

Energy Efficiency for Development

Support to private and public sector in capacity building
and implementing energy efficiency measures



AN EU FUNDED PROJECT MANAGED BY
THE EUROPEAN UNION OFFICE IN KOSOVO

Implemented by:



Completion report

Project profile:

Project duration: 15 months

Implemented by: Institute for Development Policy - INDEP

Financed and managed by: European Union Office in Kosovo

Target location: Municipality(ies) of Prishtina, Obiliq, Fushë Kosova, Podujeva and Lipjan

Completion report

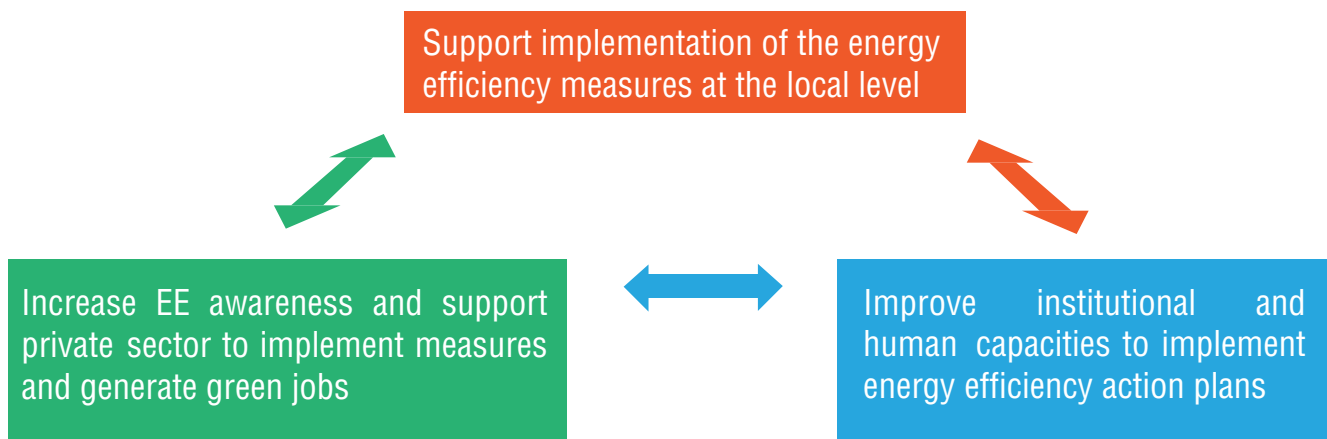
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About the Project

Institute for Development Policy is a beneficiary of the EU Regional Economic Development Grant Scheme through which it implemented the project 'Support Energy Efficiency Implementation and Capacity Building Measures in the Private and Public Sector in the Region Centre'.

The overall objective of this project was to support Kosovo implement energy efficiency measures and targets agreed in the Energy Efficiency Action Plan and within the Energy Community as well as increase awareness, improve capacity and institutional building at the local level and help private sector generate green jobs. In particular this project was designed to:



Having in mind the importance of the comprehensive engagement of all stakeholders towards reaching national EE targets, a very essential component of this project was designed to aid and mobilize the business sector towards investing in EE measures.

Targeting directly private sector ensured an increased awareness among businesses on matters of EE. Our efforts were focused in communicating to them that investment in energy efficiency is not only a profitable undertaking but it also leads to the generation of new jobs and hence ultimately to a more vibrant economy.

Moreover, the saved financial resources could be invested in other more productive areas to help the private sector. In line with this, INDEP designed a grant scheme for Small and Medium Enterprises (SMEs) in the Centre Region, respectively in 5 Municipalities (Prishtina, Obiliq, Fushë Kosova, Podujeva and Lipjan). In parallel, the project targeted municipal officials responsible for implementing EE actions and the representatives of the civil society, with the idea to support them in the implementation, promotion and adaptation of EE measures.

Ultimately, the project had one general mission, which was to increase the level of awareness amongst all relevant stakeholders on the relevance of and the benefits deriving from the adaptation of EE measures.

Phases of the project

'Energy Efficiency for Development' has been designed with the idea to offer a multi-stakeholder perspective as well as a three dimensional approach to the developments in the area of Energy Efficiency in the country. As such, the project was implemented in three separate yet interrelated phases:

Phase I

Support to the private sector through distributing EE grants

Phase II

Support to the public sector in implementing EE measures

Phase III

Awareness raising on the importance of the implementation of EE measures

In the first phase of the project we invested in educating the business community on the importance of implementing EE measures. As a result, we have designed a grant scheme and the grants for investment in EE measures have been selected as a tool to increase awareness amongst the business community with regards to the positive outcomes deriving from investments in this field.

The second phase was focused in capacity building of the municipal officials responsible for the management of local energy efficiency issues through the provision of a 2-module training program, whereby they were joined by representatives of the business as well as the civil society sector. The overall aim of this project's component was to support different layers of society (policy makers, business people, and the civil society representatives) towards understanding the benefits of EE measures and identifying means how to jointly move forward towards the attainment of the national EE targets.

Ultimately, through an intensive awareness raising campaign, which marked the third phase of the project, we have invested in providing sufficient, regular and practical information to various target groups with regards to EE, the related challenges and opportunities.



PHASE I: Support to the private sector in implementing EE measures

INDEP, through its grant scheme, awarded 48 businesses after a careful grant giving process which included info sessions, the announcement of the call for proposals, the review procedure of applications by the expert committee, the signing of grant contracts, the distribution of grants, monitoring of implementation of the planned investments, consultancy support during the implementation phase, and the submission of the final completion report. Our beneficiaries invested in 5 different EE measures: efficient lighting, efficient equipment, efficient windows, efficient doors, building insulation and solar panels. Since the EE Grant Scheme was designed with the main purpose to increase awareness on the importance of implementing EE measures, the distribution of grants to different SMEs for investments in various measures resulted in the inclusion of a wider and a more diverse audience throughout the project implementation period.

EE Questionnaire with Businesses

In order to understand the level of awareness and commitment of small and medium size businesses in five (5) municipalities of the Region Centre towards investments in energy efficiency, we have conducted a preliminary questionnaire with a sample of 259 companies. Businesses from Prishtina, Obiliq, Fushë Kosova, Podujeva and Lipjan responded to a set of questions designed to evaluate the current stage of the level of knowledge and comprehension of the importance of energy efficiency. The findings of the survey lead us to interesting conclusions which helped us construct a more strategic approach in the distribution of the grants at the later stage.

In order to offer a logical and appealing approach to the reasons why one should invest in energy efficiency, we were interested to understand how much do the businesses in this region spend in electricity bills on annual basis.

What is your approximate expenditure of electricity in the past year?					
	<200 EUR	200 < 500 EUR	500 < 800 EUR	800 < 1200 EUR	1200 < 2000 EUR
Fushë Kosova	26.7 %	46.7 %	10 %	10 %	6.7 %
Lipjan	0 %	11.1 %	16.7 %	27.8 %	44.4 %
Obiliq	17.3 %	55.8 %	15.4 %	5.8 %	5.8 %
Podujeva	0 %	65.5 %	29.3 %	3.4 %	1.7%
Prishtina	2.1%	12.8 %	5.8 %	29.8 %	40.4 %

What we came to understand is that businesses are exposed to a great financial burden caused by the inefficient use of energy, hence resulting in expensive electricity bills. As energy efficiency is one of the least costly and fast effective measures to fight this phenomenon, we continued our inquiry further with the aim of realizing how many of these businesses are informed about EE. Based on the next table, we came to understand that a great number of businesses are informed about energy efficiency, which indicates that the level of awareness on the topic is increasing.

Municipality	Number of surveyed businesses	Do you know what is energy efficiency?	
		YES	NO
Fushë Kosova	30	90 %	10 %
Lipjan	50	68 %	32 %
Obiliq	59	71 %	29 %
Podujeva	60	60 %	40 %
Prishtina	60	95 %	5 %
TOTAL	259	75 %	25 %

Considering the satisfactory level of positive responses, the idea was to further understand whether these businesses have invested in energy efficiency in the past and also to realize the profile of their investment. It is important to highlight that in the question ‘In what EE measures did your company/business invest?’, the businesses were given the opportunity to select more than one option, in order to be able to give us a complete picture of their investments in this field.

