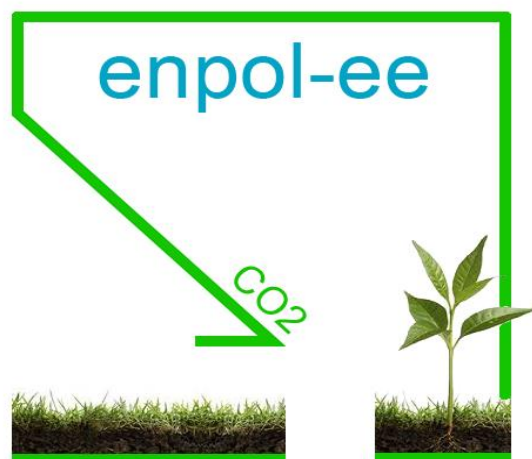


Communication plan

**Energy efficiency in the cross border area as an indicative factor
for environmental policy**

"enpol-ee"



March 2019



This document is written by Mr. Nikos Tsimas under the 4839/28-02-2019 signed contract between Nikos Tsimas and the Municipality of Pella, the Lead Beneficiary of the "enpol-ee" project.

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I. General communication strategy

The European Union during the Programming Period 2014-2020 has introduced a new strategic approach in order to ensure a better co-ordination of programmes and activities for the Member States and for neighboring candidate and potential candidate countries. The project entitled "Energy efficiency in the cross border area as an indicative factor for environmental policy" is an approved project of the 1st call of the INTERREG IPA Cross Border Cooperation Programme CCI 2014 TC 16 I5CB 009. It has been submitted by a consortium of four beneficiaries; Municipality of Pella is the Lead Beneficiary and the Municipality of Negotino, the Culture and Development Public Benefit Corporation of the Municipality of Pella and the Secondary Municipal School "St.Kiril and Metodij" -Negotino act as project beneficiaries of the project.

The main objective of the project is the implementation of actions that promote the significance of energy efficiency in the both public and private space as an indicative factor of environmental policy for local authorities of the cross border area. The promotion will take place promoting the significance of locality in the protection of environment and its contribution of the local/national/European policies. The involvement of the notion of "locality" in the energy consumption field will reform the character of the energy problem from the global scale to the scale of our neighborhood; "our public square, our school, our shop, our home" will be the center of attention of the whole project by promoting energy efficiency as a whole, in public and private spaces.

Other important specific objectives are to upgrade public spaces (buildings and open spaces) in terms of energy efficiency, to reduce the pollution from the energy overconsumption and to involve actively the citizens in the protection of the environment by getting them familiar with the practices of the energy efficiency.

Under this perspective, the communication and dissemination actions aim at a wide audience. Following the instructions of the Information and publicity guide for final beneficiaries (vers.2.0), all these actions are being presented in the communication plan which includes the general communication strategy, the detailed analysis of the objectives and the communication activities, the

communication tools chosen, the indicators of achievement, the human and financial resources provided and the timetable of the communication actions.

The general communication strategy aims to increase the visibility and impact of the project at local/national/European level. As part of the promotional actions of the project, the communication plan puts priority on the public awareness of project's objectives and results. The content of the communication plan is determined by three axes:

- Informing the general public about the project and the interventions it includes.
- Informing the specific target groups about the specific benefits they can derive from the project.
- Increasing the validity and transparency of the activities of the European Union through the example of the project.

The general communication strategy of the project "enpol-ee" is not based only on the actions of the working package "Communication and Dissemination" but it also uses the platform offered by the actions of other working packages in order to implement its purposes.

II.Objectives

1. Overall communication objectives

The overall communication objective is to increase the visibility and impact of the project by promoting the benefits of the energy efficiency and the impact of "acting locally" for this purpose.

Particularly, the communication effort of "enpol-ee" project aims to accomplish the following goals:

- Publish and disseminate the results of the project;
- Attract the major stakeholders to events and activities organized by the partnership scheme;
- Pass the floor to other stakeholders in order to use the results of the project and step further on its path.

2. Target groups

In order to communicate effectively, target audiences are identified in the following paragraphs.

Within the countries of the Programme where the action is implemented (Greece and North Macedonia) the target groups are given below:

- General public;
- Local, regional and national mass-media, which contribute to the promotion of the project;
- Territorial authorities not involved directly in the project;
- Responsible bodies for energy and environmental policies;
- Business organizations activated in energy and environmental industry.

Within the European Union potential target groups could be:

- General public
- Institutions related to the energy agenda and the environment
- European Commission and Members of the European Parliament

In conjunction with the approved application form of the "enpol-ee" project, it is useful to identify certain target groups according to the defined Work Packages. The table below presents specific target groups per Work Package.

Work Package	Title	Target groups in the countries involved	Target Groups in EU
WP3	Energy Efficiency Interventions in public buildings and open spaces	<ul style="list-style-type: none"> • Territorial authorities • National bodies for energy and environment • Education institutions (universities, technical schools etc) • General public 	<ul style="list-style-type: none"> • DG ENER (Directorate Generale on Energy, European Commission) • Committee on Industry, Research & Energy (European Parliament) • EuroACE, the European Alliance of Companies for Energy Efficiency in Buildings
WP4	Reinforcement of Energy Efficiency	<ul style="list-style-type: none"> • General public • Mass media • Underage population 	

	policies in private spaces	(pupils) • Territorial authorities	• Agency for the Cooperation of Energy Regulators (ACER)
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Table 1 Target groups per Work Package

According to the table, the most important “enpol-ee” target groups are analyzed below:

General Public

The “enpol-ee” project addresses to general public of both countries, Greece and North Macedonia, as its aim is to promote the significance of the application of the EU policies in the field of energy efficiency. In these terms, the general public must get informed (a) that the European Union has a policy for the reduction of the energy consumption, (b) that this policies will benefit the natural and built environment and will prevent climate change, (c) that the European Union funds projects in order to implement these policies and finally (d) that “enpol-ee” is one of these numerous projects but it has a significant differentiation: it is a cross border project and tries to face the common challenge through collaboration. This final information is the most crucial one and is of major importance.

The populations that are closely related with the “enpol-ee” project are the citizens of the two municipalities involved. However, the general public that will be targeted will be spread in the territory of the two countries. Indicatively, some statistics are reported. According to 2011 census, the population of Greece is 10.815.197 residents, consisting of 5.303.690 men and 5.484.000 women. Respectively, the South Macedonia counts 2.066.718 residents, consisting of 1.037.492 men and 1.029.226 women based on 2012 report of the CIA World Factbook.

The population of the municipalities is a small percentage of the total population of the countries. Pella is extended in 668 km² and its population is **63.122** people, being the most crowded municipality of the prefecture of Pella and thus, the first in consumption of energy. It has a significant concentration of local enterprises and crafts nearby the city of Yannitsa and it appear to be in danger of pollution in comparison to the neighbouring municipalities. It also has a

significant amount of public buildings that demand energy efficiency upgrade as they consume a significant amount of energy each year. This is also intensified with the climate conditions of the wider area; Pella is in the 3rd climate zone of the country, having the biggest need for energy during winter due to low temperatures. On the other hand, Negotino is extended in 413 km² and its population is **19.212** people. Numerous buildings are under the administration of the municipality and most of these need energy efficiency upgrade.

The total population of totally 82.335 citizens of the two municipalities is the main target of the general public but there will be no geographical restriction in the data dissemination. Additionally, the digital means that will be used will be available to the general public of the two countries with no restriction, as well.

National bodies for energy and environment

In both countries, there are institutions in national level that are responsible for research and application of policies for energy. Additionally, the dissemination of the project is proposed to spread to institutions related with the protection of the environment. Being a project that is related with the energy efficiency policies, it is important to communicate with this kind of institutions in order to multiply the effect of the results and be connected with other similar project implemented by them. This kind of communication will also help the safe implementation of some deliverables such as the round table for environmental policy. In the context of the communication plan, lists of the most important institutions of each country are presented in the Appendix, providing also the necessary contact information.

In Greece, the most important institution with this character is the Centre for Renewable Energy Sources and Saving (CRES). It is the Greek organisation for Renewable Energy Sources (RES), Rational Use of Energy (RUE) and Energy Saving (ES). CRES has been appointed as the national co-ordination centre in its area of activity. It is a public entity, supervised by the Ministry of Environment and Energy and has financial and administrative independence.

In North Macedonia, the most convenient institution is the Energy Agency of the Republic of North Macedonia which belongs to the Ministry of Economy. Its scope is to support the implementation of the energy policy of the Government, through the preparation of the energy strategies, development plans and programs, with

particular emphasis on energy efficiency (EE) and usage of renewable energy sources (RES).

Education institutions (universities, technical schools etc)

The educational institutions that are related to the scope of the project are presented in the Appendix in order to provide feedback during implementation of Work Packages 3 and 4. The communication with these institutions will enrich the participation to the round table for environmental policy and will also open the way to a younger audience in order to get familiar with cross border projects.

Mass Media

Greece has more than 450 mass media including newspapers, periodicals, radio stations and TV channels. A list of Greek of national and local media in the Region of Central Macedonia are presented In the Appendix. It is based on available information of the Secretariat General of Information & Communication-Secretariat General of Mass Media.

In North Macedonia, the oldest newspaper is the Nova "*Makedonija*". Other well known newspapers and magazines are Utrinski Vesnik, Dnevnik, Vest, Fokus, Večer, Tea Moderna, "*Makedonsko*" Sonce, and Koha. Concerning TV channels, there are the following: "*Macedonian*" Radio-Television TEKOV TV, Sitel, Kanal 5, Telma, Alfa TV, Alsat-M and etc. In the area of Vardar, where Municipality of Negotino belongs to, the most important media area are following.

Radio Stations: Radio Plus (Negotino), Radio Galaksi (Kavadarci), Radio "Kavadarci" (Kavadarci).

TV stations: KTV (TV, Kavadarci), K1 (TV, Veles).

Tables including indicative media of the country are presented in the Appendix.

Territorial authorities

Concerning territorial authorities, the governmental structure of both countries is given in the following paragraphs. The term of governmental structure includes countries' administrative regions, municipalities, ministries and bodies related to the "enpol-ee" project.

