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**CEESEN-BENDER**

**Building intErventions  
in vulNerable Districts  
against**

**Energy poveRty**

**Deliverable D4.3.\***

## **Training materials on providing consultations to vulnerable groups**

Dissemination Level: Public

WP4 Set up Coordination and Support Tools

2024



**Co-funded by  
the European Union**



**CENTRAL & EASTERN EUROPEAN  
SUSTAINABLE ENERGY NETWORK  
CEESEN-BENDER**

**Call:** LIFE-2022-CET

**Topic:** Addressing building related interventions in vulnerable districts (LIFE-2022-CET-ENERPOV)

**Funding Scheme:** European Union's Programme for the Environment and Climate Action (LIFE 2021-2027)

**Grant Agreement no:** LIFE 101120994

**Contractual Submission Date:** 31-08-2024

**Actual Submission Date:** 31-08-2024

Grant agreement no	LIFE 101120994
Project's full title	Building intErventions in vulNerable Districts against Energy poveRty
Deliverable number and title	D4.3. Training materials on providing consultations to vulnerable groups
Dissemination level	PUB- Public
Deliverable type	R – Document, Report
Work package number	WP4
Work package leader	CA
Authors	Eva Suba, Karine Jegiazarjana

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. Neither the European Union nor the granting authority can be held responsible for them.

## Background of the CEESEN-BENDER project

The main goal of “Building intErventions in vulNerable Districts against Energy poveRty” (i.e. CEESEN-BENDER) project, launched on September 1 2023, is **to empower and support vulnerable homeowners and renters living in Soviet-era multiapartment buildings in 5 CEE countries**: Croatia, Slovenia, Estonia, Poland, and Romania. The project will help them through the renovation process by identifying the main obstacles and creating trustworthy support services that include homeowners, their associations, and building managers.

Coordinated by Society for Sustainable Development Design (DOOR), the CEESEN-BENDER project brings together leading European researchers and experts in field from six countries: **Croatia** (Society for Sustainable Development Design / DOOR, Medjimurje Energy Agency Ltd. / MENE, EUROLAND Ltd. / Euroland, GP STANORAD Ltd. / GP STANORAD), **Estonia** (University of Tartu / UTARTU, Tartu Regional Energy Agency / TREA, The Estonian Union of Co-operative Housing Associations / EKYL), **Slovenia** (Local Energy Agency Spodnje Podravje / LEASP), **Romania** (Alba Local Energy Agency / ALEA, Municipality of Alba Iulia / ALBA IULIA), **Poland** (Mazovian Energy Agency / MAE, Housing Cooperative “Marysin Wawerski” / SM Marysin Waw), **Germany** (Climate Alliance) in addition to **Central Eastern European** Sustainable Energy Network (CEESEN).

# Training materials on providing consultations to vulnerable groups

## to increase capacity to provide consultations to vulnerable groups

The main aim of the training is to increase expert knowledge and provide guidance on consulting building managers, homeowner associations and landlords as well as approaching vulnerable households.

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# Training guide and materials

## TRAINER INSTRUCTIONS

This training is designed to support participants in setting up their own strategies to engage home-owners in energy poverty or vulnerable situations in renovation measures taking into account the human interactions, social skills needed. Trainers are invited to mix and match the modules and content according to the needs analysis of the participants. In case the need is identified to explore certain topics more in details, additional materials have been developed and are available for download. Direct download links are introduced at the relevant sections. Editable materials for exercises are linked the table below.

This training shall be preceded by:

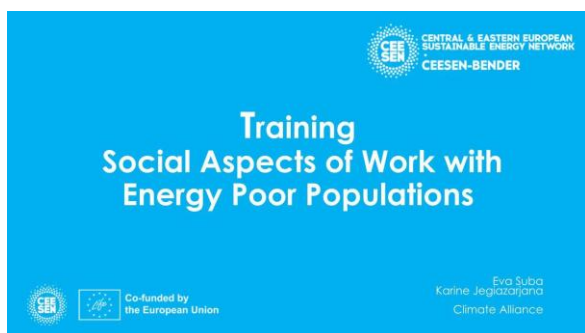
- [Questionnaire for participants](#) and analysis by trainers to understand the background and existing skills and needs of participants.
- [Onboarding e-mail](#) with all necessary information to the participants including:
  - [Pre-training exercise](#) by participants to reflect their learning goals and “The Situation Game”:
  - [Pre-training online learning of 10 hours](#) to complete the EPAH Energy poverty compact online course.

The developed training materials are the backbone of the training. This table indicates the type of material and the online location. Further additional materials that can be used to extend this training were also collected and categorized:

Downloadable file	Description	Type of material
<a href="#">Training in PPT</a>	Main training with speaker notes	<b>Main training</b>
<a href="#">Handout to participants</a>	Training handout for trainees with details text and graphics	<b>Handout</b>
<a href="#">Non -violent Communication in PPT</a>	Theme focused additional training material on non-violent communication	<b>Additional material</b>
<a href="#">Stakeholder engagement in PPT</a>	Theme focused additional training material on the co-creation process to engage stakeholders in renovation plans	<b>Additional material</b>
<a href="#">Home vs House in PPT</a>	Theme focused additional training material to understand home-owners perspectives in case of difficulties	<b>Additional material</b>
<a href="#">Biases and Scepticism in PPT</a>	Theme focused additional training materials to understand lack of trust and ways to overcome it	<b>Additional material</b>
<a href="#">Creating Energy Savings &amp; Renovation Opportunities: Practical Soft Measures, Renovation Strategies &amp; Funding</a>	Theme focused on energy efficiency measures, soft municipal measures for energy savings, support measures for renovations and funding opportunities	<b>Additional material</b>
<a href="#">CEESEN-BENDER 10 Steps for renovation in a condominium flyer</a>	Supporting renovation process - flyer for owners/tenants	<b>Optional materials</b>
Editable graphics	Graphics included in training materials	<b>Optional materials</b>




## Introduction and breaking the ice



The Training Slides are available [here to download](#).  
The Training Handout is available [here to download](#)

### Ice-breaker: ABC Exercise: 30 Minutes


We start with getting to know each other and play a game.

Ice, ice, baby...


Choose a letter from ABC! Don't worry if others use the same letter.

Take sheet of paper, write your first name on it and describe yourself using words starting with the chosen letter. Use the most words possible.

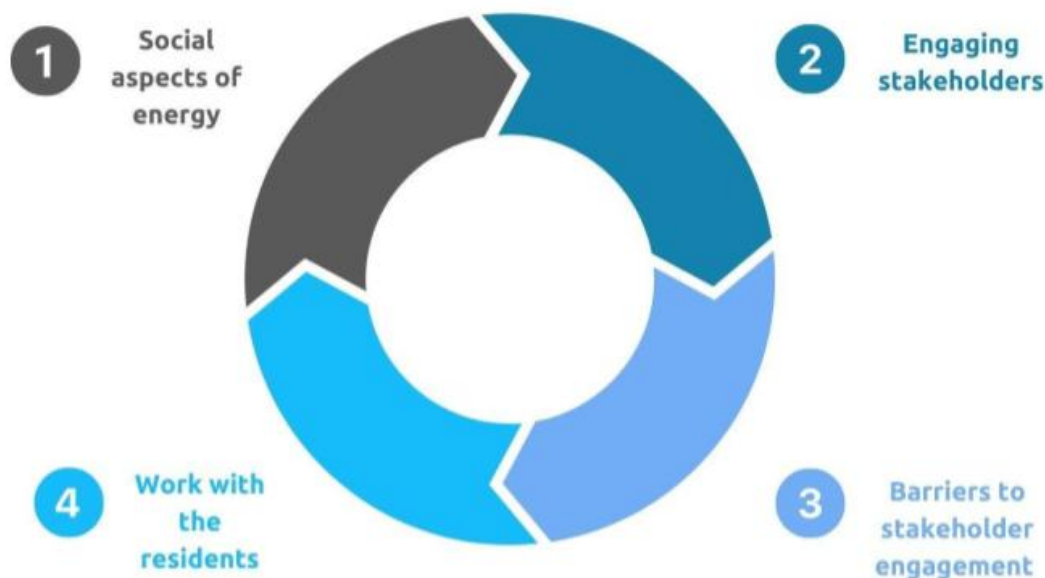
You have 2 minutes to introduce yourself.



1. Choose a letter from ABC! Don't worry if others use the same letter.
2. Take sheet of paper, write your first name on it and describe yourself using words starting with the chosen letter. Use the most words possible.
3. You have 2 minutes to introduce yourself to each other.
4. The papers get stuck on the Flipchart and remain there until the end of the training.

**Set the tone to the training:** Welcome to the Training. In 8 hours, we will explore how you can help your colleagues and other experts to support home-owners in vulnerable situations to embark on the bumpy journey of energy efficient renovation. We will try to support you in solving concrete challenges in your own situations as problem solving is often connected to behavioral change. Home-owners in a condominium building will have different attitudes and behaviors that often make it difficult to reach joint informed decisions especially if the consequence is high investment both in terms of financial resources as well as emotional resources. They most likely have to navigate through the forest of emotions in this process and potentially also lay the foundations for a much longer-term behavioral change and to grow in this process, become more on this road: as an expert, and as a person, part of a community.

Next, the Agenda is displayed, and explained that each section corresponds with the sections in the Handout for participants where more and detailed additional information is included. The PPT is directly linked with each section of the digital Handout, making it easy to switch back and forth between the files. Mention that Handout sections marked with 1 -2 -3 -4 Title meant to support.



*Figure 1 This sign marks the 4 sections. Each part is earmarked with the relevant sign in the Handout and in the presentation to support easy navigation among the materials.*

## Training Rules: Recap



1. **Be punctual and prepared:** Arrive on time for all sessions.
2. **Respect the trainer and fellow participants:** Show respect for the trainer, guest speakers, and other participants by listening attentively, refraining from disruptive behavior, and maintaining a positive attitude throughout the training or workshop.
3. **Respect the Diversity:** Treat all participants with respect and consideration, regardless of their background, experience, or perspectives.
4. **Agree to disagree:** accept feedback from peer attendees on your opinions and respect the variety of realities of attendees.
5. **Follow instructions and guidelines:** Listen to the instructions provided by the trainer, and follow any guidelines or rules established for the training or workshop. This is necessary for the workshop to go smoothly.
6. **Use the materials and equipment made available for the Training with care and diligence**
7. **Refrain from making video and/or audio recordings** and from taking pictures on training premises without consent.
8. **Ask clarification when needed:** If you have questions or need clarification on any topic covered during the training, don't hesitate to ask.
9. **Stay engaged** throughout the training.
10. **Take knowledge and skills** with you.

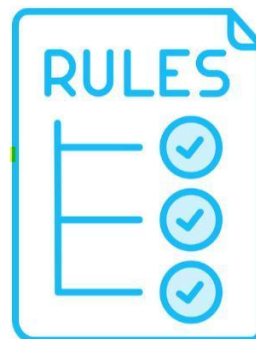


Figure 2 Before you start, the training rules are displayed highlighting the rule of respecting diversity of opinions. These rules are meant to support our work together. Ask for questions or wishes to discuss any of these. The training rules, liability

## 1 Social aspects of energy **Module 1: Social Aspects of Energy**

### Drivers of Energy Poverty: Exercise

#### Exercise: Drivers of Energy Poverty

Form Pairs. Each pair receives 8 cards with 8 words:

- Health
- Education
- Locality
- Gender
- Social relations
- Trust
- Being a member of migrant or ethnic minority
- Housing tenure (tenants or owners)

You have 5 minutes. Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty.

After choosing, explain to the other pairs why you chose that card.

1 Social aspects of energy

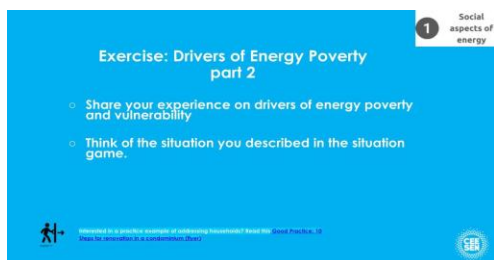
5 min. Forming of groups of 2-3 persons

Participants are requested to choose a card that they think is not a factor for energy poverty and vulnerability. Once the card is selected, they should explain to each other why they chose that card.

In this section, the understanding of the underlying causes and factors that determine energy poverty is obtained. The participants are divided into pairs and each group receives cards that list the energy poverty factors. Participants are asked to discuss and choose the card that is not a factor contributing to vulnerability to energy poverty, as well as provide their explanations. In the end, it is revealed that there is no such card that is not a factor of energy poverty. All of these are factors according to research. The trainer states a conclusion that households can suffer from several and a combination of these

factors that would identify them as energy-poor. Participants are also asked to share their experiences with drivers of energy poverty and vulnerability and link them back to the situation they described in the pre-training phase in the situation game.

## Sharing and revisiting Situation Game (Pre-training exercise)



Pairs are resolved and participants are requested to introduce themselves in 1 sentence and share their experience on drivers of energy poverty and vulnerability. They shall think of the situation game and summarize their case in 1 minute. They are called to relate to the situation and try to identify the drivers of energy poverty and vulnerability in that situation.

Following the sharing session participants are requested to revisit their picked card. Since all cards are factors in energy poverty, it is revealed that by picking a card participants may not be aware of why that factor is an energy poverty driver. The picked cards are stuck to the flipchart and trainers explain that the opinions may change during the training, and the group will revisit the flipchart at the end of the training to see if opinions changed.

**Recommendation for trainers:** Form 2 groups - split the circle into 2 - 10min. "Participants write notes on paper and stick them to the flipchart. In the pre-training tasks, you were asked to consider 1 concrete situation where you want to consult energy poor households and vulnerable groups for a renovation process. You elaborated:

### what ways and at which point

In this situation you think you need specific information or support to be able to consult the households in the best possible way so that they are comfortable with the renovation process. Share in your group any experiences you have with similar situations and if you found ways to address the vulnerability of the household. Integrate their pre-training exercise - call those out who described something specific."



Download the Cards for the Exercise: [HERE](#)



## Health

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Education

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Disability

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Gender

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Social relations

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Trust

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes



## Housing tenure

Choose the one card that you think is NOT a factor that contributes as vulnerability to energy poverty

Explain to your pair why you chose this card

Timeframe: each of you have 5 minutes

## Social Aspects of Energy

### How can energy be social?



In this section, participants learn about the interconnections between energy and social issues, links between cultural and social aspects, and energy behaviors. The section begins with watching the [video](#) that explains those interconnections. After the video participants are asked what characteristics, and aspects described in the video stood up to them, and what they

would want to note. Following the discussion about the video participants are asked to share examples from their work experience, where they needed social expertise to engage stakeholders in their project.