Type of Energy Efficiency Investment							
Municipality	Efficient lighting	Efficient windows	Efficient doors	Insulation			Efficient equipment
				Walls	Floor	Roof	
Fushë Kosova	18	8	8	7	4	4	2
Lipjan	16	10	7	10	6	5	6
Obiliq	24	16	15	16	3	3	22
Podujeva	33	1	0	4	0	1	15
Prishtina	51	39	28	40	11	21	36
TOTAL	142	74	58	77 %	24 %	34 %	81 %

What we came to understand from the results presented above is that the businesses primarily chose to invest in efficient lighting as that is the most affordable type of investment in financial terms. The fact that the investment in other categories is less widespread is also partially a consequence of the lack of convenient and acceptable financial schemes, such as bank loans or the Energy Efficiency Fund, which would make it easier and more affordable for businesses to invest in other more costly options.

However, it is interesting to find that when asked whether these businesses are planning to invest in energy efficiency measures, out of 149 businesses that have not invested in EE before, the findings indicate a lower positive rate in this regard.

Do you plan to invest in energy efficiency measures in the future?

	YES	NO	MAYBE
Fushë Kosova	18 %	18 %	64 %
Lipjan	36 %	21 %	43 %
Obiliq	52 %	16 %	32 %
Podujeva	47 %	0 %	53 %
Prishtina	58.5 %	3.8 %	37.7 %
TOTAL	49.7%	8.1 %	42.3 %

While there are no quantitative data as to why these businesses are not willing to invest in EE measure or are hesitant to do so, once more the importance of the Energy Efficiency Fund or more convenient financial schemes comes to play. At this point, what we can understand is that despite the fact that a great number of businesses in this region are aware of EE, not many of them are considering any investment in this area in the near future. The gap here can be filled by the promotion of financial schemes specially designed to induce the businesses and support them in investing in EE, while at the same time continuing with awareness raising schemes to further consolidate the understanding of the public towards the benefits that derive from investment in EE.

Call for Applications

In the second half of June 2015, we have launched the call for applications inviting all interested businesses in the Centre Region, respectively in Prishtina, Obiliq, Fushë Kosova, Lipjan and Podujeva, to apply for energy efficiency grants.

The call for applications and the accompanying necessary documents for application were available in our website – www.indep.info, while the application documents were also distributed during the information sessions or alternatively, they could be picked up at our office.

The call was also launched in two local newspapers, in Koha Ditore and Zëri and was published for 7 consecutive days, while it could also be accessed through our official Facebook page.



Fig 1: Call for Applications



Info sessions on EE grants

In line with the project's initial goal and also driven by the results of the questionnaires through which we were able to identify the willingness of businesses to invest in EE measures, we have organized a series of info sessions with potential beneficiaries in each of the 5 municipalities.



Fig. 2: Info session meetings

The goal of these information sessions was twofold, respectively, to further raise awareness amongst the business community on the importance of investment in energy efficiency as well as, to inform them on the INDEP's grant scheme and to provide them with the necessary information and clarification on the application procedures.

The call for applications was launched on the same day with the first information session which was held in Podujeva. In these information sessions we have presented the specifics of the call and have also distributed the specially designed brochure on EE for businesses, which was prepared with the intention to create a source of information for the businesses which will be available to them even after the sessions were finished.

This way, the businesses would have the opportunity to consult the brochure and based on the information available in it and the knowledge gained during the information sessions, they would be able to identify what are they more interested to invest in and what type of investment is more appropriate for their business at the current stage of business activity development.



Fig. 3: Brochure for businesses on energy efficiency measures

The brochures contained very practical and handy information on the advantages that a business can seize from a potential investment in different energy efficiency measures. Different investment categories were also translated into percentage energy saving gains, in order to offer the businesses some hindsight into what and how different investment scenarios can contribute to the improvement of their business performance.

Application and review procedure

The call for applications was open for 15 days. During this period, we have received 69 applications from different municipalities, with the majority of them coming from Prishtina, which was in line with our initial expectations and also proportional with the number of businesses active in different municipalities.

Upon the submission of the application form and the required documents, the applicants were provided the 'Receipt of Clarification' indicating the number of the application and the time the application was received by INDEP.

The applications, submitted in a closed envelope, were all collected by the Grant Manager and prepared for review by the Expert Panel, which was in charge for the evaluation of the submitted applications.

The Evaluation Committee, consisted of:

- Head of the Kosovo Energy Efficiency Agency (KEEA)
- Head of the Kosovo Consortium of Civil Society Organizations for Sustainable Development (KOSID)
- Head of the Green Energy Technologies – Business Community Representative
- Two Civil Society representatives, both heads of grant giving organizations

Overseen by the Project Manager and the Grant Manager, the Evaluation Committee had three days available to review the applications, all of which underwent the same review process and were evaluated based on a standardized evaluation sheet.

The selection criteria were designed in such a manner as to make sure to check for the financial sustainability, while due consideration was given to businesses led by women or minorities. Also, the Evaluation Committee was asked to evaluate the priority of the chosen investment compared to the activity profile of each of the companies, as well as, to try to evaluate them by giving due consideration to a potential fair proportional representation of the selected businesses across the 5 municipalities.

The criteria for the evaluation of the applications were divided in 4 categories:

- Fulfillment of all the technical criteria
- Importance and the impact of investment
- Financial sustainability of the business
- Reasoning for requiring financial support for the investment

The Evaluation Committee also decided unanimously to not give a grant to any business that did not clear their obligations with the Tax Administration of Kosovo. Throughout the evaluation procedure, the Evaluation Committee selected 50 businesses from 5 municipalities. The businesses which were selected to be beneficiaries of the grant were contacted via telephone and were given one week time to show up for signing the contract. The other 19 businesses, were informed via e-mail on the decision of the Evaluation Committee not to award them a grant and also the refusal message was accompanied by a list of reasons that lead to the rejection of their application. As a result, we received no complaints from the rejected applicants.

It is worth emphasizing that two of the selected businesses to win a grant for EE investment had to turn down the offer. One of them was not able to come to an agreement for the planned investment with the owner of the building where the business was operating, while the other one, reported that ultimately he was not able to co-finance the project as he initially planned.

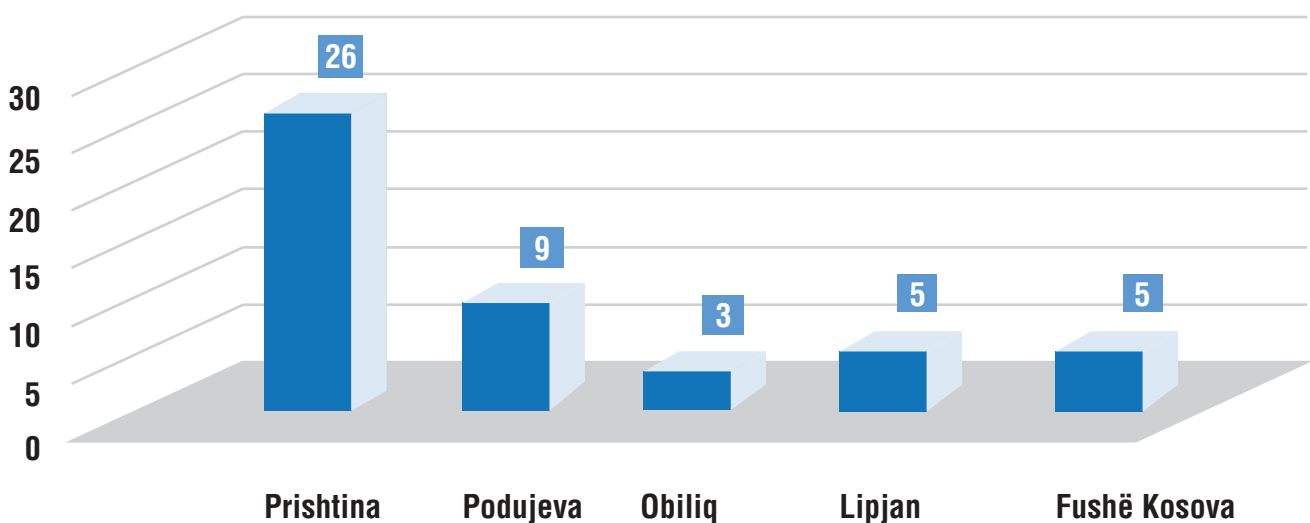


Fig. 4: List of grant beneficiaries in each municipality

Grants for Energy Efficiency – Numbers and Figures

As indicated earlier and as can be understood from the following data, the majority of the businesses that applied and also were selected as beneficiaries of this grant scheme, are businesses that are based in Prishtina. Respectively, 54.1% of the businesses are from Prishtina, 18.75% are from Podujeva, 6.25% are from Obiliq, 10.45% are from Lipjan and equally so, 10.45% are from Fushë Kosova. Out of the 48 selected businesses, 13 of them, or 27% are led by women.