North Macedonia is a parliamentary democracy with an executive government and an independent judicial branch with a constitutional court. Local government functions are divided into 8 statistical regions, among them Pelagonia (<http://www.dsdpelagonija.mk/#>), and 84 municipalities. The region of Bardar is divided into the municipalities of:

- Čaška
- Demir Kapija
- Gradsko
- Kavadarci
- Lozovo
- **Negotino**
- Rosoman
- Sveti Nikole
- Veles

Furthermore, related ministries and separate bodies of the government are included in the target groups of the "enpol-ee" project. Indicatively, Ministry of Economy - Unit for Energy Efficiency and Renewable Energy, the Ministry of Environment and Physical Planning, the Ministry of Agriculture, Forestry and Water Economy and the Agency of Information are mentioned. More analytically, a list with the Ministries of the Government of North Macedonia is presented in the Appendix.

Greece after the administrative reform of 2011 is divided into 13 administrative regions. One of them is the region of Central Macedonia in which the municipality of Pella belongs to. Municipality of Pella is located in the wider regional unit of Pella, which borders with Kilikis, Thessaloniki and Imathia. Besides the Municipality of Pella, the prefectural unit of Pella includes also the municipalities of Almopia, Edessa and Skydra. Pella has thirty nine villages and its capital is the city of Yannitsa.

The Appendix includes distinct lists for the Greek administrative Regions, the Municipalities of Central Macedonia, the Regional associations of Municipalities, and the Greek ministries.

3. Specific objectives for each target group, related to the action's objectives and the phases of the project's timetable.

Concerning general public not only within related countries but also within EU, the communication plan is to inform the audience for the outputs of the project. Additionally, it is important to ensure that the beneficiary population is aware of the roles of the partners and of the EU. On the other hand, mass-media need to be familiar with the details of the project so as to raise awareness of how the EU and the partners work together to promote energy efficiency and implement EU policies related to it in the cross border area. So the specific objectives for the general public and the mass media are:

- to emphasize on the role of EU and the partners in the energy efficiency policy*
- to state clear the important role of "acting locally" to the protection of environment and the reduction of energy consumption.*

The importance of the project has to be made clear to the local and regional authorities in both Greece and North Macedonia in order to ensure their support. These authorities need to be properly informed in time as they will be invited to participate in the round table organized by PB4. Additionally, the strategy of "enpol-ee" might become an example for other local authorities of the cross border area and it might benefit other municipalities as well. So the specific objective for the territorial authorities is:

- to be properly informed of the project's strategy that includes interventions in both public space/building and the private sector.*

Regarding the national bodies for energy and environment and the educational institutions, the most important part of the communication strategy is to highlight the relevance of the project with the EU policy for the protection of the environment and the reduction of the energy consumption. This close relationship between theory and practice is of major importance. That's why the specific objective for these target groups is:

- to spread the direct relation between EU policies and the local authorities that is enhanced by the project.*

Last but not least, the target groups in the European Union (with emphasis on the European Commission and Members of the European Parliament) consist one of the target groups, as long as European Union is co-funding the Project and promoting cross border cooperation. The main objective of these target groups is: *-to promote the cross border character of the project and its participatory character in a common challenge such as the climate change.*

Concerning target groups' approach in terms of time, communication strategy must be active throughout the duration of the project. Both continuous flow of information and feedback are necessary within "enpol-ee" communication strategy. Since distinct target groups have already been defined per Work Package, it is useful to quote the work packages' timetable according to the application form in force.

Work Package	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22
WP3 Energy Efficiency Interventions in public buildings and open spaces																						
WP4 Reinforcement of Energy Efficiency policies in private spaces																						

Table 2: Timetable of WP3 and WP4

In accordance with the timeline of Work Packages, emphasis should be put on communication strategy followed for each target group.

Especially for the EU authorities, the communication approach is proposed to be at the final stage of the project (last six months) in order to have already concrete results.

III. Communication activities

Having set the communication background, the main activities that will take place during the project's lifetime are analyzed below. In order to approach the target groups, mentioned in the previous section, the following means have been identified as the most suitable:

- **Communication plan** (Code: Action 2.1)

The communication plan is an essential communication activity of the "enpol-ee" project.

- **Informative material** (Code: Action 2.2)

Certain dissemination activities emerge crucial for the whole strategy, as they strengthen the scope and objectives of the project. Dissemination activities of "enpol-ee" project were minimized during the negotiation process and they now include solely a brochure (three updates during the project's lifetime) and three roller-up banners. This fact acts as a disadvantage of the project as various means of communication such as newsletters, informative cds, publications in local newspapers, shows in local TV stations, have been excluded.

In order to face this disadvantage, the beneficiaries are proposed to promote the project with actions with no cost, such as:

- e-newsletters that can be sent to specific receivers via e-mail
- massive promotion of the events (besides the final one) in media in order to have coverage by them (TV / radio / newspapers) through press releases
- promotion of the project in municipal editions (i.e. annual edition of actions of PB4, municipal gazette of PB2 etc)
- promotion in existing beneficiaries' accounts in social media with targeted posts.

- **Project portal** (Code: Action 2.3)

A portal will be developed for the constant awareness of the public and the overall promotion of the projects objectives providing continuous information on all stages of the implemented activities and specific achievements. The portal needs to meet the publicity requirements of the programme and as an invaluable tool for the "enpol-ee" project is proposed to contain certain sections of interest such

as Events, News, Links (Partner's web site, Programme's web site, EU), Downloads etc. Furthermore, it is important for the portal to be kept up to date with relevant updates.

- **Close out open conferences** (Code: Action 2.4)

Additionally, there will be public final events to communicate the results and the impact of the "enpol-ee" project, in which each partner will present the developed activities and their achievements. Particularly, the organization of conferences in each one of the two countries, that are open to the public, will contribute vitally to the dissemination of the project's objectives and promote project's results to the local communities emphasizing the reduction of energy consumption which is the core element of the proposed idea.

Concerning the responsibilities derived from delivering the above communication activities, the table below presents the partner responsible per communication activity, as described in this section.

Action 2.1	Communication plan	LB
Action 2.2	Informative material	LB, PB2, PB4
Action 2.3	Portal	PB3
Action 2.4	Final events	LB, PB2

Table 3: Responsibilities per Action and per Partner

IV.Communication tools chosen

The communication tools chosen for the actions mentioned in the previous section could be classified in the following categories. The classification is based on which activity each tool refers to.

- Action 2.1: Communication plan

The communication plan sets the whole strategy for the dissemination of the project's results in a wide and in also specific audience. The main tool that is used in this action is the mapping of the dissemination actions.

- Action 2.2: Informative material

The core tool of the current activity is the informative material promoting the project. Particularly, informative material includes a communication package, 1.800 brochures and 5 banners for all four beneficiaries. The above material has to be characterized by clarity, brevity, simplicity and accuracy so as to secure that the reader is given a clear concept of the project and all the information needed.

Additionally, the following actions are proposed as no-cost tools:

- Press releases: Information to media is proposed to be given through min. 2 press releases per beneficiary (totally 8 press releases) during the project's lifetime. Press releases aim to give a view of each activity that takes place within the project. Concerning press releases, attention is focused on headline, length, wording and contact info.
- E-newsletters will be employed as well: The newsletters are going to inform readers about initiatives, events and beneficiary's partner's news in the frame of the project implementation. Three e-newsletters are proposed during the project's lifetime with the responsibility of the LB.
- Social media may offer great advantages too: The partnership should take advantage of modern opportunities through social media to promote the project and disseminate objectives, activities and project results. The existing accounts of the beneficiaries will be used for this purpose.
- Publication in editions of the beneficiaries: the PB2 publishes a municipal gazette and it can be used as a means of promotion of the project. Additionally, the PB3 publishes an annual report with its actions and the project activities can be highlighted in it.
- A presentation of all project's achievement in all events organized by the Beneficiaries in the framework of the project (including the info days, the round table for environmental policy etc).

- Action 2.3: Project portal

A portal is an invaluable tool for the project. It is an easy accessible source for people outside the project to get any information about it. As it is obvious, the portal has to be carefully designed and offer clear and right information about the

structure, the objectives, the activities and the results of the project. Among the other parts, the portal has to include at least: (1) a download a section with partner documents, publicity material etc (2) useful links and (3) events related to the project. The portal will be only in English (it was proposed as a three-lingual portal but there was a reduction of its budget in the negotiation process with the JS) and it might be a disadvantage for the approach of the local audience. That's why the portals of the two municipalities are proposed to include some basic material in the official languages of the two participating countries.

- Action 2.4: Close out open conferences

The close out conference aims to distribute information about the project's results to the public. The conferences will take place at the end of the project lifetime and they will express both the actions undertaken and the results, highlighting partners' cooperation. The key of success is the publicity given to the events that should be also well-organized.

The table below summarizes the communication tools chosen for the "enpol-ee" project.

Code	Activities	Tools
Action 2.1	Communication plan	Planning of a strategy and creating a contact list
Action 2.2	Informative material	Brochures, banners (press releases, e-newsletters, posts in existing social media accounts, publications in standard editions of the beneficiaries)
Action 2.3	Project portal	Posts in a standard basis
Action 2.4	Final events	Presentations to the public

Table 4: Communication tools

V. Indicators of achievements

After defining both the communication actions and tools, it is necessary to concentrate on the completion of the communication objectives, which includes certain indicators of achievement for the different tools proposed. The result indicator per tool is given in the following table.

Action	Tool	Result Indicator
2.1 Communication plan	Planning	Number of planning Number of contacts in the contact list
2.2 Informative material	Brochures banners (press releases, e-newsletters, posts in existing social media accounts, publications in standard editions of the beneficiaries)	Number of brochures Number of banners
2.3 Project portal	Posts in a standard basis	Number of visits
2.4 Final events	Presentations to the public	Number of participants

Table 5: Result indicator per tool

To obtain value to the indicators, it is necessary to compare them with the expected results of communication. The table below gives the result indicators that mentioned above in correspondence with expected outputs in order to get feedback on each communication activity proposed.

Result Indicator	Expected Outputs
Number of planning Number of contacts in the contact list	1 200
Number of brochures Number of banners	1.800 5
Number of visits in the portal	3.000
Number of participants in the final events	300

Table 6: Indicators in correspondence with expected outputs

In accordance with the result indicator proposed, the expected outputs for both partners are based on the Justification of Budget file and the Application Form in force. The table presents the desirable outputs for all four beneficiaries. The optimistic scenario of achieving or overcoming the expected outputs adds value to

the project. With this in mind, all beneficiaries could proceed to slight but necessary adjustments on project's communication strategy.

VI.Human Resources

Concerning communication activities, the "enpol-ee" project must face the challenge that all cross border project face; it takes place in two countries. Furthermore, according to the Target Groups that have been set, potential target groups could be defined within European Union. This is the reason why the role of human resources management of communication activities is crucial for the overall objective of the project, achieving its expected results.