**Recommendation notes for trainers:** “Energy use has a social nature It provides useful services allowing the functioning of normal social activities

### Why do we need social expertise?

- **Trust is one of the key obstacles**
- A way to approach split of incentive problem
- **Mitigate asymmetric information**
- **Better understand emotions and feelings**
- **Improve communication with stakeholders involved**
- Policies to address high energy burdens often fail to reach the very lowest income communities

- Social structures, values, and dynamics both shape and are shaped by the design and operation of energy systems
- Energy systems and consumption involve work, behavior and choices of people
- Energy-related choices are not perfectly rational
- Access to energy is unequal
- Justice is energy transition

- Energy behavior is embodied in social roles of people

“The electrification of the home was as much about women's roles as homemakers and broader gender dynamics in household technology use as it was about new devices and infrastructures “

Following the introductory video, this slide lists the reasons for the necessity of social expertise, underlying the importance of better understanding emotions.

**Recommendation notes for trainers:** Connect with the next slide: but how is it like to live in energy poverty? It is very hard to relate to this if you have not experienced it yourself. Even if technically it makes sense there are still a lot of important aspects about feeling and emotions. Follow the video from the municipality of Brest who organized a campaign



where they interviewed people in vulnerable situations and tried to understand better what they feel. The video shows the community feeling and immerses yourself into it. If, for instance, people are not aware that warmth is linked to health, and choose to use the financial savings associated with energy renovation to pay for something other than additional warmth, there may be no increase in indoor temperature and no associated improvement in cold-related ill health in the household ([How do interventions for energy poverty and health work? - ScienceDirect](#))

Example: when someone is scared of going into debt, losing control of their heating, and potential increases in costs as a result of an intervention, the intervention will need to be adapted to address these concerns if we want to persuade them to be in.

Understand emotions and feelings: Municipality of Brest - Maison de Sens



As a practical example of communication for implementing supporting measures to energy poverty, a video is shown by the Municipality of Brest. The video demonstrates the experience of being energy poor. The [video](#): Maison de Sens presents an example of how the entire community could understand the struggles of the energy poor. Following the

video participants are asked to share their impressions.

So you heard various voices in this video explaining how they live and what the vulnerable situation of an energy poor household feels like. What you also saw were images and footage of building up and running a demonstration site in Brest in a mall. This demonstration site was simulating an apartment of a household living in energy poverty, reducing their energy use to save money. The result was mold, cold and damp rooms, due to the state of the flat lacking insulated windows and walls. The visitors walking through the rooms had headphones on, and what they heard during their exhibition were the same stories and voices you just heard and some more. This way, the fellow citizens are immersed into the emotions and impact of energy poverty on a personal level. So why did the municipality do this? The reason is that Brest acknowledged the problem of energy poverty years ago. Instead of trying to tackle it through social benefits or pushing the responsibility on the citizens, they took on the challenge and systematically developed measures to fight energy poverty, including support programs and involving non energy poor citizens. This approach acknowledges the financial and human resources needed to validate such programs, since the money used is public money - so coming from the citizens themselves. The municipality wanted to make those citizens


understand how their taxes are being used, who do not know the problem of energy poverty. This worked through this immersive experience.

## Energy Behaviour


This section elaborates on the aspects of energy behavior and decision-making. It is explained that people do not make decisions purely rationally and there are multiple factors affecting this rationality. Additionally, the cultural aspect as an energy behavior is explained, when some cultures got used to living in colder apartments, and others, on the contrary overheated, this also affected norms and behaviors with energy. Connections between individual cultural aspects that are linked with the energy cultures are explained. Energy behaviors and an understanding of the people's complexity enables a deeper understanding of barriers and drivers of the building renovation. The slide explaining the components of the energy cultures concludes section 1.

**People are complicated**


- It was assumed that people always choose the most profitable possibility for themselves
- Individuals were considered in isolation from social contexts, such as daily life activities and other social structures.



**Self-identification: I as energy consumer**



*"When I cook at home, I think that I want to eat, not that I consume energy"*





Created by Author Content  
from Energy Project

→ Learn more about behavioral factors in renovations: [Click here](#)

**Recommendations for trainers:** First the homeowners' decisions were understood through neoclassical economics and technology adoption theories. Research on homeowners' decisions to perform energy renovations was firstly rooted in neoclassical economics and technology adoption theories.



Created by Author Content  
from Energy Project

→ Learn more about behavioral factors in renovations: [RENOVERTY training](#)

When it comes to everyday life in homes, people do not think of themselves as energy consumers, but they consume in an unconscious way while carrying out their usual practices and routines. Nevertheless, when questioned, they are able to associate customary actions with aspects of energy efficiency.



## Energy Behaviours

Multiple aspects influence the way we behave around energy

- Psychological
- Cultural
- Technical
- Economic
- Social



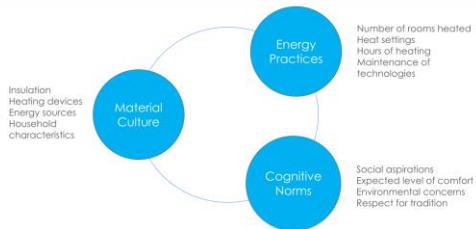
Understanding cultural differences in energy behaviour

## Energy behaviour and cultural influences



Migrant and cultural minority groups bring different energy behaviors, when you give energy advice to the family who comes from different background and have different energy behavior, we need to be sensitive and understanding to the difference, do not enforce -> understand the background -> link to next slide

## My culture as energy cultures



Janet Stephenson et al. (2019). Energy cultures: A framework for understanding energy behaviour. *Energy*, 180(15), 4125-4135. doi:10.1016/j.energy.2019.03.081

Bridge to next slide: Emotional connections influence decisions. If an information about EE in homes prompts positive emotions, it is likely that an engagement EE improvements can happen.

## Optional: Home vs House Presentation



The given section will provide the supporting background materials on soft measures of creating energy savings by addressing the distinction of home vs house to better equip the presentation on the topic that can be given as a part of the module 2, for the deeper focus. The instructions are followed by the presentation slides.



The presentation slides can be downloaded separately: [Click HERE](#).

Begin your presentation by introducing the central question that will frame the entire discussion. This question should immediately engage your audience and make them think about their own assumptions:

### Opening Question: How do we speak about one and the same thing?

#### Yes, but differently

- Building renovation is about **Homes**
- We tend to be very technical when it comes to renovation
- As experts, we treat the buildings as and physical structures
- Homeowners do not automatically connect all the technical specifications with the improvement of their quality of life



physical structures,

- Homeowners do not automatically connect all the technical specifications with the improvement of their quality of life.

After posing this question, acknowledge that while we may be discussing the same physical structures, our perspectives differ significantly:

Yes, but differently

- Building renovation is about Homes
- We tend to be very technical when it comes to renovation,
- As experts, we treat the buildings as and

Use this acknowledgment to transition into the core concept that will structure your presentation - that various stakeholders literally see things differently:

## The Fundamental Challenge: We do not see things the same way

**We do not see things the same way**

Households see a house as a livable and meaningful



Owner occupiers' perspective

Architects, engineers, and energy advisors interpret and try to shape the house as a material arrangement



Policy maker's perspective


	House	Home
Approach	Techno-economic	Socio-technical
Intervention	Just improving design, technologies, or other physical aspects of domestic buildings	Understand the comfort, identity, security, privacy issues as connected to emotions and relationships as well as to social and cultural expectation
EE Expert's Role	Architects and engineers, typically employ quantitative and applied methods (large quantitative surveys, modeling, and statistics) based on local climate and building features	Trained experts to carry out qualitative and quantitative methods altogether exploring also social science methods and skills
Occupants' Role	Householders Passive Definable by experts	House owners Active Complex occupant needs

After presenting this comparison, explain how these different perspectives create practical communication challenges.

## The Power Dynamic: Asymmetric Information - Understanding Vulnerable Households in Renovation Processes

**Asymmetric Information**

- As an expert, you are in a more powerful position to understand the process in detail
- Technical language and terminology is not something how homeowners speak about their dwelling - you might not be perceived
- Imagine going to a doctor who will speak to you about your health only in complicated terms you do not understand and not being willing to explain it to you



Help your audience understand the inherent power imbalance in expert-homeowner interactions:

- As an expert, you are in a more powerful position to understand the process in detail
- Technical language and terminology is not something how homeowners speak about their dwelling - you might not be perceived.

The problem of asymmetric information may come across when experts communicate with the vulnerable population groups. Participants are given an example of visiting the doctor, who would speak about a thing as personal as someone's health but will not be understood. Participants are asked to reflect on their feeling in such a situation. This metaphor is used for the transition to explain the difference between how the same thing, in this case a building can be perceived differently. Participants are explained the useful distinction between a house as a physical structure from the perspective of experts and a home from the emotional and personal perspective of the residents. Since both perspectives need to interact and come across in the renovation process, participants have explained the relevance of understanding both and the necessity to reconcile them in the decision-making process for the renovation.

**Use this relatable analogy to make the concept concrete and memorable:**

Imagine going to a doctor who will speak to you about your health only in complicated terms you do not understand and not being willing to explain it to you. Now shift focus to help your audience understand the homeowner's perspective and daily reality:

## Understanding the Homeowner Perspective

### Self identification - I as energy consumer

- When people are busy with daily activities at home, they do not think of themselves as energy consumers
- In most cases, people are focused on getting things done when it comes to housework and obtaining the indoor comfort
- Rising energy prices made people more conscious about consumption, what coils stimulates behavioural change



Explain how homeowners actually experience their daily lives, which differs from how experts categorize them:

- When people are busy with daily activities at home, they do not think of themselves as energy consumers.
- In most cases, people are focused on getting things done when it comes to housework and obtaining the indoor

comfort.

- Rising energy prices made people more conscious about consumption, what coils stimulates behavioural change.

**Continue by exploring the diversity within homeowner populations to prevent oversimplification:**



Different people constitute also different energy behaviours.

- Energy culture is a combination of one's cultural identity, social-economic status, access to energy and energy use habits,
- There is a difference between East and West in approach to housing, energy, climate action,
- Legacy of energy intensity of the central

planning economies,

- The actions on energy efficiency and climate action can be more "familiar" to some communities than others,
- Avoid moralisation of energy behaviour and climate action,
- Politicising energy and climate what comes down to everyday life of people.

**Help your audience appreciate the complexity and variety of homeowner behaviours and motivations:**

### Different people - different energy behaviours

- Behaviors such as household work (cleaning, cooking, doing the laundry), child care, in-home entertainment, hobbies, sleeping, and resting.
- Multiple studies classify different types of energy users and different household energy behaviors, e.g. conservers and spenders
- Energy consumption is determined by multiple factors from comfort perception till the habits, quality of appliances and building systems, as well as prices



multiple factors from comfort perception till the habits, quality of appliances and building systems, as well as prices.

- Behaviours such as household work (cleaning, cooking, doing the laundry), child care, in-home entertainment, hobbies, sleeping, and resting.
- Multiple studies classify different types of energy users and different household energy behaviors, e.g. conservers and spenders
- Energy consumption is determined by

### Why homes are ethical issue?



**Now transition to address the ethical considerations that professionals must be aware of when working with homeowners:**  
Why homes are ethical issue?

**Introduce this critical section by emphasizing the sensitivity required when discussing homes:** Speaking of homes is also sensitive and ethical issue, give examples of the other sensitive topics such as health.

### Speaking of homes is also sensitive and ethical issue

- Be aware that people might have very traumatic experiences related to their homes, especially in the conditions of energy poverty
- Be aware on what impacts the participation may have on participants

For example, when you arrange conversations with homeowners, be aware that some of them can feel pressured in taking part

- Be careful with the questions you ask
- Observe the reactions

Here draw attentions of the participants to the way they normally structure their communication about buildings with homeowners. The idea is to attract their attention to the fact, that they cannot fully isolate emotional part from their conversations. It is important to be sensitive to the complicated experiences people in the condition of energy poverty may have experienced.

### Provide specific, actionable guidance for ethical practice:

- Be aware that people might have very traumatic experiences related to their homes, especially in the conditions of energy poverty.
- Be aware on what impacts the participation may have on participants.

### Give concrete examples to make these ethical considerations practical:

For example, when you arrange conversations with homeowners, be aware that some of them can feel pressured in taking part.

**End with specific behavioral guidelines that participants can immediately apply:**

- Be careful with the questions you ask
- Observe the reactions
- Repeat the message what was communicated to you

Conclude your presentation by reinforcing the main message that understanding the difference between 'house' and 'home' perspectives is essential for effective, ethical, and respectful communication with homeowners during renovation processes. Emphasize that this understanding leads to better outcomes for all parties involved.

## 2 Engaging stakeholders

# Module 2: Engaging Stakeholders

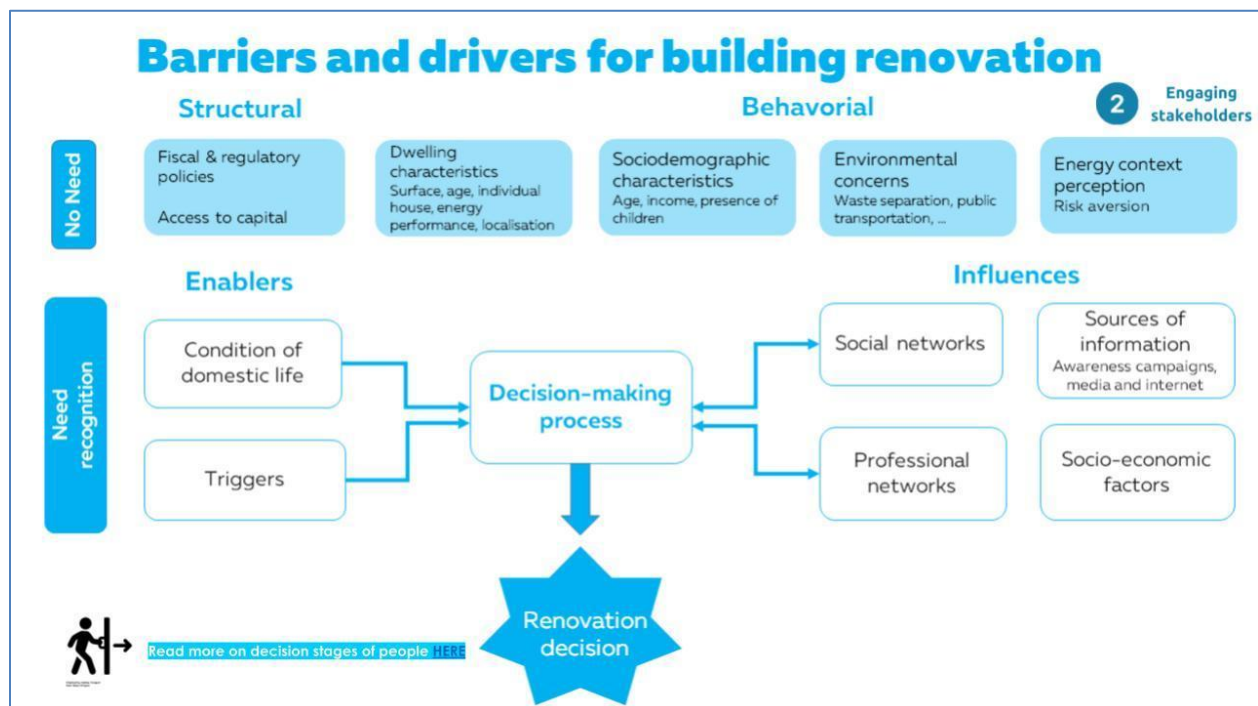


Figure 3 Illustration: Renovation decision-making process own illustration inspired by (Tjørring and Gausset, 2019), (Baginski and Weber, 2017b) (Wilson, Pettifor and Chrysoschoidis, 2018)



Read more on decision stages of people [HERE](#)

When considering the user journey related to building renovation, it is important to remember that it is not only the renovation process but also decisions that have different stages. The decision stages of people are shaped by different internal and external factors, such as the socio-economic situation, level of awareness on the topic, emotional connection to their homes, the conditions of their building, etc. Different decision stages come with various concerns and fears associated with them. The effective strategies and messages to target the residents should also take into consideration the internal differences within the target groups, this will help to achieve better results by answering to the addressing more detailed concerns. When it comes to vulnerable household groups, most probably they will form the first decision stage of “not



considering renovation". This happens often due to the complex socio-economic situation and not having the possibility to prioritize any energy efficiency improvements over other necessities.