Only 4 out of 17 applications submitted by women led businesses were rejected due to failing to pass the technical or financial criteria. Except for the initial idea which was to support these businesses and give them incentive to invest in EE, we have also wanted to make use of this opportunity to boost entrepreneurship amongst this group of the society, which lags substantially behind currently in Kosovo.



Fig. 5: Businesses led by women vs. businesses led by men

Unfortunately, the turnout of businesses led by minority groups did not meet our expectations, as we did not have applications submitted by any of them from neither of the municipalities. The reasons behind this are not clear, considering that the call for applications, the brochures and all the relevant documents were also available in Serbian language and the same was applied in all the communication procedures.

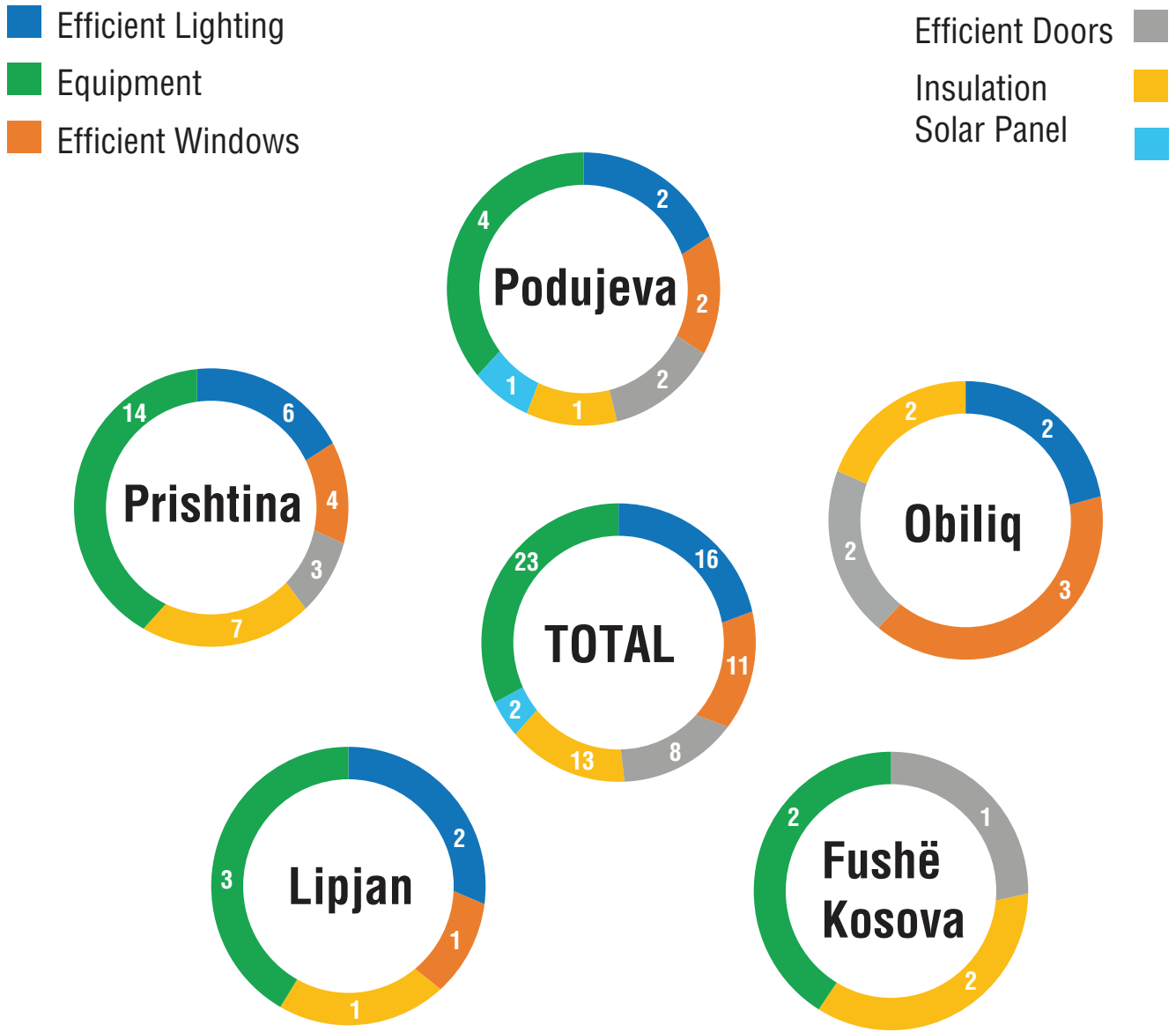


Fig. 6: Investment category: total vs. municipal level



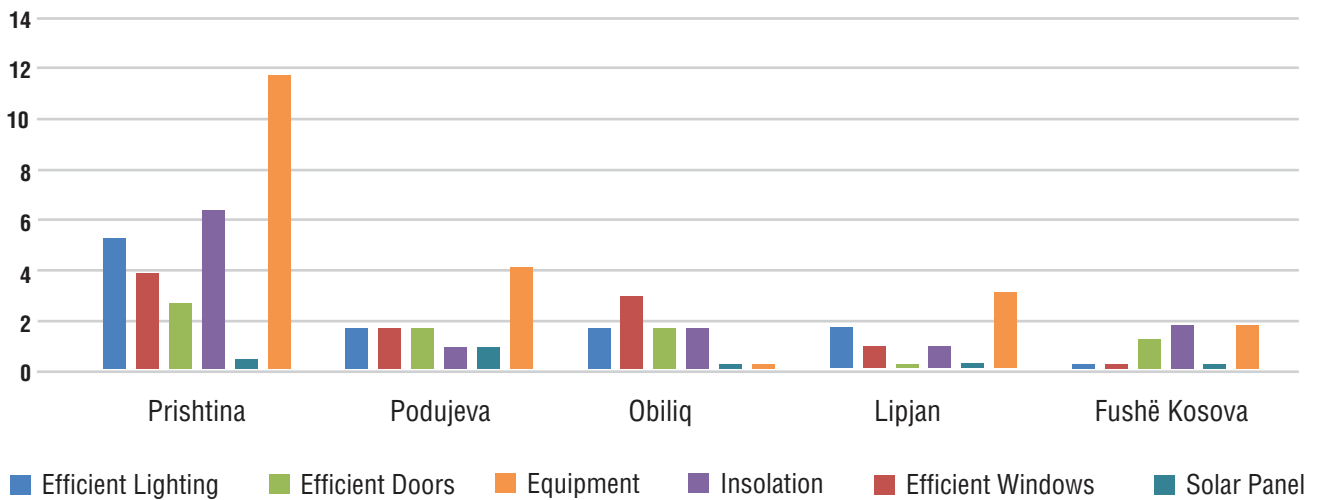


Fig. 7: Investment categories per each municipality

While the amount of distributed grants varied from 500 EUR to 2,500 EUR, with a 20% level of co-financing by the businesses themselves, still the persisting trend was to invest mainly in efficient lighting, as that seems to be the most familiar type of investment for the businesses and also the most financially affordable one.

However, based on the completion report, we have come to understand that after this investment, the businesses reported to be willing to invest further in energy efficiency measures. According to these reports, the main obstacle to investing in this regard in the past was the lack of suitable and adequate financial support schemes.