According to the approved application form, it is expected that the "enpol-ee" team responsible for communication activities is composed by both members of the staff and external experts. Concerning staff, it is preferable for all beneficiaries to define at least one member of the respective project's management team in order to provide guidelines as heads of the overall communication team. Concerning external experts, it is better to focus on their experience in implementing similar activities.

Human resources management of "enpol-ee" communication activities should be based on communication, cooperation and flexibility among team members, partners and JS. During implementation, it is useful for tasks and duties to be explicitly defined so as to be achieved the desired communication outcome, following a common communication direction under the adoption of the programme's communication guidelines.

For the implementation of the communication activities, it is estimated to be required approximately a total of 11 persons (4 staff members of the beneficiaries and 7 external experts) taking into account that the duration of the "enpol-ee" project's communication activities is 22 months. Some of the 25 people mentioned above will be able to work in more than one communication activities. It is important to be mentioned that for the actions 2.1 Dissemination activities and 2.4. Close-out open conferences, more people might be required. The

estimation is based on the approved budget of the Work Package 2: Information & Publicity, which is discussed in the following session.

The following table presents the human resources (persons per action) derived from both personnel and externals that are estimated to be employed in communication activities of the "enpol-ee" project, as described above. The same person can participate in more than one deliverable.

Code	Deliverable	Staff				External expert				TOTAL
		LB	PB2	PB3	PB4	LB	PB2	PB3	PB4	
2.1	Communication plan	1	1			1				
2.2	Informative material	1	1	1	1	2	1		1	
2.3	Project portal	1						1		
2.4	Final events	1	1			2	2			
TOTAL		1	1	1	1	3	2	1	1	11

Table 7: Human Resources

VII. Financial resources

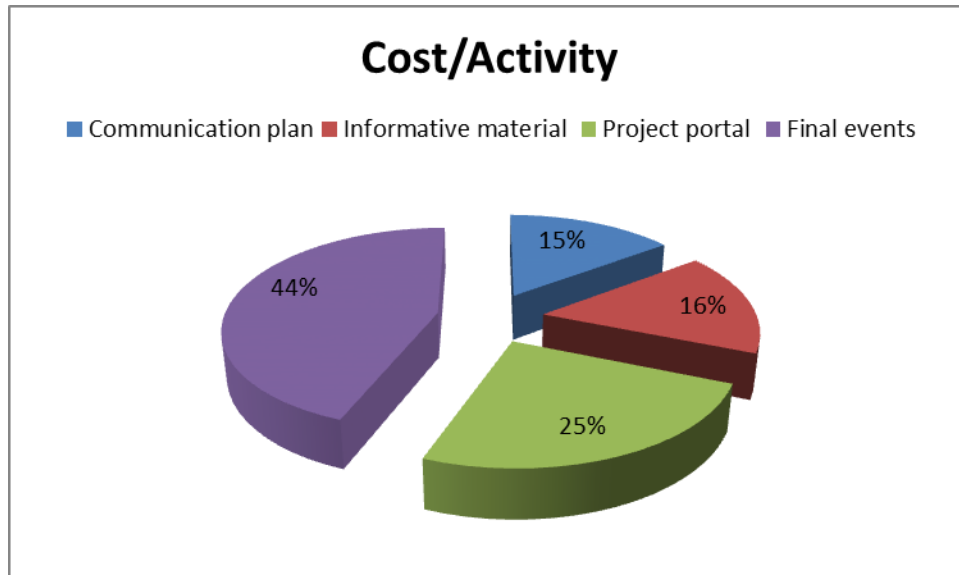
The budget required for implementing Information and Publicity activities as mentioned above is represented below. According to the revised application form, the overall financial resources dedicated to the project, including all the deliverables of the previous table are estimated at approximately 20.221,00 €. Considering that the total budget of the project is 849.900,15 euros, **the budget for the communication actions is only 2,3 % of the overall budget.**

The largest part of the total budget for Information and Publicity activities is occupied by the External Expertise and Services category, while the minority of the budget belongs to the category of Travel and accommodation. The budget for Information and Publicity Activities is allocated in 4 actions, namely Communication Plan, Informative Material, Project Portal and Final events. Among the activities mentioned, the Project Portal and the Communication Plan include only External Expertise & Services costs. The costs per activity are presented in the following table both in absolute figures and as a percentage of the overall budget for the action.

Code	Deliverable	Travel and Accommodation	External Expert	TOTAL	% of the overall budget of the project
2.1	Communication plan		3.000	3.000	0,35 %
2.2	Informative material		3.291	3.291	0,4 %
2.3	Project portal		5.000	5.000	0,6 %
2.4	Final events	1.029	7.901	8.930	1,05 %
TOTAL		1.029	19.192	20.221	2,3 %

Table 8: Financial Analysis of Information and Publicity activities

In the following figure, the cost per activity is represented as percentage of the total cost of Information and Publicity activities.



Graph 1: Cost per Activity of Information & Publicity activities

Respectively, in the following graph, the cost of each category is represented as part of the whole budget of the actions of Information and Publicity activities.



Graph 2: Cost classification for Information and Publicity activities

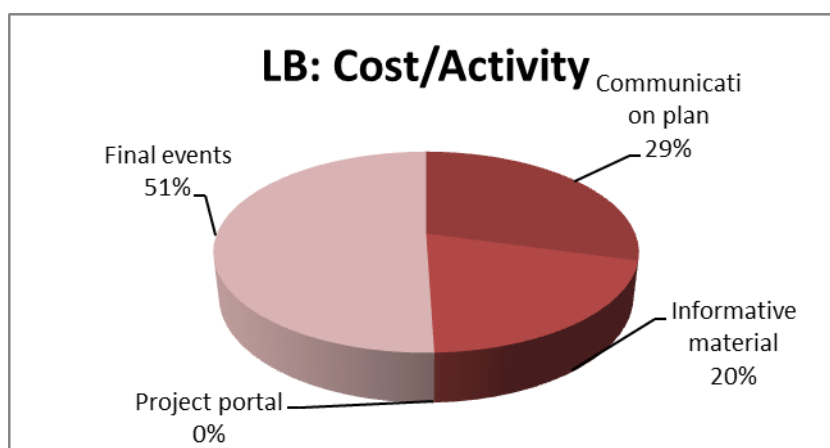
The financial analysis for the communication activities for each partner is following based on the application form of the "enpol-ee" project.

Starting with the Lead Beneficiary, Municipality of Pella dedicates totally 10.248 euros for the communication activities. The table below includes all the details regarding these communication costs. The Lead Beneficiary employs 2,53% of its budget for the Information and Publicity activities, including the communication plan, informative material and close out open conferences.

Code	Deliverable	External Expert	TOTAL	% of the overall budget of the beneficiary
2.1	Communication plan	3.000	3.000	0,74 %
2.2	Informative material	2.071	2.071	0,51 %
2.3	Project portal			
2.4	Final events	5.175	5.175	1,28 %
TOTAL		10.248	10.248	2,53 %

Table 9: Information and Publicity activities for LB

In the following graph, the activities undertaken by LB are mentioned as percentage of the budget of LB for Information and Publicity activities.



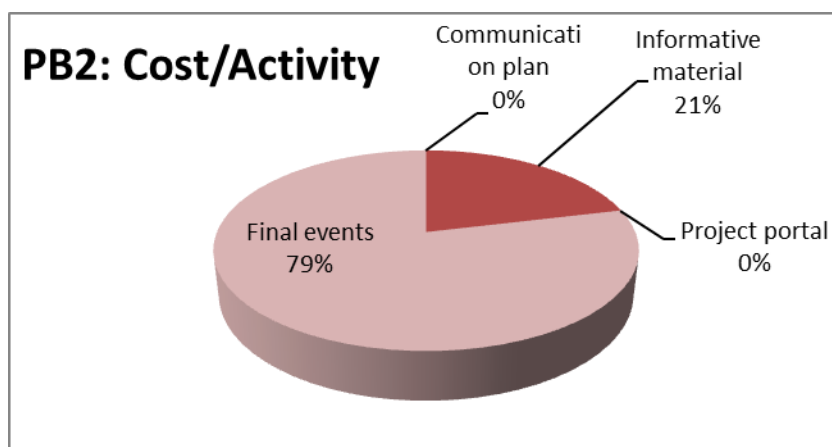
Graph 3: Cost per Activity for LP1

Regarding the Project Beneficiary 2 Municipality of Negotino, the Information and Publicity activities costs reach approximately on the amount of 3.574,50 € or 1,1% of its total budget, which is analyzed below. This amount is allocated in two activities; informative material and one final event.

Code	Deliverable	Travel & Accommodation	External Expert	TOTAL	% of the overall budget of the beneficiary
2.1	Communication plan				
2.2	Informative material		760	760	0,51 %
2.3	Project portal				
2.4	Final events	514,5	2.300	2.814,5	
TOTAL		514,50	3.060	3.564,50	2,53 %

Table 10: Information and Publicity activities for PB2

In the following graph, the cost of each activity is described as part of the total amount used for the category of Information and Publicity Activities for PB2.



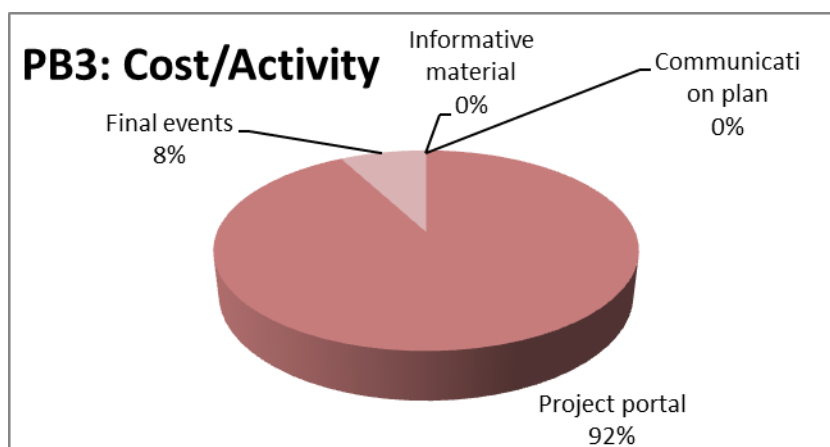
Graph 4: Cost per Activity for PB2

Regarding the Project Beneficiary 3 Culture and Development Public Benefit Corporation of the Municipality of Pella, the Information and Publicity activities costs reach approximately on the amount of 5.426 € or 12,6% of its total budget, which is analyzed below. This amount is allocated in two activities; project portal and participation in the final event in Negotino.