## Potential decision-making triggers

Life situation changes play a significant role in triggering retrofits in households. These events, which are part of homeowners' life cycles, influence the timing of retrofits. Important life events such as securing a job, marriage, childbirth, children going to school, divorce, accidents, and retirement, impact homeowners' willingness and capacity to engage in retrofits.

Some other triggers for renovation could be:

- to enhance the market value of the property or its potential rental yield,
- to increase the properties' marketability,
- to enable the homeowner to meet new or existing lifestyle aspirations cheaper than by selling and buying an alternative property,
- to enable the homeowner to enjoy enhanced social standing,
- to meet psychological goals via the process of achieving improvement.

Triggers are considered to be essential elements in the same way as the conditions of domestic life leading to the identification of energy renovation needs. The people in the homeowner's circle, including family, friends, and colleagues, play a crucial role in energy renovation. Their opinions, beliefs, and knowledge about house renovation have a significant impact on the homeowner's decisions. Recent research shows, that they are the ones who will have an influence on apartment owners through everyday discussions or through the renovation work they carry out themselves

Studies show that homeowners who have received advice from an energy advisor generally lead to more investment in more ambitious and qualitatively better energy efficiency measures, thus site visits and direct contact with the owners are essential. This personal contact is decisive in deciding whether or not to carry out renovation work in the future.

**Recommendation note for trainers:** Point out that more information on the decision stages, fears and concerns related to renovation, suggestions to manage these emotional barriers to opt for renovation and more is detailed in Section ["Different Decision Stages of People"](#) of the Handout.

Created by Andrea Cingari  
Euro Union Project

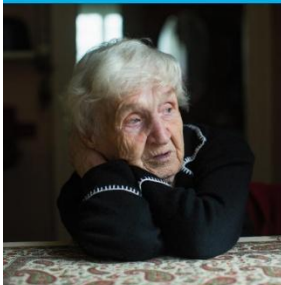
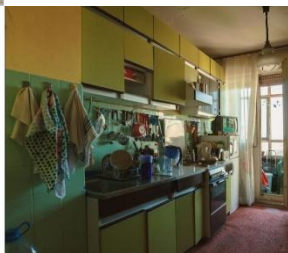


**Energy poor do not consider renovation at all. Why?**

**2 Engaging stakeholders**

Normalisation of bad conditions: energy poor are not always aware that the way they live could be better: healthier, safer, more comfortable

They have different priorities - sometimes even meeting basic needs is a struggle

**Empowering consumers with information is key:** Clear and easily understandable materials, and transparent and well prepared information provide instant insights into the impact of a decision. Straightforward nudge prompts individuals to opt for products aligned with their values, fostering a positive shift toward sustainability. This includes identifying and transporting the benefits of the renovation measures, taking into account the personal situation of the owner. This process requires a more open and engaging approach from building managers.

## Engaging Key Stakeholders: The Co-creation method

**ENGAGING KEY STAKEHOLDERS:  
The co-creation method**

Co-funded by the European Union



Against the background of potentially diverse and multifaceted problem situations faced by energy poor owners, highlighting health, comfort, and safety benefits of energy efficient practices holds potential for engaging households. For instance, drawing attention to potential health hazards of mold formation associated with insufficient heating and/or

improper ventilation can provide additional motivation to apply related advice. However, when it comes to engaging them and vulnerable families in renovation processes, a higher success rate is possible, if they are involved in the entire planning process from early on, and have the leverage and feeling of being able to change and influence the renovation process. For this the co-creation method can be helpful.



Created by Arden Orsini  
from Nudge Project

This section's Module: [Slides with Notes: Engaging Key Stakeholders: The co-creation method](#)



**Participation only becomes participatory when the participant gains the experience of influencing the development and its outcomes.**

The co-creation approach has proven suitable to tailor practicable services and/or information material to the needs of energy poor households. The established forum and employed processes enable fruitful exchanges between different stakeholders which leads to the development of novel approaches and content to provide energy advice and other relevant information to the energy poor and vulnerable target groups. This approach proved suitable for tailoring the content of existing support measures and enabled previously unutilized synergies to be activated, as various stakeholders from the social and energy sectors could be brought together, where this does not usually happen.

Inclusion of trusted intermediaries, such as civil society organizations or other actors from the social domain, has been shown to help overcome trust related barriers and create new channels of outreach for energy advice and other information activities. In the Netherlands, for instance, outreach activities in cooperation with a church and food bank helped to engage more energy poor households. Likewise, the success of the Kredex in Estonia, and German Electricity Saving Check is closely linked to the trust towards the implementing charitable organization Caritas.

**With co-creation you can adjust the list of benefits for vulnerable households on agreeing to the renovation process.** Identifying possible benefits will encourage owners to renovate the building, for example:

- Energy Efficiency: Renovations focused on energy-efficient upgrades can lead to reduced energy consumption and lower utility bills.
- Enhanced Safety and Security: Renovations can include updates to improve the safety and security of a property. This may involve installing new doors and windows, updating electrical systems, or incorporating modern security features.

- Reduced Maintenance Costs: Upgrading various components during a renovation, such as replacing old plumbing or roofing, can lead to reduced maintenance costs over the long term. Newer materials and systems may require less frequent repairs and upkeep.
- Environmental Sustainability: Renovations that incorporate sustainable and eco-friendly materials contribute to environmental conservation. This includes using recycled materials, energy-efficient appliances, and water-saving fixtures.
- Optimized Use of Space: Renovations provide an opportunity to optimize the use of available space. This may involve reconfiguring layouts, adding storage solutions, or converting unused areas into functional spaces.
- Increased Resilience to Natural Disasters: Renovations can include measures to make a property more resilient to natural disasters, such as reinforcing structures to withstand floods or heatwaves.



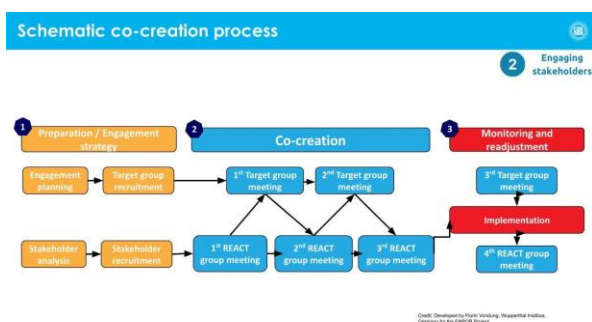
**REACT Groups** = Representatives of various stakeholder groups participating together via several consecutive meetings effectively implementing the co-creation process.

They bring together different perspectives and knowledge resources, particularly relevant in public administrations, ensure tailored design

and also increase legitimacy and acceptance, different actors can facilitate data collection: increased chances for successful implementation.

**Form your own group:** Identifying the relevant stakeholders for the co-creation process of policy measures is the first important step. This task can be guided by asking the following questions:

- Who are potential beneficiaries of a policy?
- Who could be adversely affected?
- Who would resent change and mobilize resistance against it?
- Who has which rights and responsibilities?
- Who has access to relevant resources, skills or key information?
- Who could be the voiceless groups?
- Whose behavior has to change for success?



This process is divided into three phases, with the first phase being the identification and analysis of the relevant stakeholders and the planning of their involvement and recruitment. In the second phase, the concrete co-creative development of measures takes place. The third phase is dedicated to validation of outcomes, evaluation of results and integrating lessons learned.

**The first stakeholder meeting** serves to analyze the problem and to find initial ideas about the subject of further development and possible solutions. This is then discussed with representatives of the target group and their feedback is taken into account in the concept development.

**In the second meeting**, the concept is then presented and further refined with the help of the feedback, before it enters the validation loop again with the target group and is finally agreed upon in a third meeting.

**In the third phase**, the task of the groups was to discuss any problems that arose during implementation and to develop proposals for adaptation.

## Boosting participation



In the framework of the co-creation process we will work on the first step to boost participation in the process. **To reach high involvement, it is necessary to know your partners/stakeholders in the renovation process.** This is supported by analyzing the stakeholders' interests, characteristics and circumstances. The following questions can guide the analysis:

- What are the stakeholder's experiences with or expectations towards the renovation process?
- What are the current and potential future benefits and costs of the renovation for the stakeholder?
- What stakeholders' interests' conflict with the goals of the renovation process?

- What resources has the stakeholder mobilized, or is willing to mobilize?

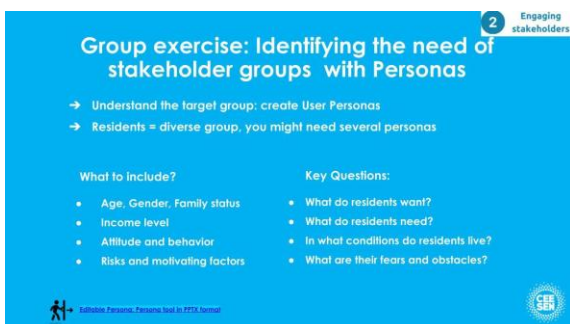
To support the full process, a separate slideshow is created to guide participants through the entire process:



Created by Adriën Conquet  
Bent Neven Project

[Slides with Notes: Engaging Key Stakeholders: The co-creation method](#)  
[Details in Handout: Section 2.: Engaging Stakeholders: The Co-creation Process](#)

## Group exercise: Identifying the needs of stakeholder groups – using the “Persona” method



**Group exercise: Identifying the need of stakeholder groups with Personas**

→ Understand the target group: create User Personas  
→ Residents = diverse group, you might need several personas

What to include?	Key Questions:
• Age, Gender, Family status	• What do residents want?
• Income level	• What do residents need?
• Attitude and behavior	• In what conditions do residents live?
• Risks and motivating factors	• What are their fears and obstacles?

Editable Personas, Personas tool in PPTX format

Participants form groups of 2-4 people. Each group receives the Persona handout printed. They are requested to create 1 persona per group that corresponds to characteristics of the households in the building/neighborhood they plan to renovate.

Trainers form the small groups according to their governance framework (e.g. when various countries present, divide by Country groups. In case one group is bigger than 6 persons, please split in 2 groups.

1. 15 minutes: handout (empty)
2. The persona should be an energy poor persona
3. As each group to choose someone who will introduce the persona to the group after the 15 minutes.



Created by Adriën Conquet  
Bent Neven Project

A blank “Persona” template to model their target groups: [Create your own persona using this template or Editable Persona: Persona tool in PPTX format](#)

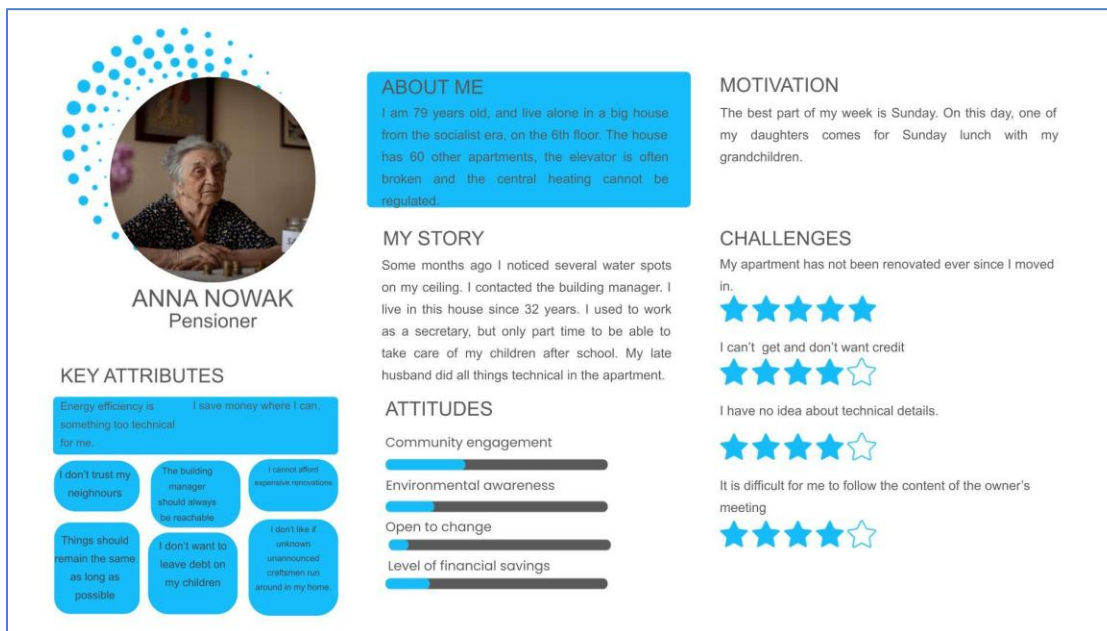
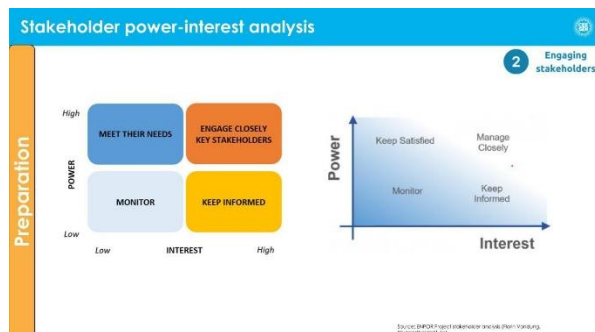


Figure 4 Filled in "Energy Poor Persona"



## Analyzing Stakeholder Needs and Interests for Engagement



stakeholders engaged.