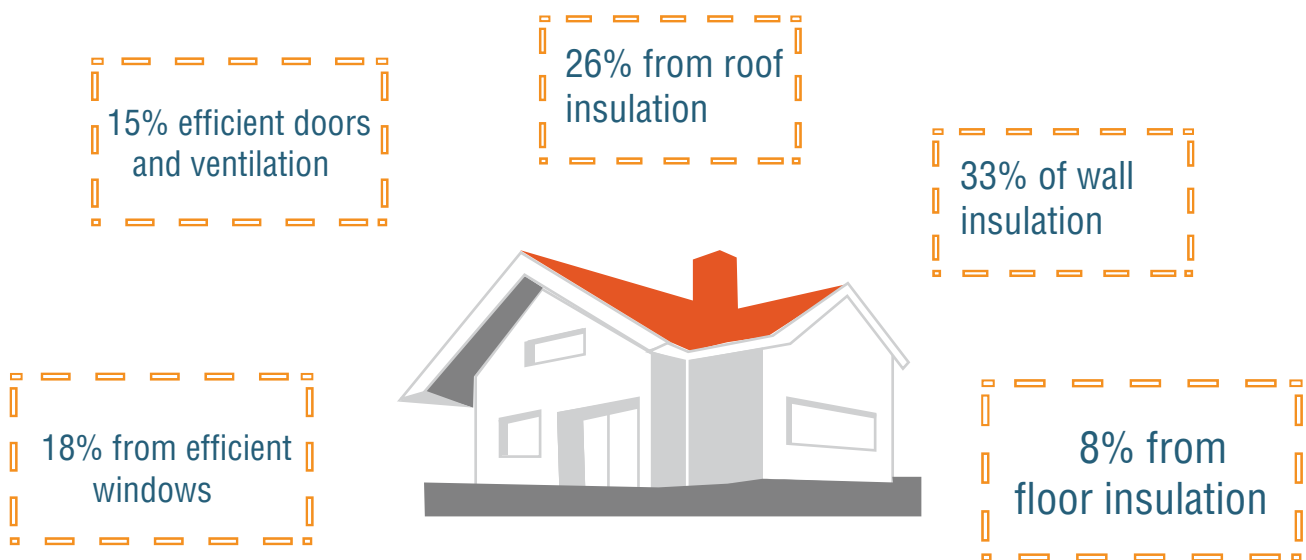


Fig. 8: Energy % saving per investment category

While in Fig. 7, the investments in insulation are shown as a single category, we have cases of two businesses which have decided to invest in floor, roof and wall insulation, while the investment across these three categories is almost equally distributed. The investment in building insulation, as shown in Fig. 8, has a highly positive impact in terms of energy preservation. We had an almost equal level of investments in floor, roof and wall insulation, which EE investment categories contribute to approximately 8%, 26% and 33% energy saving respectively.

While the case of two businesses which have invested in three different categories is expected to lead to almost 60-65% energy savings, which translated in monetary terms, will help the companies to reduce significantly their electricity bills and save that money for investments in more productive areas. Another category which seemingly contributes substantially to energy efficiency and energy preservation, is the investment in efficient doors and windows, with each having a potential of 15% and 18% energy saving respectively. Same as was the case with building insulation, some companies have invested in both, new doors and new windows. There are 6 companies which used the grant money to invest in replacing the old doors and windows with new and efficient ones.

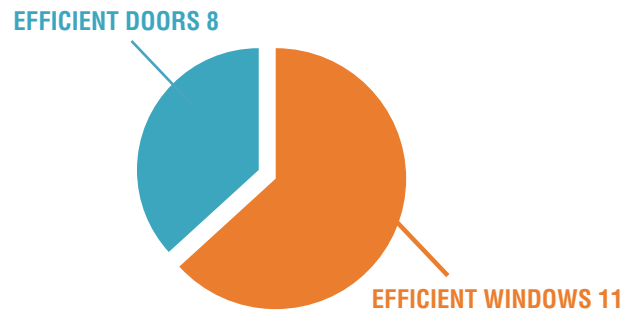
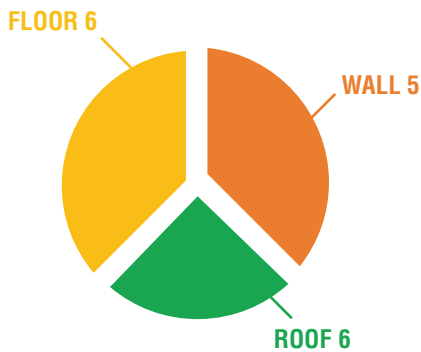


Fig. 9: No. of businesses which invested in insulation Fig. 10: No. of businesses that invested in doors and windows

Ultimately, in order to evaluate the benefits that each of the beneficiaries will derive from this investment, it was not possible to put all of the investments in a single category and hence on a comparable scale. This due to the fact that some of the companies are new and have no available comparable data, some other companies have invested in new equipment which they have not possessed before, or the case of companies having invested in various energy efficiency measures, which could only be calculated separately, etc. Therefore, in order to have a general picture of the potential monetary and energy savings from these investments, we have prepared a detailed table for each of the companies based on their area of investment (See Annex 2).



While we cannot yet measure precisely the return on their investments, we are happy to realize that the grants have been used for investments in energy efficient equipment and other EE measures that ultimately contribute to energy preservation and smarter use of company money, which instead of being spent for electricity bills will and can be potentially spent on more productive areas.

Monitoring and Consulting

Immediately after the signing of the contracts and the distribution of the grants, the companies started to make their respective investments. The investment period started in early August 2015 and lasted until the first week of October 2015, as some of the companies were not able to meet the agreed deadline due to either technical or logistical challenges. Either way, before the final Completion Report was due in mid October, all of the investments were successfully completed. During the investment period, INDEP staff was out in the field and paid a visit to all of the companies to monitor the investments and see whether the companies were facing any major difficulties in this regard. These visits helped us monitor closer all of the investments and they also gave us the chance to once more interact closely with the company owners and managers who declared to be highly satisfied with the fact that they were given this opportunity. A great majority of them were already making preparations to continue with other investments in energy efficiency measures. As the monitoring took place in September, some of the companies that have completed their investment in early August, already had the chance to see the benefits from their investment. They served as a major drive for them to consider other similar or new investments in the area of energy efficiency. This led us to understand that notwithstanding all other indirect and direct benefits deriving from these small grants, we have ultimately contributed to increased awareness about energy efficiency and the accompanying advantages. Throughout the investment period, we also offered the opportunity to all the beneficiaries to consult us and visit our offices or call for assistance on whatever arising issues in order to ensure the smooth flow of the investments.

Moreover, as part of our visibility plan, during these visits we have supplied the beneficiaries with stickers indicating the donor and the grant giver. All of the businesses were asked to place them in the equipment or wherever it was more visible in the building in order to indicate the source of funding.

Completion Report

All the beneficiaries were responsible to submit the Completion Report to our offices or via e-mail by the end of October 2015. The report had to be submitted together with the invoices as well as photographs demonstrating the before and after investment period, which we used as a proof of investment and also as a measure to compare the actual investments with what was initially reported.

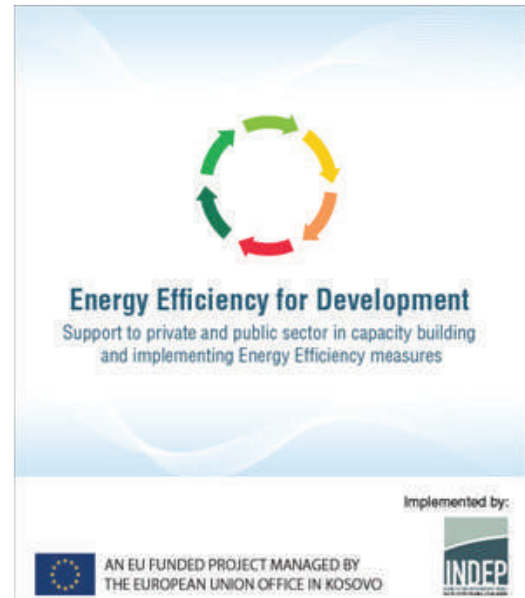


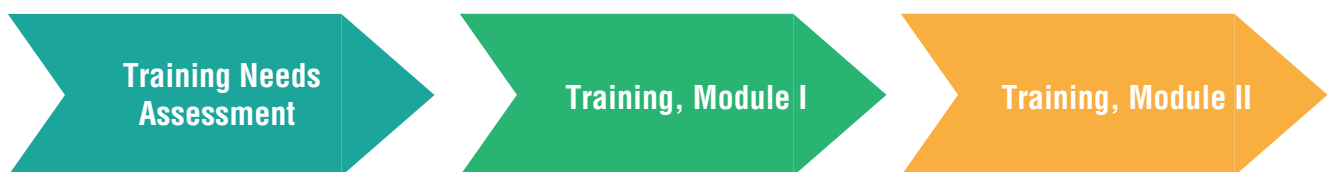
Fig. 11: Visibility Sticker

PHASE II: Support to the public sector in implementing EE measures

This capacity building program is the second component of INDEP's EU supported project on implementing energy efficiency measures at the local level. The program was designed to build capacities of local governments, businesses, nongovernmental institutions in municipalities of Prishtina, Obiliq, Fushë Kosova, Podujeva and Lipjan. The overall aim was to improve capacities of these institutions in order for them to be better equipped in terms of understanding and implementing energy efficiency measures as foreseen by the key policy, strategic and legislative framework in place.