Code	Deliverable	External Expert	TOTAL	% of the overall budget of the beneficiary
2.1	Communication plan			
2.2	Informative material			
2.3	Project portal	5.000	5.000	11,6%
2.4	Final events	426	426	1%
TOTAL		5.426	5.426	12,6 %

Table 11: Information and Publicity activities for PB3

In the following graph, the cost of each activity is described as part of the total amount used for the category of Information and Publicity Activities for PB3.



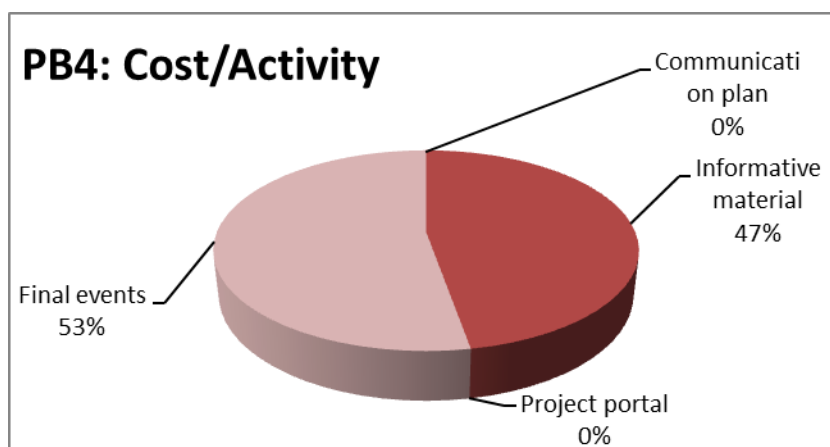
Graph 5: Cost per Activity for PB3

Regarding the Project Beneficiary 4 Secondary Municipal School,,St.Kiril and Metodij" -Negotino, the Information and Publicity activities costs reach approximately on the amount of 974,5 € or 1,1% of its total budget, which is analyzed below. This amount is allocated in two activities; informative material and participation in the final event in Pella.

Code	Deliverable	Travel & Accommodation	External Expert	TOTAL	% of the overall budget of the beneficiary
2.1	Communication plan				
2.2	Informative material		460	460	0,52%
2.3	Project portal				
2.4	Final events	514,5		514,50	0,59%
TOTAL		514,5	460	974,5	1,1 %

Table 12: Information and Publicity activities for PB4

In the following graph, the cost of each activity is described as part of the total amount used for the category of Information and Publicity Activities for PB4.



Graph 6 : Costs per Activity for PB4

VII. Timeline

Work Package	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22
Communication Plan																						
Informative Material																						
Project Portal																						
Final Events																						

Table 13: Timeline of Information and Publicity activities

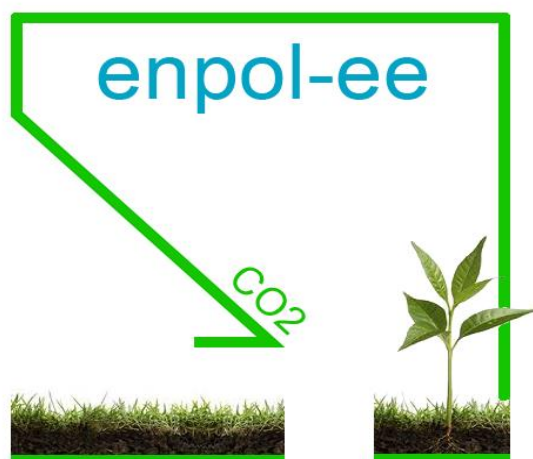
Taking into account that the duration of the project, the table above gives the total timeline of the procedures of Information and Publicity activities that are going to be implemented by all partners.

It is evident that modification of the timetable might take place because of the processes of procuring and contracting. In any case, it is an indicative time scheduling for the proper time management of the information activities.

IX. Appendix

1. The “enpol-ee” graphic identity and slogan

During this programming period (2014-2020), there are no distinct logos per project. Thus, it is important to create a strong visual identity for the project which will be available for usage in all media and especially in the deliverables of WP2 emphasizing in the digital deliverables (portal and posts in social media). The visual identity is based on an image that was chosen to be used in the 1st edition of the informative brochure.



The images presented above are indicative. They can be enriched during the development of the informative material using the main concept of a material that is used in the project under a green perspective. The main color used is green which has strong emotional correspondence with safety, stability and endurance and it is the most restful color for the human eye.

To create the appropriate project slogan, the design team is taking into account the project's audience. Given that the target groups are including general public, mass media, territorial authorities, school pupils, local business organizations, the slogan must be an appealing message that reflects the philosophy of the overall project, perceived by the parts involved in it. "enpol-ee" slogan aims to attract specific target groups being a simple and powerful message for target groups not directly involved within the project such as territorial authorities and mass media, and of course a message that the broader audience can easily understand. It is proposed to be always accompanied with the title of the project.

Energy efficiency in the cross border area as an indicative factor for environmental policy

Act locally for the environment

In our public square, our school, our business, our home

2. Contact list for target audiences

Three -3- data bases with the required data are following. There is one for each country and one for EU related contacts. Contact data has been sorted in different sheets as listed below:

A. Contact Data - Greece

1. Ministries
2. Local Self Government (Regions and Municipalities)
3. Organizations for energy and environment
4. Media
5. Business associations



6. Educational institutions

B. Contact Data – North Macedonia

1. Ministries
2. Local self-government
3. Organizations for energy and environment
4. Media
5. Business associations
6. Education

C. Contact Data – EU Organizations

A1. MINISTRIES						
No.	Name	Address	Minister	Telephone	e-mail	web
1	Ministry of Interior	Stadiou 27, Athens, 10183	Alexis Charitsis	213 136 4901-3	ypourgou@ypes.gr	www.ypes.gr
2	Ministry of Economy and Development	Nikis 5-7, Athens, 10180	Yiannis Dragasakis	210 33 32 548 / -626 / -578 / -637	minister.sec@mnec.gr	www.mindev.gov.gr
3	Ministry of Digital Policy, Telecommunications and Information	Fragoudi 11 & Alexandrou Pantou	Nikos Pappas	210 90 98 600-2	minister@mindigital.gr	http://mindigital.gr/
4	Ministry of National Defence	Mesogion 227-231, Holargos, 15561	Evangelos Apostolakis	210 65 98 595 / -605 / -615	minister.secretary@mod.mil.gr	www.mod.mil.gr
5	Ministry of Education, Research and Religious Affairs	Andrea Papanreou 37, Marousi, 15180	Kostas Gavroglou	210 34 43 644/-646 / -514	minister@minedu.gov.gr	www.minedu.gov.gr
6	Ministry of Labour, Social Security and Social Solidarity	Stadiou 29, Athens, 10110	Efi Axhtsioglou	210 33 68 252/-353 -355	ypourgou_erg@yeka.gr	http://www.ypakp.gr/
7	Ministry of Foreign Affairs	Queen Sofia 5, Athens, 10671	Georgios Katrougalos	210 36 81 800 / -810 / -820	grypex@mfa.gr	www.mfa.gr
8	Ministry of Citizen Protection	P. Kanelopoulou 4, Athens, 10177	Olga Yerovasili	210 69 88 116 / -152 / -154	minister@mopocp.gov.gr	http://www.mopocp.gov.gr
9	Ministry of Justice Transparency and Human Rights	Mesogeion 96, Athens, 11527	Michael Kalogirou	2107708961 / -9660	grammateia@justice.gov.gr	www.ministryofjustice.gr
9	Ministry of Finance	Nikis 5-7, Athens, 10180	Euklidis Tsakalotos	210 32 21 511, 210 33 32 602 / -607 / -612 / -616	min.secretary@minfin.gr	www.minfin.gr
10	Ministry of Health	Aristotelous 17, Athens, 10187	Spyridonas - Adonis Georgiadis	210-52 33 798/ 210 52 35 815-819 / 213 216 1242 / -44	minister@moh.gov.gr	www.moh.gov.gr
11	Ministry of Administrative Reform & E-Government	Queen Sofia 15, Athens, 10674	Mariliza Xenoyannakopoulou	213 1313 590 / -508 / -603	ypourgou@ydmed.gov.gr	www.ydmed.gov.gr
12	Ministry of Culture and Sports	Mpoupoulinas 20-22, Athens, 10682	Mursini Zormpa	213 1322 648 / -649	minoff@culture.gr	www.yppo.gr
13	Ministry of Environment and Energy	Mesogeion 119, Athens, 10192	Giorgos Stathakis	213 15 13 868 / -870/-872	secmin@ypen.gr	www.ypeka.gr
14	Ministry of Infrastructure and Transport	Anastaseos 2 and Tsigante, 15669, Papagou	Christos Spritzis	210 65 08 852 / -8020 / -8825	gram-ypourgou@yme.gov.gr	www.yme.gr
15	Ministry of Immigration Policy	Leoforos Thivon 196-198, 18233	Dimitrios Vitsas	213 212 8304, 8305, 8307	gram.ypourgou@immigration.gov.gr	www.immigration.gov.gr
16	Ministry of Shipping and Island policy	Akti Vasiliadi, Puli E1-E2, 18510, Peireus	Fotis Kouvelis	213 13 71717-8 / -1721 / -1274	minister@yna.gov.gr	www.yna.gov.gr
17	Ministry of Rural Development and Food	Aharnon 2, Athens, 10176	Stavros Arachovitis	210 21 24 280 / -392 / -388 / -298	minister-mailbox@hq.minagric.gr	www.minagric.gr
18	Ministry of Tourism	Str. Queen Amalia 12, Athens, 10682	Elena Kountoura	210 37 36 374 / -8 / -307	mintour.office@gmail.com	www.mintour.gov.gr