Personas support mapping power and interest structures in a building for setting up renovation plans. Ensuring long-term engagement, a key challenge. Therefore, it is highly important to analyze their interests and existing barriers, and to adapt communication, benefits and engaging formats respectively to keep the

A varied schedule of activities should be offered, and different, suitable and attractive participatory formats should be designed that appeal to the stakeholders. Equally important are possible disadvantages for energy poor households within the co-creation process. Therefore, group meetings need to be carefully prepared. Adequate formats fitting the situation and interests of vulnerable households should be chosen. The engagement of intermediates like local organizations with established, trustful relationships through former activities could help to represent these actor groups.

The stakeholder power analysis aims to help understand how the considered stakeholders can impact the development, implementation and outcomes, and to determine how relevant they are for success. It is useful for identifying potential beneficiaries and „losers“ of the consequences of a decision, and to identify the challenges that need to be faced to change behavior, build capacities, and tackle inequalities. Therefore, the power and potential roles of different stakeholders, their characteristics and operating environment as well as patterns and contexts of interactions between stakeholders should be identified and assessed. The goal is to clarify which stakeholders are particularly important and need to be kept engaged, but the analysis can also shed light on where to empower important but marginalized groups, in order to improve policies and institutions.

**High interest and high power: Key Player Engagement Strategy:** Stakeholders being mapped into this category need to be managed closely. Their existing interest on the issue helps to involve them in projects and decisions. They have a

high degree of power to support, which makes them key players.

Project partners should show them sustained management attention, engage them on a regular basis and maintain the relationship.

**Low interest, but high power: Meet their Needs:** Stakeholders being mapped in this category are an equally important group due to their strong influence. They can influence the future overall contact. However, their low interest is a challenge. Decreasing engagement could make them a risk to the project target. Project partners need to engage, consult and offer them attractive contents and formats in order to raise awareness and to maintain or increase the level of interest. => Convert them into Key players.

**High interest, but low power: Keep informed:** Having little influence, but high interest in the issue, a strategy for this stakeholder group should be to keep them informed. They may serve as important ambassadors for the project. It could be discussed, however, if this group, bringing in important insights and expertise, should be supported in their involvement (e.g., by creation of protected space, etc.) to balance their lack of power. A risk could be that stakeholders with greater influence otherwise dominate the discussion and design of policies.

**Low interest and low power: Monitor:** Stakeholders with little interest and limited influence should be kept updated.

**Recommendation notes for trainers:** This Slide can be omitted if time or willingness is lacking in the renovation project. To add the Module “Co-Creation Method, click:



[Slides with Notes: Engaging Key Stakeholders: The co-creation method,](#)

[Details in Handout: Section 2.: Engaging Stakeholders: The Co-creation Process](#)



**Know your stakeholders / The Circumstances**

The context analysis looks at projects, but also at actors that have a direct or indirect thematic connection with the renovation project.

The context analysis makes it possible:


- To recognise and use synergies
- Learn from the experiences/mistakes of others
- To avoid misunderstandings and disagreements

**Implementation tip:** When analysing the context, organise a small workshop with colleagues from the administration or with actors from outside the administration such as representatives of environmental organisations.

**2 Engaging stakeholders**

**CONTEXT ANALYSIS CHECKLIST**

- ✓ Renovation activities/ programmes/ initiatives
- ✓ Regular events in building to be used for promotion
- ✓ Renovation activities completed in the past in the neighbourhood
- ✓ City/Authority departments to be informed
- ✓ Examples of good practice for acquisition of funds (for vulnerable households)
- ✓ Is this my best effort?

 **You can find a Checklist for the context analysis in the Handout!**

The context analysis can either be very concise, but can also be extended both locally and temporally (not just existing situations, but possibly also past experience). A really complete and conclusive view of all aspects of the "environment" will be difficult to achieve - the art lies in a sensible approach.

In principle, it can be assumed that the renovation of the building is not the first item on an otherwise blank sheet of paper - there are numerous such projects in every municipality and in every district. This fact should be taken into account with the context analysis. Learning from the mistakes of others is important when your complete projects, but also if you want to learn more about the history, the genesis and adaptations of existing projects or learn from the experiences of others. Clearing misunderstandings and disagreements will help you to understand if other stakeholders' actors might perceive the project as a threat.

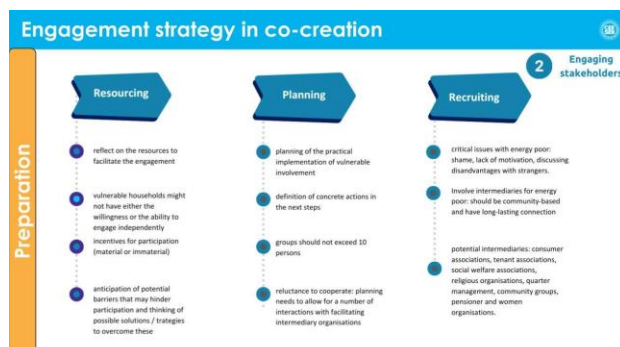
The following is a checklist that can be used as inspiration or a possible starting point for your own starting point for your own context analysis.



Created by Adrian Gaspard  
Bent Model Project

**[You can find a Checklist for the context analysis in the Handout!](#)**

## Communication tips with vulnerable households



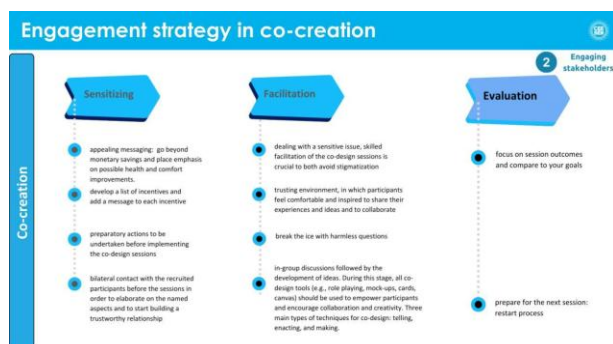
**Resourcing:** As vulnerable households might not have either the willingness or the ability to innovate independently, co-designing with them requires an active role of the group moderators in terms of structuring the process and sourcing relevant and targeted inputs. Another task at this stage is the anticipation of potential barriers that may hinder participation and

thinking of possible solutions / strategies to overcome these.

**Planning:** A second and closely related step is the planning of the practical implementation of energy poor household involvement. This comprises the definition of concrete actions that are necessary for recruiting participants, preparing them for the co-designing process (Sensitizing), organizing and running the codesign sessions (Facilitation) and capturing and assessing their outcome (Evaluation). In case no direct access to the target groups exist or may face reluctance to cooperate, the scheduling and resource planning needs to allow for a number of interactions with facilitating intermediary organizations (by phone or face-to-face) to coordinate and agree on the methods of recruiting participants.

**Recruiting:** The engagement of energy poor households tends to be the main challenge for successful project implementation. Vulnerable households may not have the motivation to contribute to collaborative design activities, especially in sensitive topics such as energy poverty. In addition to a possible uneasiness about acknowledging and discussing their own disadvantages with strangers, energy poor tenants may perceive their possibilities for reducing their energy consumption and lowering their energy bills as limited. Setting up an initial contact is thus the most critical part of this process. In order to overcome possible distrust and to locate energy poor in the first place, close collaboration and the development of on-going partnerships with trusted intermediaries is a recommended approach. Given that a part of energy poor households tends to under-consume basic energy services, an appealing messaging should in general go beyond monetary

savings and place a stronger emphasis on possible health and comfort improvements.



**Sensitizing:** The sensitizing stage refers to the preparatory actions to be undertaken before the implementation of the co-design sessions. This step aims to further prepare and familiarize participants with the underlying concept, process and target of the co-design and to clarify mutual expectations and requirements of the co-design sessions or the actual policy to be re-

designed. To this end, if possible, group moderators should make bilateral contact with the recruited participants before the sessions in order to elaborate on the named aspects and to start building a trustworthy relationship.

**Facilitation:** Dealing with a sensitive issue, skilled facilitation of the co-design sessions is crucial to both avoid stigmatization of participants and to enable the elaboration of the results aimed for. To this end, it is important that facilitators create a trusting environment, in which participants feel comfortable and inspired to share their experiences and ideas and to collaborate with other participants to develop novel solutions. Furthermore, facilitators should clearly communicate that the session is a safe space and that confidential treatment of participants' private information is a guiding principle unless granted permission of use. Lastly, facilitating collaborative activities with diverse participants requires careful observation of individual needs and group dynamics and the ability to re-calibrate the process based on those observations.

**Evaluation:** As a final step, you should perform the evaluation of the session outcomes. The basis for this task is laid within the conceptualisation phase of the co-design sessions, in which both the session targets and documentation approach to capture the outcomes are defined. With the co-design process being both iterative and interactive, the accurate evaluation and communication of the outcomes of energy poor households' involvement is crucial to ensure adequate recognition of their perspectives and needs and thus avoid frustration and possible drop-outs.

## Communication Strategies

### Communication strategies for engagement

Communication work can 'make or break' the co-creation process.

2 Engaging stakeholders

#### "How can I help?"

- Good communication process reduces friction.
- Following through communication actions in the co-creation format provides collaborative mindset.
- Communication activities can increase the legitimacy of decisions providing transparency and well-explained procedures.
- Good communication saves time for the team and the owners.

After covering the operational aspects, address the communication strategies that support the entire process.

The messages you bring is the essence of the entire communication process. Besides the challenge (i.e., rationale for) and mission of the renovation, we should not forget to also

mention the benefits it offers for the different stakeholders.

**Challenge:** Condominium format with vulnerable and energy poor households makes it very hard to invest in energy efficient renovation. Interests, fears collide, and it can be difficult to manage the process. **Mission:** Collaboration among stakeholder groups, the main strength in the process will create an inclusive context, and supports the design and implementation of the renovation measures. **Offer:** Group members have the chance to join a structured co creation process: while being asked to provide their perspectives, discuss findings, facilitate the adoption of the decisions by households, property owners get the opportunity to 1., 2., 3.,

**Stakeholder specific messages and incentives:** [The previous analysis](#) of the stakeholders' interests allows the specification of messages according to the different policies and stakeholders.

### Co-creation element: communication



This slide demonstrates the curvy way of communicating with the stakeholders. Participants are asked to share their own experiences: "If you look at this, can you share your success stories or main problems you faced in previous renovation projects to any of the elements displayed here? "



## 3 Barriers to stakeholder engagement

# Module 3: Barriers to stakeholder engagement

### Exercise: Prejudices of homeowners about the renovation process

Task: Think of biases and scepticism that prevent stakeholders to engage in the co-creation process of renovation. Take a post it and stick it to the flipchart.



The training part 3 starts with brainstorming with the participants about the main biases about the renovation process they encountered in their work with homeowners. At the beginning, participants are asked to name those. Most probably some of the biases and prejudices would be linked with the costs since it is often the main obstacle for the renovation process. The biases are written with 1 keyword on a post-it and stuck to the flipchart. After 10 minutes, the group looks at the flipchart, and the trainer groups the biases, eventually calling on those that are not clear enough to explain.



Created by Adriën Coopert  
Bent West Project

**Biases and Scepticism Module Recommendation note for trainers:** A separate Presentation with notes is available in the [Slideshow: Biases and Scepticism](#). Point out to the participants the [Section in the Handout](#).



## Adapting the technology adoption cycle to renovation decision: Biases and Scepticism

### What is the problem then? Biases and Scepticism



When it comes to biases and skepticism, participants are shown the technology adoption curve. The curve explains how different view on new technology is distributed across the population<sup>1</sup>. The graph shows a visible distinction between the early and mainstream markets, which are divided by the scams. Then the key factors influencing people's perception of changes

brought about by the renovation process are presented to participants to understand better what thoughts can residents have when the renovation is introduced.

This explanation also prepares the brainstorming exercise on how to reach pragmatists, who are the most important group in overcoming the scams between the early and mainstream markets.

**Innovators (2.5%)** - are usually willing to take risks, technological enthusiasts, and are not afraid of the idea of failure. They are often motivated by the opportunities the new technology presents.

**Early Adopters (13.5%)** - are still willing to take risks but are more cautious and adapt the new technology only after they have a strong opinion on technology before using it. Early adopters like to gather information and personal experience with technology before they recommend it to others. To work with early adopters it is good to provide guides on how to get started.

**Early Majority (34%)** - This category is logical, practical, and data-driven. They are interested in technology but want proof of its effectiveness. These are the people who look at product reviews before making a purchase, and they quietly test out tools before committing.

<sup>1</sup> Diffusion of Innovations, Everett M. Rogers, 5<sup>th</sup> Edition, 2003

**Late Majority (34%)**- People in this category need proof as much as in the early majority. They also do not like to take risks as well as also question the need for change. They are cautious and logical. The late majority needs to see it to believe it.

**Laggards (16%)** - Laggards prefer the status quo because they know what to expect. They tend to quickly give up on trying new things and will not make an effort to understand how the innovation works if it does not immediately and without complications making their life easier. They are often skeptical and would need to know what is there that benefits them personally

**Recommendation note for trainers: After we explain the graph, ASK the participants if reaching Reaching pragmatists or Non-violent communication is a topic they are interested in.**

## Group Exercise: How to reach Pragmatists?

What influences people to engage with the change that the renovation process brings?

- **Relative advantage over the status quo** - eg. what will I get if I agree to the renovation?
- **Compatibility with the existing situation** - eg. the effect of a higher energy efficiency standard
- **Complexity** - eg. if I only hire a window maker who changes my window in 1 day or if I agree to insulate the entire house over the course of several months and then change the windows as well...
- **Trialability** - e.g. I cannot test before buying (like a car)
- **Observability** - e.g. can I see it somewhere so that I am convinced that it is good?

Key influencing attributes are:

- relative advantage over the mandatory technology;
- compatibility with the existing situation
- complexity
- trialability (e.g., whether innovations can be tested prior to adoption)
- observability (e.g., whether innovations

are highly visible).

Key Task Cards for Reaching - How to reach pragmatists?