Energy efficiency measures, as foreseen by the National Energy Efficiency Action Plan, aim to save significant amount of energy that is consumed by businesses and households. In addition, improved EE performance could save millions of euros that are spent for energy imports. Moreover, Kosovo is part of the Energy Community Treaty as well as it is undergoing the process of European Union integration. Hence, it has an array of obligations to fulfill as well as it is expected to harmonize its national policies with EU policies and legislation in the particular areas. Local governments have an important role to play in this framework. Therefore, building the capacities of the main stakeholders to implement energy efficiency measures would help Kosovo's overall efforts in this regard and save energy and financial resources that could otherwise be allocated into many deficitary areas of economy, education and health. This project and this program were designed to contribute towards reaching these goals by building capacities of the local stakeholders in the targeted municipalities.

In the preparation of the training modules, three main activities were undertaken:



The key beneficiaries during this second phase of the project were local governments, businesses and civil society organisations.

Training Needs Assessment

The methodology that was used to prepare the Training Needs Assessment was a combination of individual meetings and interviews, a customized questionnaire and review of the key available materials. The project implementation team held an average of 5 meetings and interviews per each municipality; a total of more than 25 meetings. A professional questionnaire was developed in order for the project team to be able to understand and extract training and capacity building needs of the project target group.

Each meeting was organized in two main parts, (a) discussions on state of play and needs of the particular stakeholders groups and (b) discussing and answering the questionnaire. Following all the meetings in five municipalities, Energy Efficiency Training Needs Assessment (EETNA) was

finalized. EETNA was further developed and resulted in the Training Program for five municipalities targeting local officials, businesses and civil society organisations. The EE Capacity Building Program identified the training needs of beneficiaries and recommended specific training programs to be organised in two training modules. A total of 10 trainings were organised and held in Prishtina, Obiliq, Fushë Kosova, Podujeva and Lipjan in which more than 250 participants from local governments, businesses and CSOs participated.

Training - Module I

Objective of the Module I was to first build general understanding among participants about what is energy efficiency and how does it function in practice. Second, EU's and Kosovo's EE targets as well as roles and responsibilities of municipalities and the Government were addressed and elaborated including Kosovo's membership in the Energy Community Treaty and other relevant regional forums. The aim of the Module I was also to elaborate on and explain to participants Kosovo's EE legal, strategic and institutional framework in order for them to understand how policies and institutions in the field are regulated. In addition, Module I elaborated in depth the National EE Action Plan and what has been achieved so far, including challenges and the lessons learned. Module I was completed with the addressing of EU's EE policies, the legislation and strategic framework and their implications for Kosovo.

Trainings for Module I focused into four main topics:

Topic 1

What is energy efficiency? Roles, responsibilities of municipalities and the Government towards energy efficiency objectives; EU's and Kosovo's EE targets; and Kosovo's participation in regional forums and its obligations.

Topic 2

Identification of the legal, strategic and institutional energy efficiency framework as well as EE funds, projects and plans in Kosovo. In addition, the cooperation between the national and local levels was addressed and discussed within this topic. The aim of this section was for the participants to become familiar with all aspects of the energy efficiency in Kosovo.

Topic 3

Analysis of the National EE Action Plan and its implications including (a) elaboration of the action plan; (b) what has been achieved and (c) lessons learned and the way forward. Key challenges and opportunities during its implementation were also included as part of the Topic 3.

Topic 4

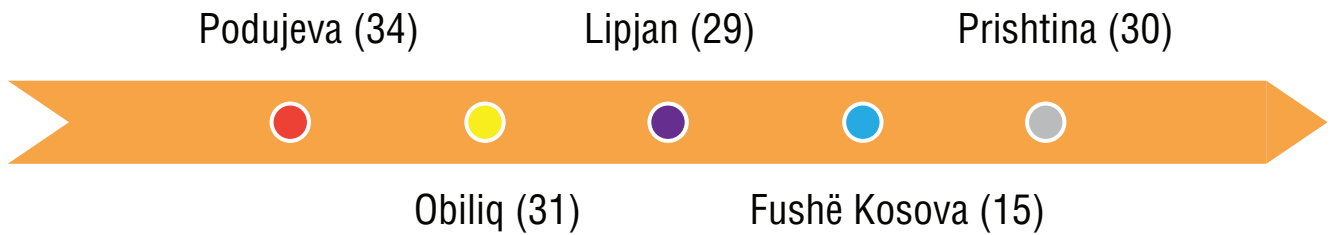
Identification of EU's EE policies, legislation and the strategic framework and understanding of the implications for Kosovo, mainly towards seeing what is it that the country has to undergo and what standards it has to meet.

Trainings for the Module I were organised and executed in the following dates:

- June 16th, 2015 / Podujeva
- June 17th, 2015 / Obiliq
- June 18th, 2015 / Lipjan
- June 17th, 2015 / Fushë Kosova
- June 22nd, 2015 / Prishtina



Number of beneficiaries and participants from all three stakeholders groups, (1) local government, (2) businesses/private Sector; and (3) Civil Society Organisations were significant and a total of 139 individuals benefited from Module I.



Total number of participants: 139

We used a mixed training methodology as the trainings were delivered by both professional technicians and experts in the energy efficiency field as well as practitioners and policy makers from the responsible institutions as well as experts that manage and handle the implementation part of EE projects. Therefore, beneficiaries of the training had the opportunity to hear directly from those who are experts in the field, practitioners and policy makers from the relevant institutions and those who directly implement energy efficiency projects.

In these trainings we used modern innovative techniques of lecturing and presenting that included proactive participation of beneficiaries including group and team work.



Fig 12: Training sessions

Training - Module II

The objective of Module II was to focus at the local level challenges and to identify local responsibilities and needed capacities to address EE measures including the implementation of the national targets. One of the roles of municipalities is to establish local EE offices as well as draft/develop and implement related local EE action plans. In addition, since this is a new topic for municipalities, this module was designed to also enhance local skills on drafting and implementing the necessary EE action plans. Moreover, in order to smoothen the overall institutional and cross-sector process of implementing EE measures, EE themed project writing, advocacy and communication skills were provided. EE experiences and projects in Kosovo and abroad were

presented and discussed during the trainings. It was the aim of this module to improve the cooperation and communication between central and local stakeholders. This module focused on building skills and capacities of local stakeholders to contribute into implementing EE measures including local action plans and other relevant measures.



Trainings for Module II focused into four main topics:

Topic 1

Discussing responsibilities and contributions of the local level; Local EE Action Plan and its implementation; and local resources and capacities to implement measures - gaps and advantages.

Topic 2

Elaborating the role of municipalities towards reaching EE national targets and objectives and progress, lessons and challenges on implementing EE plans and meeting EE targets.

Topic 3

Reflecting on the energy efficiency experiences and projects in Kosovo, and benefits of the EE and its support to economic development and jobs generation.

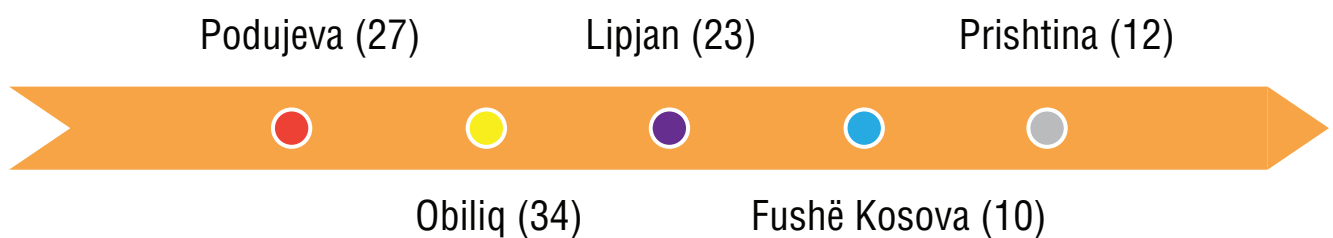
Topic 4

Addressing the development and implementation of EE Local Action Plans and the resources necessary for their implementation. This part of the training also included delivery of know how on the design and development of EE projects.

Trainings for the Module I were organised and executed in the following dates:

- September 21st, 2015 / Lipjan
- September 22nd, 2015 / Podujeva
- September 23rd, 2015 / Fushë Kosova
- September 29th, 2015 / Obiliq
- September 30th, 2015 / Prishtina

Same as with Module I, Module II was attended by a significant number of participants and beneficiaries reaching a total of around 100.



Total number of participants: 106

In line with the methods used for the drafting of the Module I, we used similar methods for Module II in order to achieve maximum results. A mixture of professional field experts combined with institutional practitioners and those who manage EE policies were also involved during the EE trainings. This resulted to be a good combination that kept beneficiaries engaged and interested in the topic during the training sessions.