A2a. REGIONS						
No.	Name	Address	Head of the Region	Telephone	e-mail	web
1	Attica	Syggrou 15-17, 11744, Athens	Rena Dourou	210-6914145 / 2106917307	gperatt@patt.gov.gr	http://www.patt.gov.gr
2	Stereas Elladas	Ipsilantou 1, 35100, Lamia	Kostas Mpakoyannis	2231352610	periferiarxis@pste.gov.gr	http://www.pste.gov.gr
3	Peloponnese	Square of Ethnarhou Makariou, 22100, Tripoli	Tatoulis Petros	2713-601190 / 601173	ptatoulis@gmail.com	http://ppel.gov.gr
4	Thessaly	Koumoundourou and Papanastasiou, 41222, Larissa	Agorastos Konstantinos	2413-506552-3 / 506460	periferiarxis@thessaly.gov.gr	http://www.pthes.gov.gr
5	North Aegean	Konstantinoupol eos Square, 81100, Mytilene	Christianna Kalogirou	22510-46777 / 46888	pba@otenet.gr	http://www.pvaigaiou.gov.gr , http://www.north.aegean.gr
6	Central Macedonia	Queen Olga 198, 54110, Thessaloniki	Apostolos Tzitzikostas	2313 319501-2	perifereiarxis@pkm.gov.gr	http://www.pkm.gov.gr
7	West Macedonia	Democracy 52, 50100, Kozani	Thodoros Karipidis	24610-67590 / 53160	info@pdm.gov.gr	http://www.pdm.gov.gr
8	Epirus	Pirrou Square 1,45221, Ioannina	Kahrimanis Alexandros	26510-87000 / 26230 / 27392	periferiarxis@php.gov.gr	http://www.php.gov.gr
9	Ionian islands	Samara 13, 49100, Corfu	Thoeodoros Galiatsatos	26610-39606 / 31696, 2661362150	pin_ekt@pin.gov.gr	http://www.pin.gov.gr
10	East MacedoniaThrace	Democracy 1, 69100, Komotini	Christos Metios	25310-34123 / 34124	periferiarxis@perifamth.gr	http://www.pamth.gov.gr
11	South Aegean	Tsiropina Square, 84100, Ermoupoli	Giorgos Chatzimarkos	22810-83000 / 82378	pna@notioaigaio.gov.gr	http://www.pnai.gov.gr , www.notioaigaio.gr
12	West Greece	N.E.O. Atras Athens 28, 26441, Patras	Katsifaras Apostolos	2613-600147	grafeio.pde@pde.gov.gr	http://www.pde.gov.gr
13	Crete	Square of Freedom, 71201, Heraklion	Arnaoutakis Stavros	2813-400300 / 400304-6	gram.pkr@pkr.gov.gr	http://www.pkr.gov.gr , http://www.crete.gov.gr/
14	Regions' Union	Mesogion 15, 11526, Athens	Katsifaras Apostolos	213 2144700	info@enpe.gr	http://www.enpe.gr

A2b MUNICIPALITIES						
No.	Name	Address	Mayor	Telephone	e-mail	web
1	Municipality of Thessaloniki	Vasileos Georgiou 1, Thessaloniki, 54640	Ioannis Mpoutaris	2313317777	info@thessaloniki.gr	www.thessaloniki.gr
2	Municipality of Kalamaria	Komninon 58, Kalamaria, 55132	Theodosios Mpakoglidis	2313314000	kazantzis@kalamaria.gr	www.kalamaria.gr
3	Municipality of Neapoli-Sykes	Str. Sarafi & I. Mihail 1, 566 25 Sykies	Simeon Daniilidis	2313313200	gt.sykies@n3.syzefxis.gov.gr	http://www.sykies.gr
4	Municipality of Pavlou Mela	Karaoli & Dimitriou 1, 56430, Stavroupoli	Dimitrios Demourtzidis	2313302800		http://www.pavlosmelas.gr
5	Municipality of Ampelokipoi-Menemeni	Patriarhou Grigoriou v 12,	Lazaros Kirizoglou	2313313677	politismos@ampelokipi-menemeni.gr	http://www.ampelokipi-menemeni.gr/
6	Municipality of Kordelio-Evosmos	Kolokotroni 43 7 Tsali, Evosmos, 56224	Petros Soulas	2310705442	georgios.mpouzikas@elko.gr	http://www.kordelio-evosmos.gr/
7	Municipality of Delta	Nikolaou Plastira 13, Sindos, 57400	Euthimios Fotopoulos	2310570746	dimosdelta2011@gmail.com /gemend@hotmail.gr	www.dimosdelta.gr
8	Municipality of Chalkidona	Ethnikis Antistasis 36, 57100, Central Macedonia	Ioannis Tsouknidas	2391330101, 2391330102	gram.xalk@n3.syzefxis.gov.gr	http://www.dimos-chalkidonos.gr
9	Municipality of Oreokastro	Komninon 76, Oreokastro, 57013	Asterios Gavotsis	2310696347	info@oraiokastros.gr	http://www.oraiokastros.gr/
10	Municipality of Lagkada	N. Papageorgiou 2, 57200, Lagkada	Ioannis Karayannis	2394330200	gtouloupidis@gmail.com	www.lagadas.gr
11	Municipality of Pylaia-Hortiatis	Apostolou Samanidi 21, 55236, Panorama	Ignatios Kaititidis	2313 301000	dimarhos.panorama@pilea-hortiatis.gr	http://www.pilea-hortiatis.gr
12	Municipality of Volvi	Stavros 57014	Dimantis Lias	2397061500	dimos@dimosvolvis.gr	www.dimosvolvis.gr
13	Municipality of Thermi	Democracy 1, 57001, Thermi	Theodoros Papadopoulos	2313300700	texniko@dimosthermis.gr	http://www.thermi.gov.gr
14	Municipality of Thermaikou	Mega Alexandros 2, 57019, Perea	Ioannis Mavromatis	2392330000	info@thermaikos.gr	www.thermaikos.gr
15	Municipality of Nea Propontida	Mega Alexandros 26, 63200, Nea Moudania	Emanouil Karras	23733 50200	mayor@nea-propontida.gr	www.nea-propontida.gr
16	Municipality of Kassandra	Kassandra, 63077	Vasilis Kiritis	2374350100	otakas1@otenet.gr	http://www.kassandra.gr
17	Municipality of Polygyros	Politehniou 50, Polygyros, Chalkidiki, 63100	Asterios Zografos	2371350706	info@poligiros.gr	http://www.polygyros.gr
18	Municipality of Sithonia	Nikiti Chalkidikis, 63088	Ioannis Tzitzios	2375350100	dimarhos@dimossithonias.gr	http://www.dimossithonias.gr/
19	Municipality of Aristotelis	63075 Ierissos	Ioannis Michos	2377350000	info@dimosaristoteli.gr	http://www.stagira.gr/
20	Municipality of Visaltia	Dimitritsi, 62200	Agni Douvitsa	2322061001	dimovil@otenet.gr	http://www.dimosvisaltias.gr/



21	Municipality of Amfipoli	Konstantinou Kiorpe 22, Rodolivos, 62041	Konstantinos Melitos	23243 50100	http://www.dimos-amfipolis.gr/	info@dimos-amfipolis.gr
22	Municipality of Nea Zihni	Nea Zihni, 62042	Andreas Dairetzis	2324 3 50600	n-zixni@otenet.gr	http://www.dimos-neaszixnis.gr/
23	Municipality of Em. Pappa	Chryso, 62046	Dimitrios Notas	23213 52610	dimarxosep@0670.syzefxis.gov.gr	http://www.empapas.gr
24	Municipality of Serres	Merharis 1, 62122 Serres	Petros Aggelidis	2321083600-2	typos@serres.gr/ggserres@otenet.gr	http://www.serres.gr/
25	Municipality of Sintiki	El. Venizelou 34, 62300 Sidirokastro	Fotis Domouchtsidis	2323350200	sidirok@otenet.gr	http://www.sidiki.gr/
26	Municipality of Iraklia	Square Mpakogianni 2, 62400 Iraklia	Kleanthis Kotschiadis	2325350100	info@dimosiraklias.gr	http://www.dimosiraklias.gr/
27	Municipality of Kilkis	Georgiou Kapeta 17, 61100	Dimitrios Sismanidis	23413 52101	info@dhmoskilis.gr	http://www.e-kilkis.gr/
28	Municipality of Peonia	Mega Alexandros 7577, 61200, Polykastro	Christos Goutenoudis	2343350100-101	info@municipalityofpaionia.gr	http://www.municipalityofpaionia.gr/
29	Municipality of Almopia	Square Addeli Gatsou, 58400 Aridea	Dimitrios Mpinos	2384350200	syzefxis@0598.syzefxis.gov.gr	http://www.dimosalmopias.gov.gr
30	Municipality of Pella	Chatzidimitriou & Ethn. Antistaseos, 58100, Giannitsa	Grigoris Stamkos	2382350-808	dimos@giannitsa.gr	http://www.giannitsa.gr
31	Municipality of Skydra	Ethnikis Antistasis 20, 58500	Katerina Ignatiadou	23813 51800	skydra@otenet.gr	www.skydra.gr
32	Municipality of Edessa	Square Aigon 1, 58200, Edessa	Dimitris Yannou	2381350701	digi@edessa.gr	http://www.dimosedesas.gov.gr/
33	Municipality of Naousa	Platia Dimarhias 30	Nikolaos Koutsoyannis	2332350300	info@naoussa.gr	http://www.naoussa.gr/
34	Municipality of Alexandria	Ethnikis Antistaseos 42, 59300 Alexandreia Imathias	Panagiotis Girinis	2333350100	info@alexandria.gr	http://www.alexandria.gr/
35	Municipality of Veria	Mitropoleos 46	Konstantinos Vorgiazidis	2331059505-6	veria@otenet.gr	http://www.veria.gr
36	Municipality of Pindus - Kollindros	K. Karmanli 38, 60300, Eginio	Evangelos Lagdaris	2353350100	aiginio@otenet.gr	http://www.pydnaskolindrou.gr/
37	Municipality of Katerini	Municipality Square 1, 60100 Katerini	Savvas Chionidis	2351036380	info@katerini.gr	http://www.katerini.gr/
38	Municipality of Dion-Olympus	Agioi Nikolaou 17, 60200	Konstantinos Dimopoulos	2352350100	dimos@dion-olympus.gr	http://www.dion-olympus.gr/



A3. Organizations for energy and environment					
No.	Name	Address	Telephone	e-mail	web
1	Centre for Renewable Energy Resources and Saving	19o km Leoforos Marathonos, 19009 Pikermi Attikis	0030 210 6603300	cres@cres.gr	www.cres.gr
2	National Centre for Scientific Research - Dimokritos	Patr. Gregoriou E & 27 Neapoleos Str, 15341 Agia Paraskevi	0030 210 650 3000	communications@central.demokritos.gr	www.demokritos.gr
3	Centre for Research and Technology Hellas	6km Charilaou-Thermi, 57001 Thermi	0030 2310 498100	certh@certh.gr	www.certh.gr/
4	National Centre of Environment and Sustainable Development	Kazouli Epavli, Kifisias Ven. 241, 14561 Kifisia	0030 2108089271-3	info-ekpaa@prv.ypeka.gr	ekpaa.ypeka.gr
5	Building Infrastructure (Ktiriakes Upodomes)	Favierou 30, 10438, Metaxourgio	0030 210 5272200	info@ktyp.gr	www.ktyp.gr

