėnai municipality, to test a different RC model in which the RC is not situated directly in the municipality, but in this specific type of company of municipal services.</p>	
Capacities	2 part time employees	
Challenges	<p>The biggest challenge is that there is no permanent and clear subsidy mechanism, labour costs have been rising sharply recently, and sometimes the cost of renovation becomes too high and inadequate for residents compared to the cost of housing. Speaking about the RC work, the challenge is the workforce; it is difficult to find qualified and enthusiastic employees in smaller towns.</p>	
Services	Applicability	Explanation
Integrated services for building retrofit	Yes	Information is provided during consultations in person, by telephone, or online. Face-to-face meetings with residents in their place of residence are very effective. There are plans to publish information packages for specific target groups (senior citizens, young families, low-income earners).
EE audits (assessment)	No	Consultations are provided and, if necessary, referrals are made to specialists.
EE retrofit project design (guidance)	Yes, on informational level	Providing guidance and information about the necessary steps, conditions, etc.
Funding (access to finance)	Yes, on informational level	Providing information on subsidies, administration, accessible funding and conditions - at RC or at organized meetings.
EE measures implementation	Yes, on informational level	Advice on the effectiveness and benefits of measures
Monitoring of the process (quality assurance and follow-up)	Yes	There is a special website in Lithuania that is constantly updated with renovation achievements by municipality. Data for Elektrėnai: <a href="https://renomap.apva.lt/Elektrenu-8">https://renomap.apva.lt/Elektrenu-8</a>
Awareness-raising tools and information accessibility	Yes	<ul style="list-style-type: none"> <li>Municipal newspaper - online and offline, continuous and frequent meetings with residents and HOA during organized in-person meetings. Planned local campaigns and community events to raise awareness on EE and sufficiency measures to expand renovation rate.</li> </ul>

		<ul style="list-style-type: none"> <li>Awareness raising and addressing misinformation in local communities by providing and clarifying complex technical and financial information, highlighting benefits of renovations and energy sufficiency.</li> </ul>
Organizing trainings	Yes	Organizing 4 training sessions: benefits of renovation, financial aspects of renovation subsidies, cost analysis, communication with residents, conflict management, dissemination of information).
Fairs and other events on EE topics	Yes	Community event with the presentation of various EE measures
Commercial presentations	No	
Digitalisation	Yes	Information spreading through the social media, website, online consultations
Showrooms	No	
Networking with collaborators and partners	Yes	Collaborating with municipality departments, use of municipal media tool: online and offline newspaper. Close collaboration with municipal services.
Partnering with other RC, NGOs and national organizations	Yes	<ul style="list-style-type: none"> <li>Participating in EU projects to exchange knowledge, earn experience and explore ideas for innovation and good practice with other RCs.</li> <li>Close exchange with RC in Kaisiadorys and organization LCA.</li> <li>Planned peer-learning event in Lithuania will include RC Amiestas, which could provide future collaboration or knowledge exchange.</li> </ul>
Internships	No	
Established OSS platforms	No	

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