Capacity Building Programme Outcomes

Overall, the Capacity Building Programme was divided in three parts: the Training Needs Assessment, Training Module I, and Training Module II, which jointly helped us deliver the projected results. Initially we engaged in identifying the capacity building needs at the local level and in response we designed the training modules that enhanced the capacities of the local level stakeholders so they can address EE matters more effectively in the future. It can be stated that these exercises also contributed to an increased EE awareness amongst the three main stakeholders groups in targeted municipalities. It should be emphasized that during the trainings, meetings and discussions it was highlighted that one of the key obstacles that hinders the implementation of the energy efficiency plans (both local and national) is the lack of allocation of sufficient financial resources to implement the planned projects. Therefore, in the future, in addition to capacity building, financial support needs to be secured in order for the Energy Efficiency Plans to be implemented as foreseen.



A total of 245 representatives of local governments, businesses and civil society from municipalities of Fushë Kosova, Lipjan, Obiliq, Podujeve and Prishtina have been trained through this capacity building program. Participants have been selected in close cooperation with local authorities and in consultation with the project management team. The overall aim was to have proportional participation from each of the three stakeholders groups and as such reach out to all relevant stakeholders in this area, something that this project managed to achieve successfully.

Support to municipalities for meeting the EE local objectives

One of the most important components of the project was the assistance offered to the 5 beneficiary municipalities in terms of identifying best modalities for carrying out successfully the local energy efficiency agenda. In this process, energy experts from our group met regularly with the heads of the responsible departments for EE in each municipality in order to see how they could jointly find solutions and most suitable alternatives to meet the EE targets and objectives as set per the EE local plans.

The assistance to the municipalities was offered in three parts: it started with one-on-one meetings with the local officials, whereby it was agreed to collaborate throughout the entire period of the implementation of the project. Thereafter, the experts engaged in drafting the report 'The context of the drafting, the contents and the implementation of municipal plans for energy efficiency' as well as the reports on the implementation of the energy efficiency plans for each municipality. The final phase of this action was the presentation of both of the reports to the municipal officials in a closed meeting.

As far as the first part is concerned, our project experts initially identified all of the responsible officials in each municipality for the area of energy efficiency. Afterwards, they arranged meetings with them at their offices. These meetings also served as study visits, as the experts had the chance to meet the officials in person, yet what's more, they were able to see themselves closely what projects and activities have been undertaken in the area of EE in the respective municipalities. Ultimately, the meetings served as a promising starting point for the experts to continue further with the planned activities.

After having the chance to see closer and monitor the developments in the EE area, the experts engaged in the drafting of the 6 reports, one being the thorough analysis of all the procedures, obligations and phases of the drafting of the EE plans for the municipalities and the other 5 being the municipal reports for each of the targeted municipalities which reflected on the challenges and opportunities of the municipalities to respect the set objectives as per their EE local plans.

The first document, 'The context of drafting, the contents and the implementation of municipal plans for energy efficiency' is a chronological representation and analysis of the procedural part of the drafting of the local EE plans. Respectively, the objective of the document was to analyze the legal framework, the national priorities, the circumstances and the assistance provided to the municipalities, respectively a reflection of the entire path from the inception until the finalization of the EE local plans. Given the limited experience in the field of municipal officials, this report provided a broad overview about municipal responsibilities in the field of EE; an analysis of the legal basis and reasons for drafting the plans; a reflection on the process that has resulted in the current EE municipal plans; and an identification of the shortcomings of such plans complemented with recommendations that should be followed for the implementation of these plans. At the same time, the report reflected on the changes in the legislative framework which focuses on the establishment of the necessary structures for the effective management of the energy sector. Finally, the report elaborated on the situation when the energy structures would be in place as well as the current situation when these structures are not functional.



As a complementary part to our first report, our team drafted the analysis of the energy efficiency local plans for each municipality. The idea of these 5 reports was to identify the objectives in the area of EE for each municipality and list recommendations on how they can achieve the set objectives. In other words, our experts identified the challenges for each municipality and drafted a list of recommendations on how they can go about meeting the set goals. Based on the findings of the reports, what was common for most of the municipalities is that neither of them has committed towards the establishment of the EE offices. On the other hand, most of them have no sufficient staff capacities; there are no concrete means how to reach the set targets; in many cases there are no plans for the residential and transport sector; there is still lack of awareness about EE in general amongst the population, and; no serious awareness raising campaigns have been undertaken so far by the municipalities themselves, etc. The listed recommendations have therefore been designed in response to these findings, amongst others, asking for the establishment of the necessary structures (i.e. EE Offices) for carrying out effectively the EE agenda; the revisiting and amendment of the current plans; the undertaking of all the measures for implementing the set objectives; etc.

Ultimately, the findings of these reports have been presented before all the municipal officials in a closed meeting which took place in December 2015. In this meeting, the officials had the chance to express their concerns and they also had the chance to review the findings of the reports. Apart for complementing the team for conducting such an important analysis, they also suggested some other measures that could be undertaken which they identified during the meeting through exchanging their experiences with their counterparts. This activity marked the most important part of our support scheme for the municipal officials. Although this is how far the scope of the project extended, INDEP will further engage in monitoring the municipalities in their work and commitments towards fulfilling the undertaken EE obligations.



PHASE III: Awareness raising campaign

The 'Energy Efficiency for Development' project was rather a measure for educating various target groups on the importance of implementing energy efficiency measures. We, therefore, prefer to cluster the awareness raising component in three phases: a) Awareness raising of various target groups on the importance of implementing EE measures, b) The Energy Efficiency Week, and c) The Energy Efficiency conference. Although organized as separate activities, all of the three have been designed with the intention to bring the notion of energy efficiency a step closer to the public and the relevant stakeholders and hence make it an easier digestible concept and incentivize all of the target groups to take more serious measures in this regard.

Raising awareness of various target groups on the importance of implementing EE measures

The awareness raising campaign officially started in December 2015 and lasted for 3 months. Throughout this period, posters with clear EE focused messages, presentations for high school students, stickers, displays, leaflets, TV and Radio Ad-s, as well as TV and radio shows in various channels have been distributed, broadcasted and organized. The campaign was designed based on three principles: a) to convey a clear message on the importance of implementing EE measures, b) to be inclusive and target various target audiences, and c) to be intensive and have a great visibility performance.

The awareness raising campaign started with a preliminary survey in order to understand better the level of awareness of the business sector as far as investment in EE is concerned. The questionnaire was designed by the project team and conducted in 5 municipalities with a sample size of 259 SME's. The use of survey outcomes prior to starting the awareness campaign was efficient and contributed in the design of bespoke awareness promotional materials. The awareness, raising campaign was one of the main activities of this project and every other activity performed under this project has been conducted with the idea of raising awareness about and promoting EE measures. In all of the activities we have successfully integrated the awareness raising element and hence used every opportunity to promote investment in EE as a profitable one for businesses. Additionally, the campaign has targeted policy makers and CSO representatives.

The main message of the campaign was that investing in EE and EE measures is beneficial for businesses as they cut cost, lower energy bills, and also that investment in EE provides a secure financial return on the investment. It can be concluded that the mix of communication used during the awareness raising campaign was handled successfully and the objectives of the campaign have been reached.

The project received a massive PR coverage; print and TV media covered all activities. The project team have been invited to discuss in a number of TV and radio shows, while, for the very first time, a local TV station produced an energy efficiency themed documentary. Moreover, during this period we have organized and distributed:

Brochures	15000
Posters	500
TV Ad	3
Radio Ad	3
TV shows	4
Radio shows	2
Stickers	600
Displays	27

Fig 12: Numbers of each promotional tools used during the EE campaign

EE Posters

As part of the Energy Efficiency Awareness raising campaign, we have designed custom made and EE themed posters, which have been distributed in all municipalities, except for the Municipality of Prishtina, where the placement of posters in the public is banned by law. The posters were placed in schools, cafes, businesses, and various strategic locations around the city. A total of 500 posters were distributed equally across the 4 municipalities.

Billboards

Additionally, we have also printed billboards which were similar to the design of the posters. The billboards were placed in all 5 municipalities. A total of 10 billboards have been distributed around the target municipalities. Out of these, 7 were in the Albanian language, 2 in Serbian (which were placed in the part of Prishtina on the way towards Gračanica and Lipjan), and 1 in English (which was placed in Prishtina city center).

Displays

In the municipality of Prishtina, where display marketing is gaining momentum, we have also broadcasted the EE ads in 27 different locations across the city. These displays have been placed in shopping malls, cafes, restaurants, etc. The ads ran on average 100 times per day for a full month in the period February-March, coinciding with the final phase of the EE awareness raising campaign.