A4. Media						
No.	Code	Name	Address	Telephone	e-mail	web
1	TV	ERT1	Radiomegaro Agias Paraskeuis, Mesogeion Aven. 432, Agia Paraskevi, Athens	0030 210 6066000	info@ert.gr	www.ert.gr
2	TV	ERT2				
3	TV	ERT3				
4		ERT SPORTS				
5		VOULI	Vasilissis Sofias 11, 10671, Athens	0030 210 3735320	kanali@parliament.gr	https://www.hellenicparliament.gr/Enimerosi/Vouli-Tileorasi/
6	TV	ANT1 TV	Kifisias 10-12, 15123, Marousi	0030 210 6886100	webmaster@antenna.gr	www.antenna.gr
7		OPEN BEYOND		0030 211 2122000	info@tvopen.gr	www.tvopen.gr/
8	TV	ALPHA TV	Pavlou Mela 25, 18233, Rentis	0030 210 4897777	pr@alphatv.gr	www.alphatv.gr
9	TV	STAR CHANNEL	Dimitros 37, 17778, Tavros	0030 210 3421201-4	info@star.gr	www.star.gr
10	TV	MACEDONIA TV	26is Octovriou 90, 54627, Thessaloniki	0030 2310 504300	info@maketv.gr	www.maktv.gr
11	TV	SKAI	Ethnarchou Makariou kai Falireos 2, Pireus	0030 210 48001704	skai@skairadio.gr	www.skai.gr
12	Local Media	4E	Eleftherias 15, Ampelokipoi Thessalonikis	0030 2310 729219	info@tv4e.gr	www.tv4e.gr



13	Local Media	New Epsilon TV	Gourmenitsis 24, Peristeri Attikis	0030 210 5791100	mail@neotv.gr	http://www.neotv.gr/
14	Local Media	Dion Tv	Adreou Georgiou 46, Thessaloniki	0030 231 2315300	info@diontv.gr	https://www.diontv.gr/
15	Local Media	Channel 9	Kosta Kristali 4, Thessaloniki	0030 2310 500025	info@kanali9.gr	http://www.kanali9.gr/
16	Local Media	THESSALONIKI CITY TELEVISION TV100	Nikolaou Germanou 1, 546 21 Thessaloniki	0030 2310 261100	depthe@fm100.gr	http://www.fm00.gr
17	Radio Stations in Pella	LIFE RADIO (old SUPERSONC)	Chris.myrnis 6 Arides Almopias	0030 23840 21128	mail@neotv.gr	http://www.life1063.gr/
18	Radio Stations in Pella	City Radio Giannitson	Square Andrea Papandreou ΓΙΑΝΝΙΤΣΑ, TK 58100	0030 23820 26255		
19	Radio Stations in Pella	ARIDEA -CHANNEL 1 92,6 (old Channel 1)	Diikitiriu 1584 00, Aridea	0030 23840 24014		
20	Radio Stations in Pella	PELLA FM STEREO	Egnatias 58, 58100, Giannitsa	0030 23820 29222		http://www.pellafm.gr
21	Radio Stations in Pella	RADIO ALMOPIA 94,8 FM ST	Loh. Papadopoulou 17, 584 00 Aridea	0030 23840 23747		http://www.radio.gr/rsc on.php?Mid=5&sub1=1&nomos=38&id=955
22	Radio Stations in Pella	Radio Toxotis	Palefityo, 58100, Giannitsa	0030 23820 42303		http://www.toxotisfm.gr/r/,radio@toxotisfm.gr
23	Radio Stations in Pella	Intermunicipal Radio Of Pella	Akrita 58200,Edessa	0030 23810 26102		http://www.radio.gr/rsc on.php?Mid=5&sub1=1&nomos=38&id=951
24	Radio Stations in Pella	Private Radio Arideas	Cyprous 68, 58400, Aridea	0030 23840 245553		http://www.radio.gr/rsc on.php?Mid=5&sub1=1&nomos=38&id=952
25	Radio Stations in Pella	Radio Melody	S. Dimitriou 2, 58400, Aridea	0030 23840 23462		
26	Local Press I Greece	Typos tis Thessalonikis Kyria, Sunday Newspaper	Monastiriou 153, Thessaloniki	0030 2310 567576	typosb@otenet.gr	www.typosthes.gr
27	Local Press I Greece	ThessNews	Solomou 4 & Kavafi, 54250, Pilaia, Thessaloniki	0030 2310 263707	info@thessnews.gr	http://www.thessnews.gr/



A5. Business associations					
No.	Name	Address	Telephone	e-mail	web
1	Commercial and Industrial Chamber of Thessaloniki	Tsimiski 29, Thessaloniki	0030 2310 370100	root@ebeth.gr	www.ebeth.gr
2	Chamber of Commerce of Thessaloniki	Aristotelous 27, Thessaloniki	0030 2310 241668	info@veth.gov.gr	www.veth.gov.gr
3	Professional Chamber of Thessaloniki	Aristotelous 27, Thessaloniki	0030 2310 275255	epepthe@otenet.gr	
4	Chamber of Kilkis	Stenimachou 2, 61100, Kilkis	0030 23410 24580	info@ebekilkis.gr	www.ccikilkis.gr
5	Chamber of Pella	25 Martiou 13, 58200 Edessa	0030 23840 26555	champella@pel.forthnet.gr etaep@pel.forthnet.gr	
6	Chamber of Serres	Kostopoulou 2, 62122, Serres	0030 23210 99720	eves@otenet.gr	www.eves.gr
7	Chamber of Florina	Megarovou 15, 53100, Florina	0030 23850 22334	eveflo@otenet.gr	www.ebef.gr
8	Central Union of Chambers of Greece	Akadimias 6, 10671, Athens	0030 210 3387104	keeuhcci@uhc.gr	https://www.uhc.gr

A6. Educational institutions					
No.	Name	Address	Telephone	e-mail	web
1	Deptment of Mechanical Engineering, Aristotle University of Thessaloniki	Panepistimioupoli, Thessaloniki	2310 996072	info@meng.auth.gr	http://www.meng.auth.gr
2	Deptment of Mechanical Engineering, National Technical University of Athens	NTUA Zografou Campus 9 Heroon Polytechniou Str. 15780 Zografou, Athens, Greece	0030 210 7722892	reg_mech@mail.ntua.gr	http://www.mech.ntua.gr/gr/
3	Department of Mechanical Engineering, University of Western Attica	Agiou Spiridonos 28, 12243, Aigaleo	0030 210 5381227	mech@uniwa.gr	https://www.uniwa.gr/mech/
4	Department of Mechanical Engineering, University of Western Macedonia	Bakola and Sialvera, 50132, Kozani	0030 24610 56600	mech@uowm.gr	http://mech.uowm.gr



5	Department of Mechanical Engineering and Industry, University of Thessaly	Leoforos Athinon, Pedio Aeros, 383 34 Volos	0030 24210 74007	g-mie@mie.uth	http://www.mie.uth.gr/
6	Department of Mechanical Engineering and Aircrafts, University of Patra	Panepistimioupoli Patron, Patra	0030 261 0969400	secretar@mec.h.upatras.gr	http://www.mecad.upatras.gr/
7	Department of Environment, University of Aegean	building «Xenia A» University Hill 81100 Mytilini	22510 36200	secr-env@aeg.ean.gr	http://www.env.aegean.gr/



B1. MINISTRIES						
No.	Name	Address	Minister	Telephone	e-mail	web
1	Ministry of agriculture, forestry and water economy	Aminta Third 2, 1000 Skopje	Ljupco Nikolovski	02 3134 477	info@mzsv.gov.mk	www.mzsv.gov.mk
2	Ministry of environment and physical planning	Bul. Goce Delcev no. 18		02 3215 503		www.moepp.gov.mk
3	Ministry of Health	50 Division No.14, Skopje	Venko Filipce	02 3112 500		www.zdravstvo.gov.mk
4	Ministry of Economy	Jurij Gagarin 15, 1000 Skopje	Kreshnik Bekteshi	02 3093 485		www.economy.gov.mk
5	Ministry of Culture	Gjuro Gjakovik 61, Skopje	Asaf Ademi	02 3240 600, 02 3240 551	info@kultura.gov.mk	www.kultura.gov.mk
6	Ministry of Labor and Social Policy	Dame Gruev no. 14, 1000 Skopje	Violeta Masevska Palikj	02 3106 212	mtsp@mtsp.gov.mk	www.mtsp.gov.mk
7	Ministry of Transport and Communications	Crvena Skopska Opshtina 4, Skopje	Goran Sugareski	02 3145 497, 02 3123 292	kire.kocevski@mtc.gov.mk	www.mtc.gov.mk
8	Ministry of Finance	Dame Gruev nr.12 1000 Skopje	Dragan Tedovski	02 3255 300	finance@finance.gov.mk	www.finance.gov.mk
9	Ministry of Education and Science	Sv. Kiril & metodij 54, Skopje	Abdilakim Ademi	02 3117 896	contact@mon.gov.mk	www.mon.gov.mk
10	Ministry of Local Self-Government	Ss Cyril and Methodius, 54 Skopje	Suhejl Fazliu	02 3253 921	info@mls.gov.mk	www.mls.gov.mk
11	Ministry of Defense	Orce Nikolov 116, 1000 Skopje	Radmila Shekerinska	02 3282 042, 02 3282 097	kabinetmo@morm.gov.mk	www.morm.gov.mk
12	Ministry of Interior	Dimche Mirchev 9, 1000 Skopje	Oliver Spasovski	02 3117 222	kontakt@moi.gov.mk	www.mvr.gov.mk
13	Ministry of Justice	Dimitrie Cupovski" no. 9, 1000 Skopje	Renata Deskoska	02 3117 277		www.pravda.gov.mk
14	Ministry of Foreign Affairs	Bul. Filip Vtori Makedonski 7, 1000 Skopje	Nikola Dimitrov	02 3115 266; 02 3110 333	mailmnr@mfa.gov.mk	www.mfa.gov.mk
15	Ministry of Information Society and Administration	Sv. Kiril I Metodij 54, 1000 Skopje	Damjan Manchevski	02 3200 870	contact@mioa.gov.mk	http://mio.gov.mk