### Exercise: How to reach Pragmatists?

3 Groups:

1. Segmenting
2. Build a strong word-of-mouth reputation
3. Find your gatekeepers

**Segmenting group:** focus on reaching the niche group

**Word-of-mouth reputation group:** establish a strong reputation discussing ways and factors

**Gatekeeper group:** find your gatekeepers and consider what will make them get engaged

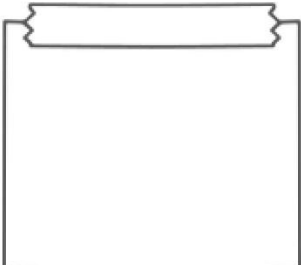
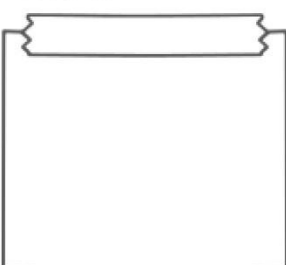
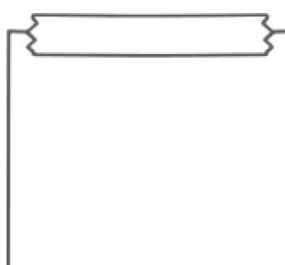
Divide in three groups. Each group has own task:

- Characterise a group
- Think of strategy to approach the group
- Who are the gatekeepers? How to make them engaged.



Time for exercise: 10min, each group presents at the end. What you need to prepare: [download and print the Task Cards](#)

### Use the cards for the exercise:

CEESEN CENTRAL & EASTERN EUROPEAN SUSTAINABLE ENERGY NETWORK CEESEN-BENDER	CEESEN CENTRAL & EASTERN EUROPEAN SUSTAINABLE ENERGY NETWORK CEESEN-BENDER	CEESEN CENTRAL & EASTERN EUROPEAN SUSTAINABLE ENERGY NETWORK CEESEN-BENDER
<b>Training</b> How to reach pragmatists	<b>Training</b> How to reach pragmatists	<b>Training</b> How to reach pragmatists
<b>Build your engagement strategy</b> Group 1: Segmenting	<b>Build your engagement strategy</b> Group 3: Find your gatekeepers	<b>Build your engagement strategy</b> Group 2: Build a strong word-of-mouth reputation
Pragmatists are logical, practical and data-driven. They are interested in technology but want proof of its effectiveness. Pragmatists need the evidence of what technology can do. They need to see how new technology solves a new problem.	Pragmatists are logical, practical and data-driven. They are interested in technology but want proof of its effectiveness. Pragmatists need the evidence of what technology can do. They need to see how new technology solves a new problem.	Pragmatists are logical, practical and data-driven. They are interested in technology but want proof of its effectiveness. Pragmatists need the evidence of what technology can do. They need to see how new technology solves a new problem.
Focus on reaching a niche group in the condominium. What characterizes this group? Consider elements from the Persona exercise.	Your Gatekeepers are intermediary between you and homeowners, someone they trust and can listen to. Identify them and consider: • Which news outlets do they look to for information? • Which publications do they read religiously? • What communities do they interact with? • Who do they listen to?	Think of a group of home owners in the condominium. Approaching small groups or some representatives from each segment category is helpful. What ways would you approach your selected segment group? How do these folks like to be spoken to? What's their sense of humor? Are they busy all the time and want you to be straight to the point? Or are they there for some conversation?
		

## Asymmetric information

### Exercise: Speaking with the Vulnerable Social Groups

Trainers start with a question and answer session asking each participants who is defined as "vulnerable" in their community/municipality. At the end of the Q&A, participants are motivated to find similarities and differences.

This section is tasked to remind the participants about the positionality of experts and residents. Experts speak from the more powerful position of understanding the building, regulations, and rules, which often are not so easily accessed or understood by the residents, especially the vulnerable social communities. Participants are given an example of a doctor who can speak to you in Latin or very complex terminology about someone's health. This example helps to understand the feelings of someone who speaks

with the experts about his building, his home. Participants are reminded that it is hard to trust the expert who tries to introduce some change but needs to be fully understood and willing to explain more.

# 4

## Work with the residents

## Module 4: Work with the residents

Part 4 begins with an understanding of the meaning of vulnerability and vulnerable social groups. Participants are explained that vulnerability is very context-specific. To understand the differences, participants are asked to describe who is considered vulnerable in their understanding of the national context.

### Nonviolent Communication

The section starts with the situation game.

#### Speaking with vulnerable groups: Let's try it out



#### 4 Work with the residents

##### Situation Description:

Energy experts visit one of the meetings of apartment owners to present the possibility of the renovation of the multi-family building. After the expert finished the presentation, the skeptical audience started to ask questions about the benefits of renovation and the overall process. The group is concerned about the necessity of renovation at all, prices and financing opportunities, unclear future, and the overall complex process of not knowing when to start, questioning environmental, economic, and social benefit

##### Roles:

- Energy expert
- Observer
- Residents



Use the cards for role play



Participants see the situation description on the slide. The situation is that the Energy experts visit one of the meetings of apartment owners to present the possibility of the renovation of the multi-family building. After the expert finished the presentation, the skeptical audience started to ask questions about the benefits of renovation and the

overall process. Each participant receives a [card](#) that assigns him a specific role: energy expert, observer, resident. Based on the role, the cards contain the description of the tasks the participants have to fulfill in the role play.



Created by Adnan Cigdem  
from NEST Project

**Nonviolent communication Module Recommendation note for trainers: Use these [cards](#) for the exercise**

**Training**  
Non-violent communication

**You are an Observer**



As an observer, you do not actively participate in the role play. Your task is to pay close attention to the behavior of participants. Try to remember the concrete examples, if needed make some notes for yourself.

**Training**  
Non-violent communication


**You are an Expert**



Your role is to speak with a group of residents, answering their questions and trying to address the emerging criticism. Your goal is to convince as many owners as possible that the renovation has relevance and stimulate them to initiate the process.

**Training**  
Non-violent communication

**You are a Homeowner**



Your role is to be a homeowner who does not know a lot about the renovation process and maybe even hears of it for the first time during the presentation of the expert.

You are confused and not convinced, a lot of information has been presented, not everything was totally clear to you and you do not know how to proceed. Your role is to express your doubts, concerns, and skepticism by asking questions to energy expert, trying to engage other residents in a discussion, and seeking their support of your opinion.

If you remember some questions asked from your experience with residents, it is time to use them.

**Training**  
Non-violent communication

**Observer Notes**

**Body language:** Do they look at each other while speaking, do they keep eye contact? Do they show engagement or are they distracted?

**Self-expression:** In what sequence do participants express themselves? Where do they start from (their feelings, their desires)?

**Active listening:** do they allow each other to express themselves? Do they finish the sentences without interrupting? Do they nod or show that they pay attention?

**Reaction to criticism:** observe how the speakers express disagreement, what are the verbal and nonverbal expressions of this?

Once the role-play is finished, the observer is asked to present the findings or the behavior of the participants that he noticed. Then after behaving “naturally” the participants are explained the key rules of active listening and ethics.

#### Let's talk about ethics

- Participants can feel pressured into taking part.
- Be aware on what impacts the participation may have on participants.
- Be careful asking about potentially traumatic experiences: cold, mould, dangerous conditions of the building.



When speaking about ethics, participants are reminded that speaking of homes and experience of living in the unhealthy buildings can be very traumatic for the people. Additionally, when asking vulnerable social groups to participate in meetings, workshop, it is important to frame the participation in an ethical way. Considering the effects, the setting and design of participatory activities can have on participants.

#### NVC as process



can be found.

Following the explanation, the process of nonviolent communication with key stages and behavioral aspects is explained. If the time allows, participants can be asked to try to express themselves in the non-violent way. Additionally, the observer notes can be revisited and together with the group, the alternative way of saying thing that were said

## Observation - Feeling - Needs - Requests

When explaining NVC cycle participants should also be reminded about the following points, to ensure that that understanding of the terms that the graph shows is unified in the group.

- Observation ≠ Evaluation/Judgment/Comparison
- Judgments: WHO "IS" WHAT, WHO "deserves" WHAT.
- Observation + evaluation = we decrease the likelihood that others will hear our intended message, they are apt to hear criticism and thus resist what we are saying.

### Active Listening



Let every person know that you have heard and understood them. How?

- Face the speaker and have eye contact,
- Monitor your facial expressions - it reveals your emotions,
- Nod your head, smile and make small noises like "yes" and "uh huh", to show that you're listening and encourage the speaker to continue,
- Do not interrupt,
- Repeat back to the people what they have just communicated,
- Take care not to inadvertently approve or disapprove of the information just given,
- Ask open questions: this demonstrates an interest in the individual and their circumstances.



When it comes to explaining the key principles of active listening, participants should be reminded how big the difference between simply listening and being heard is. Participants are given the key tips of active listening presented on the slide, so they could ensure the safe environment when working with vulnerable communities.



Created by Adrien Coquet  
from Noun Project

**Nonviolent communication module recommendation note for trainers:** Be mindful of not slipping in the role of the expert or advisor as it may remind participants on experienced asymmetries: [Learn more in the Slideshow: Non-violent Communication](#)

## Resolving conflicts and disrupted group dynamics

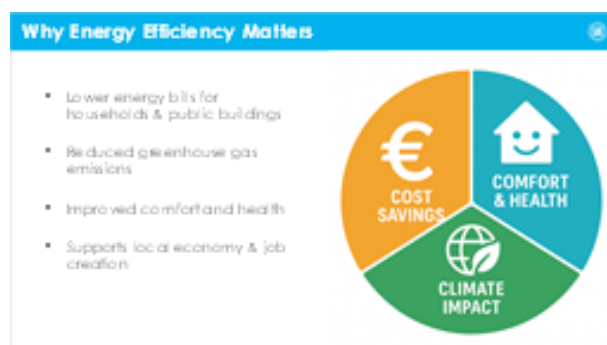
All the instructions received in this training related to communication, and understanding of feelings and emotions are especially relevant for conflict resolution and mitigation. The conflicts get especially difficult when it happens within the groups. **Ask participants about their experience with conflicts, their feelings and emotions, and where they are satisfied about how they behaved.** The slide provides useful tips for understanding conflict and how to deal with it in case it happens.

Conflicts and difficult group situations	
<b>Conflict</b> To clash or engage in a fight, or a confrontation between individuals or groups. It is generally characterised by a breach of peace or understanding among parties involved.	<b>Disrupted group dynamics</b> One or more members of the group experiences difficulties in following the process with the group.
<ol style="list-style-type: none"> <li>1. Identify the source of the conflict;</li> <li>2. Look beyond the incident;</li> <li>3. Request solutions from disputants;</li> <li>4. Identify solutions which the disputants can support;</li> <li>5. Get the disputing parties to agree to the prescribed solution(s)</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify the member</li> <li>2. Request member to describe the issue</li> <li>3. Request member to list background information</li> <li>4. Ask member for a scenario in case of non-handling</li> <li>5. Ask member to estimate envisaged results</li> <li>6. Ask for concrete change vision</li> <li>7. Ask for what involved parties should do to reach the vision</li> <li>8. Formulate action result with involved parties</li> <li>9. Formulate alternative action in case the first solution doesn't work</li> <li>10. Check back with member if he/she is back on track.</li> </ol>

## 4 Work with the residents **Creating Energy Savings & Renovation Opportunities: Practical Soft Measures, Renovation Strategies & Funding**

### ENERGY EFFICIENCY FOR ENERGY SAVINGS

Among the most efficient short-term strategies to alleviate save energy is to increase energy efficiency. While professional energy experts at companies etc. know how to manage and implement such action, citizens are typically not sufficiently informed and prepared to take effective, immediate action (see e.g. the rise demand for energy advice).



In particular, vulnerable and energy poor households may struggle to implement renovation or replacement of inefficient appliances. The following section provides support to municipalities to support their citizens by setting up own funding possibilities, deliver good arguments to use in their communication instruments, and

motivate homeowners to embark on an energy efficient renovation journey.

The results of the analysis in the Covenant of Mayors context shows that local authorities tend to put greater emphasis on municipal buildings (representing 58% of the planned financial instruments) and less on private buildings (with residential representing 30% and tertiary 12% of the analysed instruments). (Economidou et al. 2023)





Previous experiences show that energy efficiency measures need to be implemented as close to people as possible, on municipal communities, town(s) or city level, coordinated and communicated by local caretakers.



For those trying to implement municipal energy efficiency measures with and for citizens, potentially substantial costs occur by running a campaign, employ staff to directly and repeatedly interact with people on the ground. Therefore funding such measures is crucial and municipalities often decide to focus on implementing such measures for municipal property only.

Citizen support remains key challenge.

Municipalities in various countries have different tasks and are supported by various agencies, municipal companies and non-profit companies to carry out these tasks. Renovation strategies for private building are not necessarily in the forefront of measure catalogues, support to citizens however may take various forms, such as dedicating municipal budget to renovation funding calls, advisory services to citizens, easy-access regulatory measures and targeting worst-performing buildings (EPC G-D grades) with energy poor households.



The renovation journey has various phases. As a first step the identification of the renovation need should be supported by energy advisors. This is followed by setting up a renovation plan. For this renovation plan, owners and advisors can get financial support either by loans or financing by renovation funds.



Further financial instruments vary from country to country and span across a wide range from direct subsidies, through tax incentives, soft loans through revolving funds to private-public partnerships such as energy performance contracts. In case municipalities are co-owners in a multi-apartment building, the financial solutions must be carefully checked to avoid legal issues.

Motivating owners in a multiapartment building can be particularly difficult in case own funds are not sufficient. In this case, various possibilities can be encouraging to reach energy savings and higher energy efficiency by setting up a plan where the single renovation measures are taking on one by one in a defined timeline in a meaningful way. Energy efficiency experts and architects are advisable for such a process.



Trainers now explain the various pros and cons for a single renovation measure vs bundles renovation projects. Include possibility of a renovation roadmap and renovation plan.

Soft measures can now be explained with the next slide that spread across a variety of topics:



**Space heating:** Measures include promoting efficient heating practices, such as lowering room temperatures when unoccupied, sealing drafts, and insulating heating pipes. Municipalities can support heating system checks to optimize performance and identify opportunities for upgrading outdated systems. Measures

target improvements in heating efficiency through practical steps such as installing smart thermostats, sealing windows and doors, and providing online training for efficient wood stove usage.

**Domestic hot water:** Campaigns can encourage the adoption of water-saving behaviors, such as using economic showerheads and reducing shower durations, coupled with insulating pipes in unheated areas to minimize heat loss.

**Electricity use:** Simple yet impactful actions include switching to LED lighting, reducing standby power consumption, and using eco-programs for household appliances. Public awareness campaigns highlight the cost-saving potential of these measures. Campaigns can promote energy consumption monitoring. Interactive events and information stands at municipality events, festivals, markets further support public awareness of electricity-saving opportunities.