EE brochures

The set of the utilized awareness raising tools has also been complemented with the preparation of EE brochures. These brochures were designed with the purpose of conveying to businesses



Fig 13: EE poster/billboard

in particular but also to the other target groups the relevance of EE and the benefits deriving from the implementation of EE measures. In the brochures, we have placed information about the benefits that derive from investment in efficient lighting, insulation, door and window replacement, buying of efficient equipment, as well as, investment in solar panels, which categories have also been the categories of investment in EE measures by our EE grant beneficiaries. A total of 10,000 brochures have been printed and distributed to the businesses and citizens, but as well as during the Energy Efficiency Week and the school talks.

Çka është eficiencya e energjisë?
 Eficiencya e energjisë do të thotë të realizohen të gjitha aktivitetet (ngrohja apo ftohja e ambienteve, odricimi, kryerja e shërbimeve apo prodhimi i produkteve) dhe të sigurohen rezultatet e dëshiruara, mirëpo me konsum më të vogël të energjisë.

Nëse investoni në ndriçim eficient, ju do të kurseni edhe më shumë:

Kategoria	Poq i zakonshmet	CFL	LED
Watt	60	15	12
Energjia e kursyer	0	65-75%	75-80%
Jetëgjatësia e poqit	1000h	10.000h	25.000h

INVESTIMI NË EFIÇIENCË ËSHTË FITIM
 Humbjet në objekte si rezultat i mungesës së izolimit termik:

Klasa e energjisë	Kapaciteti	Konsumi	Kursimi në energji
Thjeshtë	500m ²	3.5	-30%
A+	500m ²	2.4	

Panele solare
 Panelet solare kanë potencial të ndryshëm. Mirëpo, një panel i kualitetit të lartë ka kapacitet mesatar prej 345 watt. Në maksimumin e tij, një panel solar me kapacitet 345 watt prodhon energji prej 20 vat për m².
 Panelet solare prodhojnë energji edhe në ditët me re, zakonisht 10-20% të sasisë së prodhimit në ditët me diell.

Me investim në energji solare – biznesi juaj është një hap përpara tjerëve.

Si funksionon një sistem solar:

- Pannelat solare
- Invertori
- Pika shpërndarje
- Makina e zgjedhjes së ambientit
- Pajisjet rregullojnë shtetektor

Me investim në energji solare, ju:

- Reduktoni në maksimum fakturën e rrymës
- Gjeneroni të ardhura: kthimi në investim 6-8%
- Rrisni vlerën e pronës tuaj apo të ardhurat nga qeraja
- Demonstroni përkushtim ndaj mbrojtjes së ambientit
- Zvogëlioni gjurmët e dioksid karbonit në produktet dhe shërbimet tuaja.

Fig 14: EE brochure

TV and Radio shows

The Energy Efficiency Awareness raising campaign marks the most EE focused media performance, as all main TV channels and radio stations have hosted the project team representatives who through various shows have shared information about the project and energy efficiency in general.

TV/Radio channel	Show title	Link
RTK	Morning show 'Miremengjesi Kosove'	https://www.youtube.com/watch?v=huCSOS_gnEY
RTV 21	Bon Bon Show	https://www.youtube.com/watch?v=id5y8i7hMIk
Klan Kosova	Morning show 'Ora 7'	https://www.youtube.com/watch?v=p1G8lydM1po
KTV	Ekonomia me Erezën	https://www.youtube.com/watch?v=yrVBQvPZem8
Rrokum TV/ Urban FM	Morning show	https://www.youtube.com/watch?v=4ss3s-mq03s

**The show in Radio Llapi is not accessible online.

EE Ads

For the purpose of having more positive results and reaching out to a wider array of people, we have also prepared three different ads which were intended to foster and incentivize investments in the area of Energy Efficiency. The ads have been broadcasted in all main TV channels and radio stations.



19 sec Ad - Invest in Efficient Lighting 16 sec Ad - Invest in efficient equipment 27 sec Ad - Energy Efficiency for Development

Fig 15: Illustration of the three EE ads

Media coverage

As indicated in the beginning of this section, the idea of the EE awareness raising campaign was to reach out to a wider range of audience as well as convey a clear message on the importance of implementing EE measures.

Therefore, we have engaged in intensive marketing and promotional campaign. Below is a representation of the media buying performance:

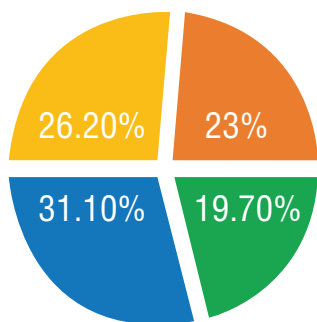
Name of Radio/ TV station	Period of broadcast	Broadcast time
TV Channels		
RTK	10-29 February 2016	600 seconds
KTV	12-29 February 2016	500 seconds
RTV 21	11-29 February 2016	582 seconds
Klan Kosova	12-29 February 2016	564 seconds
Radio Stations		
Radio Dukagjini	11 February 2016 – 11 March 2016	7 x 30 seconds / day
Radio 21	11 February 2016 – 11 March 2016	10 x 30 seconds / day
Radio Kosova 1	10 February 2016 – 10 March 2016	7 x 30 seconds / day
Radio Urban FM	11 February 2016 – 11 March 2016	10 x 30 seconds / day
Radio Llapi	26 February 201 – 26 March 2016	10 x 30 seconds / day

While below, we represent the number of times each of the ads was broadcasted in each of the TV channels.

TV channel	No. of times the ad was shown in the selected TV channel		
	16 seconds	19 seconds	27 seconds
Klan Kosova	11	8	9
RTK	14	13	11
RTV 21	12	12	8
KTV	10	9	5

Additionally, below is a representation of broadcast performance of the three advertisements that were prepared for this Campaign. This is a statistical representation of the broadcast frequency and the profile of the broadcast (prime time, noon or evening time) in the four local TV channels.

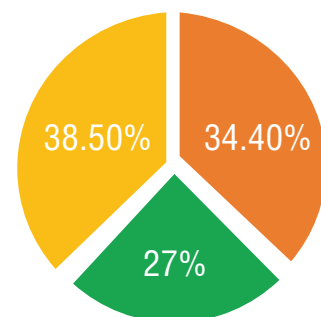
Share of EE Ad broadcast time in each TV channel



■ Klan Kosova
 ■ KTV
 ■ RTK
 ■ RTV21

All of the three ads have been broadcasted on daily basis during the contracted period in the 4 TV channels. Out of the cumulative broadcast time, the Klan Kosova broadcast time makes up for 23% of the total timing, KTV, 19.7%, RTK 31.1%, and TV21 26.2%.

EE ad's percentage as part of the total timing of broadcast

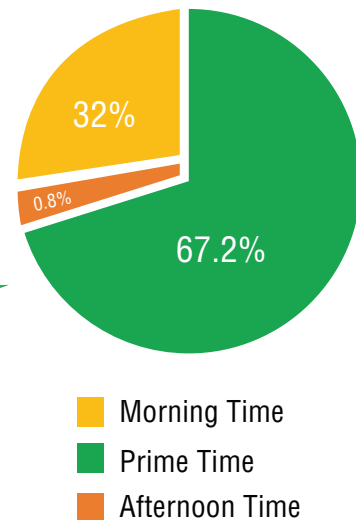


■ 16 seconds
■ 27 seconds
■ 19 seconds

When we analyze the percentage of broadcast of each of the Ads compared to the total broadcast time, the 'Energy Efficiency for Development' (27 seconds ad) comprises 38.5% of the total broadcast time, the 'Invest in Efficient Lighting' (19 sec ad) comprises 34.3% of the broadcast time, whereas 'Invest in efficient equipment' comprised 27% of the time.

TV Time broadcast per categories

It was very important for us to broadcast the Ads during the most strategic TV timing. Hence, as seen in the chart, 67.2% of the broadcast time was prime time (before evening news edition, when number of viewers is the highest), 32% was morning time, and 0.8% was afternoon time.



The graph below gives a clear representation in which TV channel was the most intensive TV awareness raising campaign. As can be seen, in RTK we had the highest percentage of ad broadcast for each of the three ads, followed by TV21, Klan Kosova and then RTK.