B2. LOCAL SELF-GOVERNMENT						
No.	Name	Address	Mayor	Telephone	e-mail	web
1	Municipality of Negotino	Aco Adzi Ilov 2, Negotino	Toni Delkov	043 361 045		www.negotino.gov.mk
2	Municipality of Stip	Vasil Glavinov 4B, Stip	Blagoj Bocvarski	032 226 600	info@stip.gov.mk	www.stip.gov.mk
3	Municipality Centar	Mihail Cokov bb, Skopje	Sasha Bogdanovikj	02 3203 633	info@centar.gov.mk	www.opstinacentar.gov.mk
4	Municipality of Tetovo	Str. Dervish Carann, Tetovo	Teuta Arifi	044 335 499	cabinet@tetova.gov.mk	www.tetovo.gov.mk
5	Municipality of Strumica		Kosta Janevski	034 348 030	info@strumica.gov.mk	www.strumica.gov.mk
6	Municipality of St. Nikole	Ploshtad Ilinden bb, Sveti Nikole	Saso Velkovski	032 444 169	info@svetnikole.gov.mk	www.svetnikole.gov.mk
7	Municipality of Bitola	Bul. 1-vi Maj 61, Bitola	Natasha Petrovska	047 234 234	bitola@t-home.mk	www.bitola.gov.mk
8	Municipality of Prilep	Prilepski Braniteli bb, Prilep	Ilija Jovanovski	048 401701		www.prilep.gov.mk
9	Municipality of Gevgelija	Dimitar Vlahov 4, Gevgelija	Sasho Pockov	034 213 843	gevgelijao@t-home.mk	www.gevgelija.gov.mk
10	Municipality of Vinica		Ivica Dimitrov	033 361-945	ovinica@t-home.mk	www.opstinavinica.gov.mk
11	Municipality of Veles	Panko Brashnar 1, Veles	Ace Kocovski	043 232 406	opve@veles.gov.mk	www.veles.gov.mk
12	Municipality of Valandovo	Ivo Lola Ribar bb, Valandovo	Pero Kostadinov	034 382 044	gradonacalnik@valandovo.gov.mk	www.valandovo.gov.mk
13	Municipality of Kavadarci	Ploshtad Marshal Tito bb, Kavadarci	Mitko Janchev	043 416 130	opshtina@kavadarci.gov.mk	www.kavadarci.gov.mk
14	Municipality of Gostivar	Bul. Brakja Gjinoski 61, Gostivar	Arben Taravari	042 213 511	info@gostivari.gov.mk	www.gostivari.gov.mk
15	Municipality of Resen	Ploshtad Car Samoil 20, Resen	Zivko Gosharevski	047 551 770	kabinet.gradonacalnik@resen.gov.mk	www.resen.gov.mk
16	Municipality of Krushevo	Nikola Gjurovikj bb, Krushevo	Gjorgi Damčeski	048 477 061	opstinakrusevo@krusevo.gov.mk	www.krusevo.gov.mk
17	Municipality of Demir Hisar	Bitolaska bb, Demir Hisar	Marjance Stojanovski	047 552 661	demirhisar@demirhisar.gov.mk	www.demirhisar.gov.mk
18	Municipality off Ohrid	Dimitar Vlahov 57, Ohrid	Konstantin Georgievski	046 262492	gradonacalnik@ohrid.gov.mk	www.ohrid.gov.mk
19	Municipality of Skopje / Centar	Ilinden 82, Skopje	Sasha Bogdanovikj	02 3297 204	gradonacalnik@skopje.gov.mk	www.skopje.gov.mk
20	Municipality of Bosilovo	Bosilovo bb, 2431	Zoran Zimbakov	034 371 600		http://www.opstinabosilovo.gov.mk
21	Municipality of Debarca	s. Belchishta	Zoran Nogacheski	046 286 855		http://debarca.gov.mk
22	Municipality of Ilinden	9 bb, 1041 Ilinden	Zika Stojanovski	02 2571 703, 02 2571 704	gradonacalnik@ilinden.gov.mk	http://www.ilinden.gov.mk
23	Municipality of Kichevo	Boris Kidrik 1, 6250 Kichevo	Fatmir Dehari	045 223 001	support@kercova.gov.mk	http://kercova.gov.mk
24	Municipality of Novaci	s. Novaci	Lazar Kotevski	047 203 060	novacio@t-home.mk	http://opstinanovaci.gov.mk
25	Municipality of Bogovinje		Albon Xhemaili			http://www.komunabogovine.gov.mk



26	Municipality of Gradsko	Aleksandar Makedonski 70-a, Gradsko	Zaneta Chaushevska	043 251 522	gradsko1@t-home.mk	http://www.gradsko.gov.mk
27	Municipality of Delchevo	Street Svetozar Markovic Number 1, 2320 Delchevo	Darko Shehtanski	033 411 550, 033 411 550	info@delcevo.gov.mk	www.delcevo.gov.mk
28	Municipality of Zrnovci	Zrnovci, 2305	Blazhe Stankov	033 353 104	info@zrnovci.gov.mk	http://www.zrnovci.gov.mk
29	Municipality of Karposh	Radika 9, Skopje	Stefan Bogoev	02 3061 353	gradonacalnik@karpos.gov.mk	http://www.karpos.gov.mk
30	Municipality of Kisela Voda	Petar Deljan 17, Skopje	Filip Temelkovski	02 2785 400	contact@kiselavoda.gov.mk	http://www.kiselavoda.gov.mk
31	Municipality of Kriva Palanka	Sv. Joakim Osogovski 175, Kriva Palanka	Arsencho Aleksovski	031 375 035	opkp@krivapalanka.gov.mk	http://www.krivapalanka.gov.mk
32	Municipality of Kumanovo	11 Oktomvri bb, 1300 Kumanovo	Maksim Dimitrievski	031 475 800, 031 438 633	info@kumanovo.gov.mk	http://kumanovo.gov.mk
33	Municipality of Kocani	str. „Rade Kratovce“ No.1, 2300 Kocani	Nikolco Iliev	033 274 001, 033 274 013	info@kocani.gov.mk	http://kocani.gov.mk
34	Municipality of Makedonski Brod	7 Septemvri 4, 6530 Makedonski Brod	Milosim Vojneski	045 274 810	mak_brod@yahoo.com	http://www.mbrod.gov.mk
35	Municipality of Probishtip	Jakim Stojkovski 1, 2210 Probishtip	Dragan Anastasov	032 483 131	info@probistip.gov.mk	www.probistip.gov.mk
36	Municipality of Struga	Square Mother Tereza nn, 6330 Struga	Ramiz Merko	046 781 223		http://www.struga.gov.mk
37	Municipality of Tearce	Municipality center Tearce, 1224	Isen Asani	044 381 336, 044 381 101	komuna.tearce@gmail.com	http://www.tearce.gov.mk
38	Municipality of Mogila	s.Mogila, Bitola	Stevo Pivkovski	47296466	gradonacalnik@mogila.gov.mk	http://mogila.gov.mk
39	Municipality of Demir Kapija	11 Oktovri bb, 1442, Demir Kapija	Trajche Dimitriev	043 364 100	opstinadk@yahoo.com	http://www.opstinade.mirkapija.gov.mk
40	Municipality of Dojran	Kej 5 Noemvri bb, 1487 Star Dojran	Borche Stamov	034 225 278	opstina@dojran-info.com	http://dojran-info.com
41	Municipality of Novo Selo		Boro Stojchev	034 355 031	gradonacalnik@novoselo.gov.mk	http://www.novoselo.gov.mk
42	Municipality of Pehchevo	Boris Kidric 8, 2326 Pehchevo	Igor Popovski	033 441 321	gradonacalnik_pehcevo@yahoo.com	http://pehcevo.gov.mk
43	Municipality of Staro Nagorichane	1303 Staro Nagorichane	Zaklina Jovanovska	031 495 333	staronagoricane@yahoo.com	http://www.stn.gov.mk
44	Municipality of Studenici	1052 Studenici	Azem Sadiku	02 2724 005	studenican@studenici.gov.mk	www.studenici.gov.mk
45	Municipality of Centar Zupa	1258 Golem Papradnik, Centar Zupa	Arijan Ibrahim	046 840 239	gradonacalnik@merkezjupa.gov.mk	http://merkezjupa.gov.mk
46	Municipality of Butel	Butelska 4, Skopje	Velimir Smilevski	02 2600 506; 02 2616 868		http://opstinabutel.gov.mk
47	Municipality of Vevchani	Vevchani bb, 6335 Vevchani	Sasho Jankoski	046 784 640	gradonacalnik@vevcani.gov.mk	http://vevcani.gov.mk
48	Municipality of Krivogastani	Marshal Tito 84	Toni Zatkoski	048 471 471		http://www.krivogastani.com
49	Municipality of Lipkovo	1307 Lipkovo	Sadulla Duraku	031 463 180	m_likova@yahoo.com	http://www.komunaeliko.gov.mk/kontakt/
50	Municipality of Makedonska Kamenica	Kamenichka bb, 2304, Makedonska Kamenica	Sonja Stamenkova	033 432 741	opstina@makedonskakamenica.gov.mk	http://makedonskakamenica.gov.mk