**Education:** Energy-related workshops in schools can aim to build long-term energy literacy among younger generations and indirectly influence the behaviour of parents. Interactive and engaging formats ensure that pupils and their families adopt sustainable habits. DIY Workshop for citizens: can activate simple energy saving mindset. Workshops targeting PV system owners to maximise self-consumption of solar energy, and Ambassador initiatives engages experienced users to promote the benefits of renewable energy adoption within their communities.

**Advisory Services:** One-Stop-Shops for energy advice in municipality buildings or externally, travelling advisors and energy saving checks on sites can be considered.

**The following 3 slides show existing good municipal practices on soft measures to support energy efficient renovations in private households.**



The first communication campaign takes place in various municipalities and involves a neighborhood approach.



The French example builds on local customs and citizen engagement approach combined with energy advisory services aiming to overcome the first burden of renovation: getting expert advice.



The third example target energy poor and low-income vulnerable households and features peer-to-peer consultation of specifically trained social energy advisors aiming to make private homes more energy efficient with behavioral advice and low-cost appliance solutions.

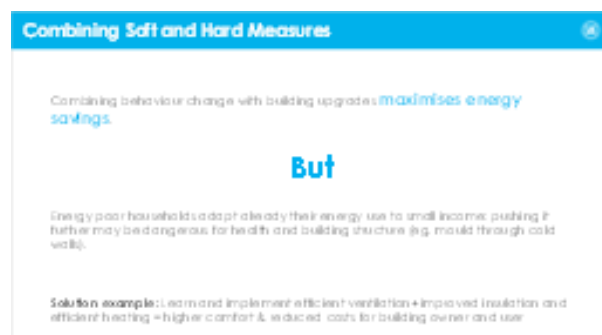


The fourth example in Metz, France engages citizens in neighborhood walks demonstrating energy inefficiencies and supporting first advisory steps towards renovation decisions.

## Combining Soft and Hard Measures

**To conclude, explain hidden energy poverty:** As defined in the literature, hidden energy poverty is a situation when a household has abnormally low energy expenditures (Enerdata, 2020) or have low absolute energy expenditures (EU Energy Poverty Observatory, 2020). Recent research suggests, that the problem of energy poverty in the

CEE region is aggravated by infrastructural deficiencies and is driven by under-consumption of energy exacerbated by income poverty and poor housing stock condition.



Research shows <sup>2</sup> that a significant group of households who self-restrict energy use, often overlooked in current definitions and support programs. By using behavioral questions instead of relying solely on energy expenditure data, the research identifies households that reduce energy consumption below comfortable levels to

avoid high costs.

Potential solutions include the combination of various measures:

- **Targeting and identification:** Access to reliable data is critical, as is coordination between municipal departments. Innovative tools like AI and smart technologies could help identify energy-poor households without stigmatising them.
- **Behaviour:** Behavioural patterns are an underexplored aspect of energy poverty and need more attention.
- **Responsibility:** Break down silos both horizontally between governmental departments — social welfare, energy, housing, health, and mobility — and vertically across local, regional, national and EU levels to create a more integrated approach to tackling energy poverty.

## Municipal Actions: How to make it happen?

Suggestions for municipal actions can be combined with existing local good practices here. Trainers are advised here to start this section by asking participants for their solutions or good examples before going through the next set of slides.

<sup>2</sup> The energy austerity pitfall: Linking hidden energy poverty with self-restriction in household use in Austria, K. Eisfeld, S. Seebauer, Energy Research & Social Science, Volume 84, 2022, 102427, ISSN 2214-6296, <https://doi.org/10.1016/j.erss.2021.102427>



Start with the Strategic Priorities:

- Informed Decision Making and Planning
- Update climate change impact assessments using GIS tools and local projections to inform targeted actions.



**Scaling Pilot Projects:** Expand proven local measures (energy efficient renovation of municipality buildings, social housing buildings, good practice private buildings, neighborhood campaigns, public space improvement, community support) to other districts.

**Citizen Engagement:** Maintain participatory approaches with workshops, campaigns, and neighborhood networks to increase public resilience.

**Sustainable Financing:** Leverage national funding and integrate adaptation measures into urban development budgets.



data sharing

**Institutional Integration:** Embed energy efficiency measures into all municipal planning processes; establish a dedicated climate management role.

**Regional Cooperation:** Strengthen partnerships with neighboring cities and academic institutions for joint projects and

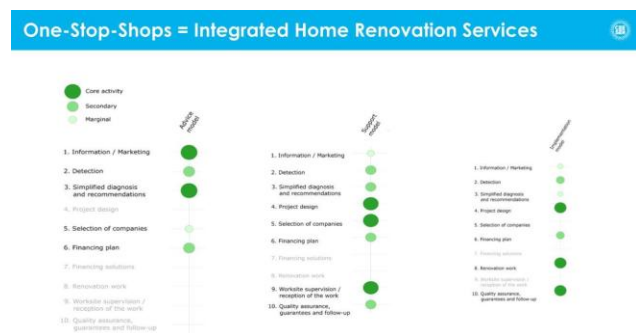


## Expected Outcomes:

- Increased resilience to climate impacts across all neighbourhoods
- Stronger cross-departmental coordination and governance
- Better-prepared and informed citizens
- Enhanced capacity to secure external funding and meet national adaptation requirements

The next slide has been inserted for local good examples or practices. Trainers have the possibility to discuss locally feasible and meaningful solutions with the participants.

## Toolbox: One-Stop Shops (OSS)



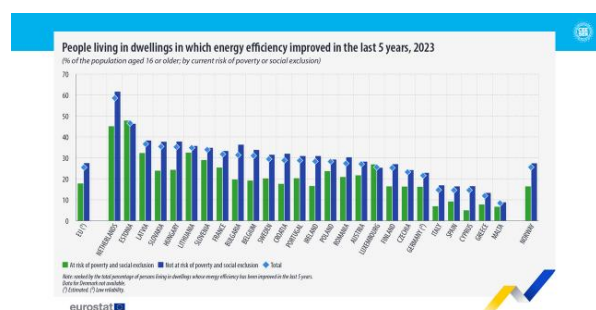
One of the tools to work with vulnerable social communities is municipal awareness-raising campaigns and One-stop shops for building renovation. Participants are explained different One-stop shop models, such as advice, support, and implementation models based on the services OSS offers. To better explain the OSS concept, please consult

the [EU Peers community of practice](#) as an example. Additionally, to explain the municipal communication campaigns participants are provided with [examples](#).

## FINANCIAL SUPPORT FOR BUILDING RENOVATION: EXPLORING POSSIBILITIES BEYOND THE NATIONAL LEVEL

**Begin your presentation by establishing the current context and demonstrating the urgent need for financial support mechanisms. Use statistics to show both progress and inequality.**

In 2023, 25.5% of the EU population aged 16 or over was living in a dwelling in which energy efficiency was improved in the last five years. People at risk of poverty or social exclusion were less likely to report living in dwellings with improved energy efficiency (17.8%) compared with those not at risk (27.5%).



Provide additional context by explaining the key definitions to ensure your audience understands the scope of the information you present and can evaluate the graph.

\*Dwellings with EE improvement – includes all measures that impact the thermal conditions of the dwelling. Key renovation activities

covered by this indicator are: the upgrading of thermal insulation in external walls, roofs, or floors; the replacement of single-glazed windows with double or triple-glazed units; and the installation of more efficient heating systems.

\*People at risk of poverty or social exclusion (AROPE) are those experiencing at least one of three conditions: risk of poverty, severe material and social deprivation, or living in a household with very low work intensity.

**Move on to discuss the EU's major funding mechanisms, starting with Cohesion Policy as a foundational funding source.**



## Cohesion Policy

### 2021-2027 Cohesion Policy Support for Energy Efficiency and Building Renovation

- RRF and cohesion funding combined will provide over €66bn for energy renovation across the EU until 2029
- Current Cohesion Policy Funding (2021-2027)
  - **€10.6bn** is allocated to renovation and energy efficiency projects in the **public sector**.
  - **€6.5bn** of EU funds is earmarked for energy renovation of the **housing stock**.
  - **€2.9bn** is allocated to **enterprises** subject to energy efficiency requirements.

From Cohesion Policy estimated €20bn are programmed for energy renovation and energy efficiency.

With co-financing from member states, this could reach €29bn. These funds alone cannot cover the investment needed to meet the 55% emissions reduction target for 2030.

Specifically for energy renovation of the housing stock 6.5bn of EU funds are earmarked.

### 2021-2027 Cohesion Policy Funding for Building Renovation



Source: Renovate Europe, (April, 2023). 2021-2027 Cohesion policy support for energy efficiency and building renovation

Move to the Recovery and Resilience Facility (RRF), stress that despite this was a separate funding stream, it still was closely interlinked with the Cohesion Policy, due to the nature of funding priorities, and necessity for the regional action. Draw the attention on the timeline and the context of the RRF creation.

## The Recovery and Resilience Facility (RRF)

### The Recovery and Resilience Facility (RRF)

- National Recovery and Resilience Plans
- In 2021, the [Renovate2Recover study](#) found that amongst the 18 Member States' NRRPs analysed, €39.9bn\* was allocated buildings renovation (about 8% of total)
- Planned RRF investments are **concentrated in the residential sector**, which receives over €23bn (58%) of funding.

The Recovery and Resilience Facility (RRF), a tool that offers grants and loans to assist investments and reforms in EU Member States, is the focal point of NextGenerationEU.

The Commission borrowed money on the financial markets by using the Facility, a temporary instrument, in order to assist Member States in carrying out investments and reforms that address the problems mentioned in country-specific recommendations within the European Semester framework of economic and social policy coordination, and are consistent with the EU's aims. The Facility becomes operational in February 2021. From the beginning of the pandemic in February 2020 until the end of December 2026, it provides funding for investments and

changes made by Member States. To be eligible for funding up to the agreed-upon amount, member states must submit their recovery and resilience plans to the European Commission, outlining the reforms and investments they intend to implement by the end of 2026.

The National Recovery and Resilience Plans (NRRPs) were authorised in the wake of COVID in 2021, before the conflict in Ukraine and the following energy crisis, rise of energy prices and the rise of cost of living. The Recovery Facility's objective is to increase digitalisation, enable Member States meet the EU's 2030 and 2050 climate goals, and give stimulus to help economies recover from the post-COVID slump.

View each Member State's [national plans, planned reforms and investments](#)

Member states have provided overall more funding for energy renovation through the Recovery and Resilience Facility (RFF, approx. €46 bn across 18 MS. Across those member states, planned RRF investments are concentrated in the residential sector, which receives over €23bn (58%) of funding. Public sector buildings are the second largest target for investment with close to €13bn (34%), followed by industry/commercial sector at €2.9bn (7%).

## Introduce the specialized financial institutions and their role in building renovation financing.

### European Investment Bank (EIB) Group

Explain the structure and focus areas of the EIB Group

#### European Investment Bank and European Investment Fund

Provide financial solutions for housing providers, municipalities, and companies in the housing sector

Finance:

- Innovative Housing
- Renovated Housing
- New Build Housing



Check out if your project qualifies for support: [The EIB Group Green Checker](#)

EIB Group consists of the European Investment Bank and European Investment Fund.

They finance and support innovative housing projects, the renovation of existing housing to enhance energy efficiency, construction of affordable housing, such as refugee accommodation and reception centres, student and apprentice accommodation,

housing for key workers and seasonal workers, care homes and elderly housing.

**Introduce practical tools that can help project developers. Make sure to make the links available, open the tools during the presentation, show how they work.**

The EIB Group Green Checker is a webtool developed by EIB Advisory in cooperation with EIB and EIF services, with external technical consultancy support, and with the funding support of the InvestEU Advisory Hub.

The website allows EIB Group's financial intermediaries and final beneficiaries to assess the final beneficiary transactions or sub-projects against the applicable eligibility criteria, to estimate the climate impact if applicable, and to download the assessment results in the form of an EIB Group Green Checker Results document.

**Introduce the question of the need of technical assistance and support during the project implementation. Ask the participants what technical assistance they find the most lacking in the implementation of building renovation and the energy efficiency projects. Continue with technical assistance and advisory support mechanisms.**

## The ELENA facility


**ELENA-European Local ENergy Assistance**

Provides technical assistance grants for the design and implementation of energy efficiency, building-integrated renewable energy investments, and innovative urban transport.

Technical assistance grants for public and private entities, covering up to 90% of the project's preparation costs

For the residential sector: ELENA helps private individuals and homeowner associations prepare and implement energy efficiency renovations and renewable energy projects targeting privately and publicly owned single-family and multi-family buildings

- Support investment programmes above €30 million with a three-year period.



The ELENA facility offers funding for technical assistance in the areas of energy efficiency design and implementation, integrated renewable energy investments, and innovative urban transportation.


## The European PPP Expertise Centre (EPEC)

**European PPP Expertise Centre (EPEC)**

- Supports EU Member States, Candidate Countries and other partners in their work on **public-private partnerships (PPPs)**
- Well-managed and regulated PPPs can be effectively mobilized for the housing sector

EPEC offers:

- Sharing good practice and addressing practical issues in PPPs implementation
- Support in the development of PPP legal and regulatory frameworks, institutional arrangements, and processes



Explain public-private partnerships (PPPs) as an alternative financing model. Drive the attention of the audience to the fact that financing can also be approached from the perspective of involving the interested contractors, and commercial companies, but the regulatory framework should be ready for this. When speaking about PPPs,

stress the necessity of strict and clear criteria for contractors and delivered work.

The European PPP Expertise Centre (EPEC) was created in 2008 to support EU Member States, Candidate Countries and other partners in their work on public-private partnerships (PPPs).

PPP is an arrangement between a public authority and a private partner aimed at providing a public infrastructure project and service under a long-term contract is known as a public-private partnership. The private partner assumes substantial risks and management duties under this agreement. The public authority makes performance-based payments to the private partner for the provision of the service, or grants the private partner a right to generate revenues from the provision of the service, such as the collection of tolls from users of a bridge. Private finance is usually involved in a PPP. When properly prepared, PPP projects can provide significant benefits to the public sector as well as to the project users.

**Introduce the alternative support options that do not directly finance, but offer guarantee mechanisms for the creation of loans and investments.**

## Invest EU

InvestEU


- Provides financial support for building renovation projects across the EU, aiming to boost energy efficiency and contribute to climate goals
- Guarantee fund, leveraging private and public investment
- The InvestEU Advisory Hub - connects project promoters and intermediaries with advisory partners, who work directly together to help projects reach the financing stage.
- To request advisory support – follow [the Central Entry Point](#)



InvestEU is a funding program that runs from 2021 to 2027, continuing the work of the [Juncker Plan](#)'s [European Fund for Strategic Investments](#). It aims to mobilize €650 billion in investments for sustainable infrastructure, including building renovation. The program uses a guarantee mechanism, meaning it provides a safety net for loans and

investments made by other financial institutions. InvestEU has a 50% climate and environment target and focuses on sustainability proofing, meaning projects must demonstrate their positive environmental impact.