51	Municipality of Radovich	Alwksandar Makedonski 7, 2420 Radovich	Gerasim Konzulov	032 617 700	contact@radovis.gov.mk	www.radovis.gov.mk
52	Municipality of Rosoman	str. Proleterska 1a, 1422 Rosoman	Stojanče Lazov	043 441 443	administracija@opstinarosoman.gov.mk	http://opstinarosoman.gov.mk
53	Municipality of Chair	Bul. Hristijan Todorovski Karposh nr.5, 1000 Skopje	Visar Ganiu	02 2616 865	info@cair.gov.mk	http://cair.gov.mk
54	Municipality of Zelino	1226 Zelino	Blerim Sejdiu	044 378 030	komunazh@gmail.com	http://www.zhelina.gov.mk
55	Association of the units of local self-government - ZELS	Kopenhagenska 5 p. fah: 32 1000 Skopje		02 3099 033	contact@zels.org.mk	www.zels.org.mk
56	Bureau for Regional Development	Street Sv. Kiril i Metodij No.20 Post box 20, 1000 Skopje		02 3121 350		www.brr.gov.mk
57	Centre for Development of Vardar Planning Region	Panko Brasnar 1 Veles		043 211 484	info@vardarregion.gov.mk	www.vardarregion.gov.mk
58	Centre for Development of the South-West Planning Region	Partizanska Str., PO Box 27, 6330 Struga		046 701 005, 046 701 055	CRJ@southwestregion.mk	www.southwestregion.mk
59	Centre for Development of North-East Planning Region	Str. Ilindenska bb 1300 Kumanovo P.fax. 182		031 424 878	info@northeastregion.gov.mk	www.northeastregion.gov.mk
60	Centre for Development of the South-East Planning Region	Boro Dzoni, Strumica				www.rdc.mk
61	Centre for Development of East Planning Region	Vancho Prke 119, 2nd floor, 2000 Shtip		032 386 408, 032 386 412		www.eastregion.mk
62	Centre for Development of Pelagonija Planning Region	Tomaki Dimitrovski 7 P.Box 223, 7000 Bitola		047 232 800	info@pelagonijaregion.mk	www.pelagonijaregion.mk
63	Centre for Development of Polog Planning Region	Njegosheva Nr. 2, 1200 Tetovo		044 511 958	info@rdcpolog.mk	www.rdcnolog.mk
64	Centre for Development of the Skopje Region	Belasica 2, Skopje fair, 1st floor, P.Box 1 1130, Skopje		02 3218 480, 02 3218 481	contact@skopjeregion.gov.mk	www.skopjeregion.gov.mk



B3. ORGANIZATIONS FOR ENERGY & ENVIRONMENT					
No.	Name	Address	Telephone	e-mail	web
1	Energy Agency of the Republic of North Macedonia / Ministry of Economy	ul."Orce Nikolov" br 68 1000 Skopje	00389 2 3230300	ea@ea.gov.mk	http://www.ea.gov.mk
2	Citizens' Association for Sustainable Development and Environmental Protection "Go Green"	Kukushka 4, Skopje 4	02 311224	info@bidizelen.org	https://www.bidizelen.org/en/contact/
3	OPM - Consumers' Organization of North Macedonia	st. "50th Division" 10A, P. Box 150, 1000 Skopje,	02 3179 592	opm@opm.org.mk	http://opm.org.mk
4	Center for promotion of sustainable agricultural practices and rural development	st. "1550" n. 8a, Vizbegovo Skopje	00 389 2 3061 391	info@ceprosard.org.mk	www.ceprosard.org.mk
5	Center for environmental research and information Eko-vest	11 Oktomvri 125/12, 1000 Skopje	02 3217 245	info@ekosvest.com.mk	www.ekosvest.com.mk



B4. Media					
No.	Name	Address	Telephone	e-mail	web
1	TV Alfa TV, Skopje	Kachanichki pat bb, Skopje	02 2600 370	vesti@alfa.mk	www.alfa.mk
2	TV Kanal 5, Skopje	Skupi, Skopje	02 3091 551	info@kanal5.com.mk	www.kanal5.com.mk
3	MTV, Skopje	Bul.Goce Delchev bb, Skopje	02 3241 763	sobraniskikanal.mtv@mrt.com.mk	www.mtv.com.mk
4	TV Sitel, Skopje	Gradski Stadion b.b., Skopje	02 311 6566		www.sitel.com.mk
5	TV Telma, Skopje	Nikola Karapunov 51, Skopje	02 307 6677	Telma@telma.com.mk	www.telma.com.mk
6	TV Emi, Radovish	1-vi Maj 34, Radovish	032 631 759	tvemi@yahoo.com	www.predavatel.com/mk/4/radovis_tv_emi
7	TV Iris, Shtip		032 612 313	info@iris.com.mk	www.iris.com.mk
8	TV Star, Shtip	Zgrada Nama, Shtip	032 386 705	tvstar_stip@yahoo.com	www.televizijastar.com
9	TV Kanal Vizija, Prilep	Joska Jordanoski 5, 7500 Prilep	048 400 500	kanalvizija@yahoo.com	www.kanalvizija.com
10	TV Tera, Bitola	Janko Paligora bb, 7000 Bitola		tera@tera.mk	www.tera.mk
11	TV Orbis, Bitola	Metodija Andonov Chento bb, 7000 Bitola	047 203 305		www.tvorbis.com.mk
12	TVM Ohrid	Bul. Turistichka, TC Pazarishte, 6000 Ohrid	046 231 400		http://tvm.mk
13	TV Boem, Kichevo	Cvetko Jakovlevski 3, 6250 Kichevo	045 222 760	tvboem@t-home.mk	www.predavatel.com
14	RTV KISS, Tetovo	Blagoja Toska 9, Tetovo	044 334 565	kiss@kiss.com.mk	www.kiss.com.mk
15	MIA, Skopje	Bojmija K-2, P.Box 4, 1000 Skopje	02 2461 600	mia@mia.mk	www.mia.mk
16	Vest, Skopje	Vasil Gjorgjov 16, Skopje	02 3236 700	vest@vest.com.mk	www.vest.mk
17	Utrinski vesnik, Skopje	Vasil Gjorgjov 16, Skopje	02 3236 900	contact@utrinski.com.mk	www.utrinski.mk
18	Vecer, Skopje	Mito Hadzivasilev Jasmin bb, Skopje	02 3236 700	marketing@vecer.com.mk	www.vecer.mk
19	Deneshen vesnik		078 302 581	denesennvesnik@gmail.com	www.denesen.mk
20	TIME.mk		071 294 020	info@time.mk	www.time.mk



21	Dnevnik, Skopje	Vasil Gjorgjov 16, Skopje	02 3236 800	dnevnik@dnevnik.com.mk	www.dnevnik.com.mk
22	Kanal 77, Skopje	Partiska Konferencija bb, Skopje	032 397 717	web@kanal77.com.mk	www.kanal77.com.mk
23	Radio Galaksi, Kavadarci			kontakt@kavadar4e.com	www.kavadar4e.com
24	KTV	„Studio TV KTV„Plostad Marshal Tito„bb Kavadarci 1440	043 400 266	tvktv41@mt.net.mk and danovangel@gmail.com	www.ktv.mk
25	K1	„Filip Vtori „br.3 Veles	43230690 and 070-242- 793	k1.tv2015@gmail.com	
26	Radio „Puls„Negotino	„Marshal Tito„br.138,Nego tino 1440	043 362 799 and 043 553 355		www.pulsradio.mk
27	Radio„Kavadarci„		043 550 661		www.radiokavadarci.mk
28	SRnet, Strumica		077 555 386	info@strumicanet.com	www.strumicanet.com
29	Expres Radio, Strumica	Leninova 1, Strumica	034 345 131	ekspresradio93@yahoo.com	www.ekspresradio.com.mk

B5. Business Organizations					
No.	Name	Address	Telephone	e-mail	web
1	Economic Chamber	Dimitrie Cupovski Str. no 13, Skopje	02 3244 000		www.mchamber.mk
2	Chambers of Commerce	Mit. Teodosij Gologanov 1	02 3091 440	info@sojuzkomori.org.mk	www.sojuzkomori.org.mk
3	JSC North Macedonian Power Plants		02 3149 278	contact@elem.com.mk	http://www.elem.com.mk
4	MEPSO (National Electric Power Company)	Maksim Gorki No.4, 1000 Skopje	+389 2 3238 213	info@mepso.com.mk	http://www.mepso.com.mk/



B6. Educational institutions					
No.	Name	Address	Telephone	e-mail	web
1	Faculty of Mechanical Engineering, Ss Cyril & Methodius University in Skopje	Karpos II bb 1000 Skopje	00389 2 3 099 200	darko.danev@mf.edu.mk	http://www.mf.ukim.edu.mk
2	Faculty of Electrical Engineering and Information Technologies, Ss Cyril & Methodius University in Skopje	Karpos II bb 1000 Skopje	00389 2 3 099 191	dekan@feit.ukim.edu.mk	http://www.ukim.edu.mk/
3	"Macedonian" Academy of Sciences and Arts Skopje	Bul. Krste Misirkov 2, P.S.428, Skopje	02 3235 400	manu@manu.edu.mk	www.manu.edu.mk
4	Education and Human Resources Development Center	Dimitrie Cupovski Str. no 13, Skopje	02 3244 057	anita@mchamber.mk	
5	Global Environment Facility - GEF, Skopje	Majka Tereza 15/6, Skopje	02 3109 956	info@gefsgpmacedonia.org.mk	www.gefsgpmacedonia.org.mk
6	Citizens' Association for Sustainable Development and Environmental Protection "Go Green"	Kukushka 4, Skopje 4	3112254	info@bidizelen.org	https://www.bidizelen.org/en/contact/



C. EUROPEAN INSTITUTIONS					
No.	Name	Address	Telephone	e-mail	web
1	European Commission, DG ENER (Directorate Generale on Energy)	Directorate-General for Energy, European Commission, 1049 Bruxelles/Brussel, Belgium	+32 2 299 11 11	https://ec.europa.eu/info/departments/energy_en#contact	https://ec.europa.eu/info/departments/energy_en
2	European Parliament, Committee on Industry, Research & Energy	European Parliament Bât. Altiero Spinelli 60 rue Wiertz / Wiertzstraat 60 B-1047 - Bruxelles/Brussels, Belgium	+32 2 28 43299	itre-secretariat@ep.europa.eu	http://www.europarl.europa.eu/committees/en/itre/home.html
3	European Environment Agency (EEA)	Kongens Nytorv 6 1050 Copenhagen K Denmark	(+45) 33 36 71 00	Adriana.Gheorghe@eea.europa.eu	http://www.eea.europa.eu/
4	EuroACE, the European Alliance of Companies for Energy Efficiency in Buildings	Rond Point Robert Schuman 6, 1040 Brussels, Belgium	+32 2 639 10 11	info@euroace.org	https://euroace.org/
5	EERA: European Energy Research Alliance	Rue de Namur 72 1000 Brussels, Belgium	+32 2 511 16 18	a.elgammal@eera-set.eu	https://www.eera-set.eu/
6	Agency for the Cooperation of Energy Regulators (ACER)	Trg republike 3, 1000 Ljubljana, Slovenia	386 (0) 82053 400	info@acer.europa.eu	https://www.acer.europa.eu/
7	Executive Agency for Small and Medium-sized enterprises (EASME)	Place Charles Rogierplein 16, B - 1210 Brussel, Belgique	+32 2 292 18 92	https://ec.europa.eu/easme/en/contact	http://ec.europa.eu/easme/