The InvestEU Advisory Hub, which is run by the European Commission and funded by the EU budget, links intermediaries and project promoters with advisory partners that collaborate directly to assist initiatives in advancing to the funding stage.

**Introduce other sources the EU can offer, if financing cannot be supported directly, there are still multiple platforms where the expert advice of financing can be received and the best practice examples found. When explaining The European Energy Efficiency Financing Coalition encourage participants to get into contact with the national hubs,**

and explore how and in what way they can benefit from the coalition.

Open the DEEP Platform and show the participants how it works.

## European Energy Efficiency Financing Coalition

### European Energy Efficiency Financing Coalition

- Aims to increase private financing in energy efficiency, supporting the implementation of the Energy Efficiency Directive and the Energy Performance of Buildings Directive
- Brings together the European Commission, the 27 EU Member States, financial institutions and other relevant stakeholders
- Consists of: General Assembly, Expert Platform, National hubs, the Secretariat



[DEEP - the de-risking energy efficiency platform](#)

The European Energy Efficiency Financing Coalition is developing a platform for EU countries, financial institutions and the Commission to collaborate on energy efficiency financing. The Coalition aims to create a supportive market environment for energy efficiency investments and to increase private financing to help meet

the EU's energy and climate goals for 2030 and 2050.

The Coalition is organised in three layers and it is supported by a Secretariat:

- **The General Assembly** includes high-level representation from all Coalition members and is chaired by the Commission.
- **The Expert Platform** will be constituted of working groups, which include highly qualified experts from the Coalition's membership base, appointed to deal with priority topics stemming from the General Assembly.
- **The hubs** serve as the Coalition's representatives within each national market. Each EU country will define a specific mandate for its national hub regarding energy efficiency financing and designate a national entity to oversee its implementation. As such, individual countries hold primary responsibility for the operation and duties of their respective hubs, while receiving support from the European Commission and the Secretariat.
- **The Secretariat**, located in Brussels, supports the Coalition by offering both administrative and professional assistance. At the national level, it provides country-specific expertise to help EU Member States and their hubs effectively carry out their assigned mandates.

[DEEP – the De-risking Energy Efficiency Platform](#) – is an open-source, pan-European database that offers detailed data, analysis, and evidence on over 20,000 energy efficiency projects in the industrial and building sectors. Featuring performance track records, it enables project developers, financiers, and investors to more effectively evaluate the risks and returns of energy efficiency investments across Europe. The European Commission invites all market stakeholders to support this initiative by contributing available financial and performance data.

Before explaining the LIFE Clean Energy Transition Subprogram, ask the participants if they heard of it or ever applied as beneficiaries or were ever invited as a pilot, associated partners to some of the projects. Ask what challenges they faced during the application process, or what prevented them from application. Introduce LIFE and Horizon Europe in one block, explain that Horizon is mostly for Research while LIFE for implementation of actions.

## EU LIFE Clean Energy Transition Subprogram

### LIFE Clean Energy Transition

- Supports the delivery of EU policies in the field of sustainable energy
- A budget of nearly EUR 1 billion from 2021 to 2027
- Supports also one-stop shops for energy renovations, skills development, and actions to tackle energy poverty
- [Funding & tender opportunities portal](#)
- [Support for Applicants](#)



The EU LIFE program provides financial support for building renovations, particularly focusing on the clean energy transition and decarbonization efforts. It funds projects that develop frameworks for sustainable building renovations, attract private investment, and support local and regional initiatives. LIFE offers co-financing for

projects that develop national, regional, and local frameworks, supports projects that build expertise and organizational innovation needed for project development and implementation.

## Horizon Europe. Cluster 5: Climate, Energy and Mobility

Horizon Europe, the EU's key funding program for research and innovation from 2021-2027, supports energy efficiency through various initiatives, particularly within Cluster 5: Climate, Energy and Mobility.

### Horizon Europe. Cluster 5: Climate, Energy and Mobility

- Key funding program for research and innovation

Contact Partnerships!

Follow -> [Partnerships in Horizon Europe](#)

Built4People Partnership

[Funding & tender opportunities portal](#)



This cluster seeks to combat climate change by deepening the understanding of its causes, development, risks, impacts, and opportunities. It also aims to make the energy and transport sectors more environmentally friendly, efficient, competitive, intelligent, safe, and resilient.



The aim of European Partnerships with EU and associated countries, the private sector, foundations and other stakeholders is to deliver on global challenges and modernise industry.

The Built4People co-programmed partnership within Horizon Europe promotes sustainable renovation and innovation in the EU built environment.

The vision of the partnerships is to create high-quality, low-carbon, energy- and resource-efficient built environments that accelerate the shift towards sustainability. Bringing together the entire value chain, the partnership will establish sector-specific innovation clusters throughout the EU.

Its objectives are threefold: scientific – to drive holistic innovation for sustainability; economic – to revitalise the sector through sustainable practices; and societal – to promote behavioural change towards sustainable living. These goals will be achieved through a user-centric approach.

**Before introducing the Technical Support Instrument, encourage participants to be more in contact with the national level. Some of the EU support options as TSI are possible by the Member State application and request, hence that is important to make challenges that exist for stakeholders in building renovation and energy efficiency known at national level. This would enable the national authorities to seek support options as TSI.**

## Technical Support Instrument (TSI)

### Technical Support Instrument (TSI)

- €864 million for the period 2021-2027
- Tailor-made technical expertise to EU Member States to design and implement reforms
- Does not require co-financing from Member States
- Technical Support to implement reforms in the context of EU economic governance, Recovery and Resilience Plans, economic adjustment programs, reform at own initiative.



The Technical Support Instrument support for reforms starts with a request for support from an EU Member State. EU Member States can request technical support under the TSI to:

- implement resilience-enhancing reforms in the context of EU economic governance, such as those arising from country-specific recommendations under the [European Semester](#) and by virtue of implementing EU law
- prepare, amend, implement and revise national recovery and resilience plans under the [Recovery and Resilience Facility](#)



- implement economic adjustment programmes
- implement reforms undertaken at their own initiative

Support can be given directly by the Commission using its internal knowledge or in collaboration with outside technical support providers: professionals from international organisations, commercial consultancies, and national governments of EU member states (TALEX), individual experts from the private sector

**Introducing Social Climate Fund, ask the participants if the costs of energy transition will be especially felt by some social groups in their contexts. When explaining SCF, provide some background on [the Emission Trading System](#) and ask the participants how this can affect the population in their context.**

## Social Climate Fund (SCF)

### Social Climate Fund



- From 2026
- Created to alleviate the social and economic impacts arising from the ETS2
- National Social Climate Plans
- Structural measures and investments in energy efficiency and renovation of buildings, clean heating and cooling and integration of renewable energy, as well as for zero- and low-emission mobility solutions
- Check out [the authorities responsible for the preparation of their Social Climate Plans](#)



Social Climate Fund (SCF) was established alongside the Emission Trading System [ETS2](#), the EU's emissions trading system covering fuel combustion in buildings, road transport and additional sectors. In order to ensure a just transition to climate

neutrality, the SCF's main objective is to mitigate the social and economic effects of the ETS2.

Member States will draft national Social Climate Plans that list and explain all planned measures and investments in support of vulnerable households, transport users, and micro-enterprises

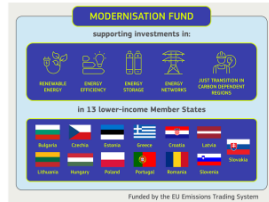
The plans should be based on a country-wide consultation of local and regional authorities, representatives of economic and social partners, civil society, and youth organisations, as well as other stakeholders.

**Stress the support options that are tailored to the Central and Eastern European Context – Modernisation Fund**

## Modernisation Fund

### Modernisation Fund

- Supports modernisation of energy systems in 13 lower-income EU Member States
- From 2021 to 2030
- Among supported options, energy efficiency in buildings, support to low-income households, including in rural and remote areas, to address energy poverty



In 13 EU Member States with lower incomes, the Modernisation Fund helps to modernise energy systems and increase energy efficiency. It was created in 2018 with the goal of assisting the recipient Member States in meeting the European Green Deal's goals and their climate targets for the years 2021–2030.

The beneficiary Member States are Bulgaria,

Czechia, Estonia, Greece, Croatia, Latvia, Lithuania, Hungary, Poland, Portugal, Romania, Slovenia and Slovakia.

Six priority areas:

- generation and use of energy from renewable sources, including renewable hydrogen
- heating and cooling from renewable sources
- the reduction of overall energy use through energy efficiency, including in industry, transport, buildings, agriculture and waste
- energy storage and modernisation of energy networks, including demand-side management, district heating, grids for electricity transmission and the increase of interconnections between Member States
- support for low-income households, including in rural and remote areas, to address energy poverty and to modernise their heating systems and infrastructure for zero-emission mobility
- just transition in carbon-dependent regions to support redeployment, reskilling and upskilling of workers, education, job-seeking initiatives and start-ups.

**Contextualise the Funds and available support options within the bigger framework of EU Budget - Multiannual Financial Framework ("MFF"). Encourage the participants to follow closely the discussions and developments within the upcoming MFF, to be aware of the support possibilities.**

## New Multiannual Financial Framework ("MFF") – Proposal for EU Budget 2028-2034

**New EU Budget – New Opportunities**

New EU Budget for 2028-2034 – at negotiation stage  
-> Follow the consultations at the EU and National Level

To Contribute -> [Have your say Public Consultations and Feedback](#)

To get to know more about the new EU Budget -> [EU Budget Information Hub](#)

- New European Competitiveness Fund
- National and Regional Partnership Plans – future framework for Cohesion Policy



On 16 July 2025, the Commission presented its proposal for an ambitious and dynamic Multiannual Financial Framework ("MFF") - this was just the opening proposal, not the final decision. The MFF requires agreement from all three key EU institutions: European Commission - Already presented their proposal, European Parliament - Must

approve the final budget, Council of the EU (all 27 Member States) - Must reach unanimous agreement.

These negotiations typically take 1-2 years to complete. Given that the proposal was only presented in July 2025, we can expect negotiations to continue well into 2026, possibly into 2027.

This negotiation period presents opportunities for municipalities, energy agencies and related stakeholders in building renovation and energy efficiency to:

- Push for dedicated funding streams
- Push for increased allocations to climate and energy programs
- Influence the design of new funding mechanisms
- Bring to the attention the perspective and specificities Central and Eastern European countries

The final MFF could look quite different from the initial Commission proposal, to shape it - contribute at -> [Have your say Public Consultations and Feedback](#) platform

To get to know more about the new EU Budget -> [EU Budget Information Hub](#)

### Some relevant highlights for energy efficiency in buildings

A new European Competitiveness Fund will invest in strategic technologies. It will focus its support on four areas:

1. clean transition and decarbonization;
2. digital transition;
3. health, biotech, agriculture and bioeconomy;
4. defence, and space.

**Horizon, together with the 10th Framework Programme for Research and Innovation**, will work with the European Competitiveness Fund and Innovation Fund to provide research applications and innovation supporting the decarbonisation efforts

**National and Regional Partnership Plans** to be designed by Member States and regional authorities, together will link reforms with clean investments, supporting the EU 2040 climate and energy targets and supporting local communities and businesses in the clean transition. National and regional partnership plans will combine EU funds implemented by Member States and regions.

## GOOD PRACTICES OF FINANCIAL INSTRUMENTS FOR ENERGY POOR HOUSEHOLDS

One of the main barriers to building renovation is financing. At the beginning, participants explained the general instruments used to finance the renovations. Later the focus is narrowed down to the examples of financial instruments that specifically address the energy-poor population. applicable to vulnerable households, they often lack the financial capacity to afford even the basic needs

**Funding Renovations**

Barriers to stakeholder engagement

- Government Grants:** In some regions, government agencies offer grants to support specific types of renovations, especially those focused on energy efficiency, historic preservation, or community development. Check with local housing or development authorities for potential grants.
- Government Loans:** Various government-backed loan programs are designed specifically for home renovations. These loans often provide favorable terms and can include the cost of both the home purchase and renovation expenses.
- Local or State Programs:** Some municipalities or states offer programs to encourage property improvement. This might include low-interest loans, grants, or tax incentives. Research programs available in your specific location.

It is important to keep this specification and focus on the instruments and trainers are invited to point out links [HERE](#) about financial schemes supporting vulnerable population groups, [interactive database](#) on the available financial support options, and RENOVERTY's [Slideshow on types of financial instruments](#) in various countries for inspiration.

**Good Practices on financial instruments for vulnerable population groups**

- Energy Efficiency Vouchers** - (Vale Eficiência, Portugal) targeted at energy-poor households. An individual voucher is a sum of money to be spent by a household for measure(s) improving the energy performance of a dwelling.
- Consultations and financial starter pack** - (Caritas-Stromsparcheck, Germany) consulted low-income households to identify possible energy-saving measures. After the consultation and visit, the households receive a 'starter package' for energy-saving measures.
- Revolving fund** - (Municipality of Ghent, Belgium). Transformed system of additional subsidies into a revolving fund. People are now able to receive a substantial low-rate long term loan from the city. Up to 30,000 euros. This loan will be aimed at basic housing quality, insulation and investments in renewable energy.

Good practices for municipalities to finance energy efficient renovations with energy poor households include soft measures such as free energy checks, and on-site consultations, and financing instruments targeted specifically like energy vouchers and municipal revolving fund.



[More info](#) - [Good financial schemes supporting vulnerable population groups](#)  
[Find your own database on the available financial support options and take full responsibility](#)  
[Check RENOVERTY](#) - [Interactive slideshow on types of financial instruments in various countries for inspiration](#)

# Training Resources' Inventory

Additional External Resource	Type	Target Group
<a href="#">ENERGY POVERTY HANDBOOK</a>	soft measures to create energy savings	Energy Advisors
<a href="#">Infographics soft measures to create energy savings.</a>	soft measures to create energy savings	Energy Professionals
<a href="#">Non Violent Communication (NVC)</a>	soft measures to create energy savings	Energy Professionals
<a href="#">Home vs House</a>	soft measures to create energy savings	Energy Professionals
<a href="#">Biases and Scepticism ppt</a>	soft measures to create energy savings	Energy Professionals
<a href="#">The Cities Energy Saving Sprint Toolkit on emergency energy-saving measures</a>	soft measures to create energy savings	Municipalities
<a href="#">Guidelines for putting building renovation strategies into action</a>	soft measures to create energy savings	Energy Professionals
<a href="#">Advocating for Sustainable Energy in Central and Eastern Europe</a>	soft measures to create energy savings	Energy Professionals
Renoverty modules for train the trainers: <a href="#">Community support</a> , <a href="#">Energy saving after renovation</a> <a href="#">Tips during renovation</a> <a href="#">Financial mechanisms</a> <a href="#">Renovation project good practices</a> <a href="#">Renovation types</a> <a href="#">Demystifying myths</a> <a href="#">How to motivate</a> <a href="#">Energy use</a>	<a href="#">social skills to approach energy poor households</a>  Funding, and more	All of them
Video: <a href="#">Vulnerable groups: Why does energy poverty affect</a>	<a href="#">social skills to approach energy poor households</a>	All of them

<a href="#">particularly people with disabilities?</a>		
<a href="#">Expert view: What skills are necessary for combatting energy poverty</a>	social skills to approach energy poor households	Municipalities
EPAH Compact Course, <a href="#">EU Energy Poverty Advisory Hub (EPAH) - Course platform</a>	social skills to approach energy poor households	Municipalities
<a href="#">social skills to approach energy poor households</a>	social skills to approach energy poor households	Energy Professionals
<a href="#">EPAH Handbook to plan actions against energy poverty</a>	other: all	Municipalities
<a href="#">EUREM EnergyManager training curriculum</a>	other:	Energy Professionals
Energy Poverty Indicators of the Covenant of Mayors EU: <a href="#">Reporting   Covenant of Mayors - Europe</a>	other:	Municipalities
Collection on resources on Energy Poverty, including municipal best practices: <a href="#">Energy Poverty   Covenant of Mayors - Europe</a>	other:	Municipalities
<a href="#">Renovation Grants and Loans Resources</a>	funding of energy renovations	All of them
Sensitising Video on the consequences of energy poverty: <a href="#">Br�st M�tropole event "Maison des sens" about energy poverty (Nov. 2022)</a>	engagement with local stakeholders	All of them
<a href="#">EPAH Handbook to diagnose energy poverty</a>	engagement with local stakeholders	Municipalities
<a href="#">7 practical steps to energy poverty diagnosis – Energy Poverty Advisory Hub learning</a>	engagement with local stakeholders	Municipalities

<a href="#">guide</a>		
Translated in all EU languages		
<a href="#">Energy Solidarity Toolkit - Practical ways for energy communities to tackle energy poverty</a>	engagement with local stakeholders	All of them
<a href="#">Toolbox for the counselling of condominium owners / communities (in German)</a>	engagement with local stakeholders	Large Property owners
<a href="#">Communication material, tools and strategies for property managers (in German)</a>	engagement with local stakeholders	Energy Specialists
<a href="#">Zero Energy Renovation How to Get Users Involved</a>	engagement with local stakeholders	Energy Advisors
<a href="#">Companion Guide to SECAP Development in the CEE Region</a>	engagement with local stakeholders	Municipalities
<a href="#">CEESEU training materials vol 1</a>	engagement with local stakeholders	Municipalities
<a href="#">CEESEU training materials vol 2</a>	engagement with local stakeholders	Municipalities
<a href="#">PANEL 2050 Regional Trainings in Estonia - Summary</a>	engagement with local stakeholders	Energy Professionals
<a href="#">A guide to developing strategies for building energy renovation</a>	energy renovation measures	Municipalities
<a href="#">Guidebook for local authorities in Central Eastern Europe to develop Building Renovation Passports</a>	energy renovation measures	Municipalities
<a href="#">German resources to renovation support</a>	energy renovation measures	Municipalities
<a href="#">Recommendations for action for greater energy-efficient refurbishment of condominium</a>	energy renovation measures	Energy Professionals



<a href="#">owners' associations</a>		
(in German)		
<a href="#">Innovative training on energy-efficient building renovations</a>	energy renovation measures	Energy Professionals

## Annex 1: Online Links of the Main Training

The **training presentation** is available to use online [here](#).

The **training handout** to participants is available online [here](#).

[Questionnaire for participants](#)

[Onboarding e-mail](#)

[Pre-training exercise](#)

## Annex2: Training Needs Questionnaire

We would like to assist you in your work of facilitating building renovation and tackling energy poverty.

The survey consists of 3 sections and takes approx. 20-30 min. to complete:

- evaluation of your capacity and existing obstacles,
- evaluation of existing knowledge, and
- preference of training topics and formats.

This survey will help to identify the training needs and preferred training format, to best reflect and match your needs. Please do not hesitate to include your additional proposals in the fields marked with "other".

Thank you for filling it in!

\* Indicates required question

### 1.How would you identify yourself?

I am a/an...

\*Tick all that apply.

- Municipal representative
- Energy advisor
- Building manager
- Property owner
- Tenant
- Energy expert
- Service provider (contruction and buildings)
- Other:

## 2. Organisation

\*Mark only one oval.

**3. \* Did you choose "Other"? Please write your organisation and the type of the organisation:**

**4. Your name:**

\*

**5. How would you estimate your capacity\* to implement building renovation projects?**

\* capacity here means: knowledge and skill tied to implement related tasks

Mark only one oval.

Very low

- 1
- 2
- 3
- 4
- 5

Very high

**6. How would you estimate your capacity\* to support the vulnerable groups in the building renovation process?**

\* capacity here means: knowledge and skill tied to implement related tasks.

Mark only one oval.

Very low

- 1
- 2
- 3
- 4
- 5

Very high

**7. Do you face obstacles in facilitating buildings renovation in your municipality/country?**

Mark only one oval.

No, not at all

- 1
- 2
- 3
- 4
- 5

Yes, plenty

**8. What obstacles do you face in facilitating buildings renovation?**

Tick all that apply.

- Lack of financing options
- Low stakeholder engagement
- Low awareness of key target groups
- Legal barriers
- Lack of trust
- Complicated process organisation
- Other:

**9. What obstacles do you face engaging vulnerable population groups into the building renovation?**

Tick all that apply.

- Lack suitable financing options
- Process organisation
- Getting people interested
- Lack of trust
- No (money for) communication and awareness-raising materials
- Other:

**10. Please consider your current knowledge on the following topics and give your estimate.**

How familiar are you with different types of building renovation?

Mark only one oval.

Not familiar at all

- 1
- 2
- 3
- 4
- 5

Very familiar

**11. How familiar are you with different aspects of energy efficiency in buildings?**

Mark only one oval.

Not familiar at all

- 1
- 2
- 3
- 4
- 5

Very familiar

**12. How would you rate your knowledge of the support options available for building renovation?**

Mark only one oval.

Not familiar at all

- 1
- 2
- 3
- 4
- 5

Very familiar

**13. How would you rate your knowledge of the available financial instruments for financing building renovation?**

Mark only one oval.

Not familiar at all

- 1
- 2
- 3
- 4
- 5

Very familiar



**14. How do you rate your proficiency or experience in the following areas:**

Mark only one oval per row.

	Limited	Adequate	Advanced
Identifying needs: Recognizing the specific needs and priorities of vulnerable households in building renovation projects.			
Resource navigation: Familiarity with available support services, subsidies, and resources for vulnerable households.			
Creative problem-solving: Developing innovative solutions to address challenges faced by vulnerable households during renovations.			

**15. Please estimate your level of experience in the following areas:**

Mark only one oval per row.

	Limited	Moderate	Extensive
Organizing community workshops or events to engage vulnerable households in building renovation projects.			
Facilitating dialogue and partnerships between stakeholders to promote inclusiveness			
Collaborating with local organizations, community leaders, or government agencies to support vulnerable households.			

**16. How would you rate your capacity of involving different parties into building renovation?**

Mark only one oval.

Very low

- 1
- 2
- 3
- 4
- 5

Very high

**17. How would you rate your knowledge of decision-making process for building renovation?**

Mark only one oval.

Very low

- 1
- 2
- 3
- 4
- 5

Very high

**18. How aware are you about the recent policy developments related to building renovation in your country?**

Mark only one oval.

Very aware

- 1
- 2
- 3
- 4
- 5

Not aware at all

**19. How aware are you about the recent policy developments related to building renovation in the EU?**

Mark only one oval.

Very aware

- 1
- 2
- 3
- 4
- 5

Not aware at all

**20. How aware are you about the possibilities of additional funding for the projects related to building renovation and energy poverty?**

Mark only one oval.

Very aware

- 1
- 2
- 3
- 4
- 5

Not aware at all

**21. Please indicate your level of comfort with the following communication skills: \***

Mark only one oval per row.

	I am new to this	I know some techniques	I am proficient in this.
Active listening: Demonstrating empathy and understanding during conversations with vulnerable households.			
Clarity in communication: Conveying technical information in an understandable manner to diverse audiences.			
Non-verbal communication: Awareness of body			

language and gestures in interpersonal interactions.			
Conflict resolution: Handling disagreements or conflicts with sensitivity and professionalism.			

## 22. How would you rate your level of agreement to:

- Tick all that apply.

	100% agree	I agree to a certain extent	Not so much
I am experienced in building positive relationships with vulnerable households based on mutual respect and understanding.			
I am used to demonstrating empathy towards the challenges faced by vulnerable households			
For me it is number one priority to respect cultural differences and adapting			

communication styles accordingly.			
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**23. Please, rate your level of understanding or experience in the following area: \***

	Limited	Moderate	Proficient
How familiar are you with the socio-economic challenges faced by vulnerable households?			
How would you rate your knowledge of the specific needs and concerns of vulnerable households in building renovation projects			
How deep is your understanding of cultural diversity and sensitivity when interacting with vulnerable households?			

**24. What are the main topics you think you need to improve your knowledge, skills and abilities to improve your work on building renovation?**

Tick all that apply.

- Communication with and engagement of the vulnerable population groups
- One-Stop-Shops for building renovation
- Financing options for building renovation
- Key policy developments for the building renovation
- EU support mechanisms
- Legal and technical requirements
- Conflict resolution
- Other:

**25. What are the main topics you think you need to improve your knowledge, skills and abilities to improve your work on energy poverty?**

Tick all that apply.

- Communication and engagement of the vulnerable population groups
- One-Stop-Shops for energy poverty
- Financing options for reducing energy poverty
- Diagnosing energy poverty
- Local and national support mechanisms
- Stakeholder engagement to reduce energy poverty
- Conflict resolution
- Other:

**26. What is your preferred way of learning?**

\*

Tick all that apply.

- I like to learn with peers
- I like to listen to experts and go through dedicated materials
- I like to use my skills and work on real projects
- I like to learn in my own pace
- I learn best with graphics and videos
- I need to do several repetitions to fully grasp what I am doing
- I prefer to discuss what I learned before I implement anything
- I like to experiment: I need to try what I learned before I am convinced that it works
- Give me scientific evidences, otherwise how do I know if it is true what I hear?
- I prefer a structured, given format, I have no time to follow through self-administered processes.
- Other:

**27. Are you interested in receiving knowledge from your colleagues, peer-to-peer learning?**

\* Mark only one oval.



Absolutely no

- 1
- 2
- 3
- 4
- 5

Very interested

28. What training materials would be the most useful for you?

\*Tick all that apply.

- Presentations
- Guides / Roadmaps
- Leaflets
- Videos / recordings
- Online course
- Simulation games
- Hands-on experiences
- Project-based tasks
- Site visits
- Problem-based assignments
- Debates
- Visual aids
- Other:

## Annex 2: Training rules, Liability and Confidentiality letter to participants



### Training Rules

The **main objective** of CEESEN-BENDER is to empower and support vulnerable homeowners and renters living in multiapartment buildings through the renovation process. The needs assessment among the energy professionals in the project countries identified the interest and need for improved soft and social skills for working with vulnerable social communities. The training is accompanied by handouts and other training materials that support the delivered content.

### Training Goals

1. Increase understanding of the social aspects of the building renovation process
2. Look into the ethical aspects of working with vulnerable populations, understanding emotions and experiences related to energy poverty
3. Show the importance of cultural background for energy behaviors
4. Understand the sources and causes of biases and skepticism regarding the building renovation process
5. Increase the soft skills of the professionals and experts for working with vulnerable social groups by learning principles of active listening and nonviolent communication

### Who delivers the Training?

The training was designed and delivered by xx/yyy

Background information on the trainers:

## Rules during the Training

1. **Be punctual and prepared:** Arrive on time for all sessions.
2. **Respect the trainer and fellow participants:** Show respect for the trainer, guest speakers, and other participants by listening attentively, refraining from disruptive behavior, and maintaining a positive attitude throughout the training or workshop.
3. **Respect the Diversity:** Treat all participants with respect and consideration, regardless of their background, experience, or perspectives.
4. **Agree to disagree:** accept feedback from peer attendees on your opinions and respect the variety of realities of attendees.
5. **Follow instructions and guidelines:** Listen to the instructions provided by the trainer, and follow any guidelines or rules established for the training or workshop. This is necessary for the workshop to go smoothly.
6. **Use the materials and equipment made available for the Training with care and diligence**
7. **Refrain from making video and/or audio recordings and from taking pictures on training premises without consent.**
8. **Ask clarification when needed:** If you have questions or need clarification on any topic covered during the training, don't hesitate to ask.
9. **Stay engaged** throughout the training.
10. **Take knowledge and skills with you.**

## Liability and Confidentiality

1. The Attendees and Training Provider shall keep confidential and shall not disclose without the prior consent in writing of the Training Provider and Trainees, any personal information acquired during the Training or as a result of discussions or other communications with Training Provider or fellow Attendees.
2. The training materials related to this training can be used, further developed, and translated for the CEESEN-Bender project purposes. The content, such as images, videos, or text, included in the training material can not be used without permission of the authors beyond CEESEN-Bender purposes.
3. The Attendees agree to be filmed or photographed by the Trainers for reporting purposes. The Trainers are obliged to ask for written informed consent of the Attendees in case any video or photograph taken during the training is to be published.
4. The Trainers reserve the right to refuse to provide training to any Attendee and to request that the Attendee be removed from the training facilities at any time if in the opinion of Trainers, the Attendee is (i) unfit or unsuitable for any reason to attend or complete the Training, or (ii) the behavior of the Attendee is in any way dangerous, offensive or would otherwise impede the proper course of the Training

## Annex 3. Handout for Trainees

The Handout was created to support further deeper learning in specific modules of the training. [The Handout can be viewed here.](#)



Co-funded by  
the European Union

*The CEESEN-BENDER project has received funding from the European Union's Programme for the Environment and Climate Action (LIFE 2021-2027) under grant agreement no LIFE 101120994. The information and views set out in this material are those of the author(s) and do not necessarily reflect the official opinion of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.* ■ ■ ■