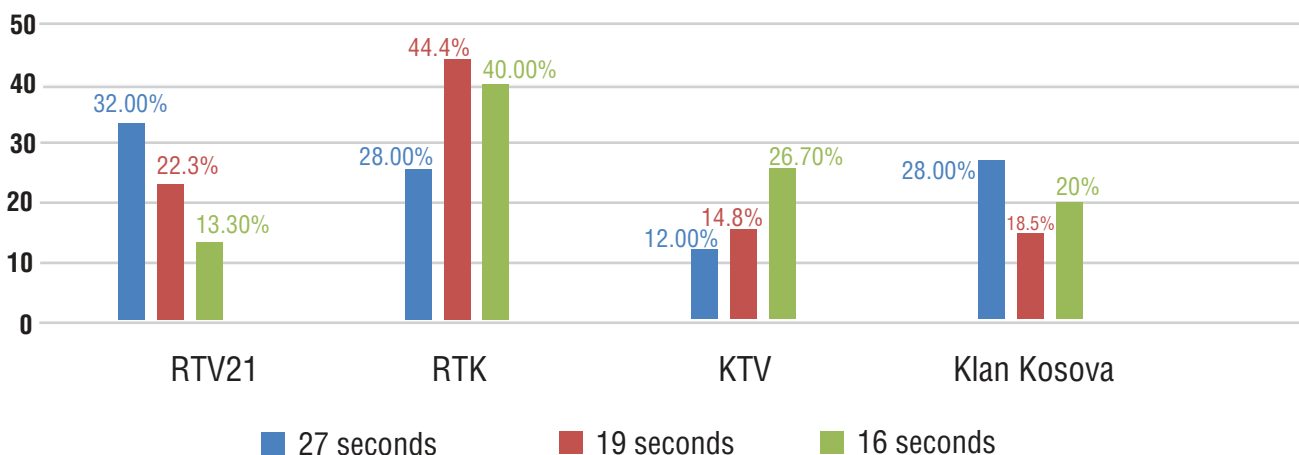


Fig 16: Percentage of broadcast of each ad in each TV channel compared to the entire broadcast time

Newspaper ads

The poster that was prepared for the EE awareness raising campaign was also our promotional tool we used for the newspaper (print media) part of the campaign. The poster would be shown in a ½ page format, and below is a precise demonstration of how many times it was part of the daily editions of Epoka e Re, Koha Ditore, Koha Sot dhe Zëri.



Fig 17: Ad in newspaper

Epoka e Re	½ page	36 days
Koha Ditore	½ page	11 days
Kosova Sot	½ page	14 days
Zëri	½ page	21 days

Energy Efficiency Week

During this week, we had an intensive EE related activity in all areas, especially with regards to media activity. It is in this week that the first almost 60 min TV show ‘Ekonomia me Erezhen’ exclusively dedicated to energy efficiency developments in the country has been broadcasted in one of the most famous local TV channels. As part of this show, perspectives of main stakeholders, such as the Government, the Business Community, EE experts, and Civil Society (in this case INDEP), with regards to developments in the area of EE have been elaborated. The success of the project Energy Efficiency for Development has been vividly highlighted and promoted as a good example of how and what can be done to incentivize investment in EE, especially amongst the business sector. While the show, being the most famous one to cover issues of economic development currently in the country, was registered during the EE awareness raising campaign (first phase), it was intentionally been left to be broadcasted during the EE week as a symbolic sign to mark and respect the idea of this week properly.

Throughout this week, we have had an intensive social media campaign as well. All of our promotional activities and TV presence have been posted in our Facebook and Twitter page, which are automatically synchronized. This has caused a mass reaction and a well acceptance by the public, which we were able to identify through the number of messages, e-mails, phones and one on one meetings, which were initiated by the interested parties themselves.

It is important to tackle the fact that the placement of the promotional materials and all our awareness raising related activity has attracted significant interest by various stakeholders, but especially by the business community. In order to reach out to a focused target group, we have also engaged in ‘post boosts’ in Facebook in certain cases. The performance of our social media, respectively Facebook in this case, can be traced below:

TV SHOWS

TV Show	Date	Likes	Reach	Post clicks
Ekonomia me Erezhen	15 Mars	89	19,223	198
Bon Bon	29-Feb	26	1434	74
RTK	25-Feb	21	3045	212
Rrokum/Urban FM	22-Feb	20	1380	47
Klan Kosova	3-Feb	83	15691	639

PROMOTIONAL MATERIALS

Brochure	2-Mar	14	1505	112
Poster	9-Feb	118	14116	334

EE ADS

Long ad (combination of all three)	26-Feb	15	939	14
27 sec	23-Feb	16	1303	36
19 sec	12-Feb	123	13489	78
19 sec	10-Feb	77	18546	110

In addition, a wide range of promotional materials, i.e. posters, presentations, stickers, word of mouth, EE bulbs, brochures, were be distributed to the public in the streets.

Also, lectures in several elementary and high schools took place in order to inform the pupils (youth) on how to better save/use the energy. The lectures took place as per the following schedule:

- Speech on 29/02/2016, took place with pupils of 11th grade, Economic High School "ISA BOLETINI" in Podujeva;
- Speech on 01/03/2016, took place with pupils of 11th grade, Gymnasium "ULPIANA" in Lipjan;
- Speech on 02/03/2016, took place with pupils of the 9th grade, Elementary School "IBRAHIM RUGOVA" in Obiliq;
- Speech on 02/03/2016, took place with pupils of the 6th grade, Elementary School "MIHAIL GRAMENO" in Fushë Kosova;
- Speech on 04/03/2016, took place with pupils of the 11th grade, High School for Agriculture in Prishtina.



Fig 18: During the EE lectures with pupils in primary and secondary schools

As part of the Energy Efficiency Week, we have also marked the Energy Efficiency Day, on March 5th. The event was organized in all the 5 municipalities, while in Prishtina we have arranged a joint action with the Municipality of Prishtina and the Green School. Promotional stands have been placed in the center of the 5 cities with two promoters in each. They have contacted the citizens directly and shared information about Energy Efficiency measures. Moreover, during the campaign we have distributed efficient light bulbs in the following cities:



Fig 19: EE day activity

In the centre of Podujeva, we have distributed 50 energy efficient lights to the citizens as well as brochures. Our promoters delivered EE specific information in each stand in order to educate them on benefits of implementing energy efficiency measures. In addition to this, our promoters have visited 25 business operating in Podujevo and have distributed two electrical lights per business and also informed them that these lights should replace the ones in use in order to save energy as much as possible. Also, EE stickers were given to them.

In Lipjan, in the centre of the city, we have delivered 50 energy efficient lights to the citizens. In the stand, the promoters shared EE related information in order to inform the citizens on the importance of implementing energy efficiency measures. The same information as well as energy efficiency lights were delivered to 25 businesses (2 energy efficient lights per each business). Ultimately, EE stickers were placed in businesses as per their will.

In Obiliq, 50 energy efficient lights were distributed to the citizens as well as brochures. Here as well, our promoters delivered EE specific information in the stand in order to educate them on benefits of implementing energy efficiency measures. The same information and distribution of energy efficiency lights were delivered to 25 businesses (2 energy efficient lights per each businesses)

In Fushë Kosova, our promoters have distributed 50 energy efficient lights to the citizens together with EE brochures. They have also shared EE related information. Energy efficiency lights were distributed to 25 businesses (2 energy efficient lights per each business) and EE stickers were placed in the visited businesses whenever they wanted to do so.

In Prishtina, more than 400 energy efficient lights were distributed in three main centres of the city (Zahir Pajaziti square, New Born square and Skenderbeu square). We were targeting citizens and each interested citizen has been informed about energy efficiency benefits. In Prishtina as well, energy efficient lights were distributed to them together with EE informative brochures.

During the 6 days of the EE week approximately 15,000 leaflets across businesses and to the citizens were distributed, and posters were placed in four of the targeted municipalities. All of these actions were organized with a single objective, i.e. to inform the citizens on the importance of implementing energy efficiency measures and as a result to engage in electricity savings.



During the 6 days of the EE week over 1,000 brochures were distributed to the business door to door, and posters were located around the town.

Prishtinë	576
Podujevë	296
Lipjan	147
Obiliq	97
Fushë Kosovë	320
TOTAL	1432

About 500 posters and over 800 electric efficient lights were distributed in order to inform the citizens on the energy efficiency and electricity savings potential in several Municipalities of Kosovo, i.e. Prishtina, Podujevo, Lipjan, Obiliq and Fushë Kosova.



Moreover, we have also distributed stickers indicating that ‘This business uses efficient lighting’ and ‘This business uses efficient equipment’. The stickers were given out to all the business which have been willing to place them as a sign to demonstrate to the public that they are leaders in investments in energy efficiency and role models for green businesses in Kosovo.



Energy Efficiency Conference

The Conference marked the closing of the project as well as the phase of the Awareness Raising Campaigning. It brought together the eminent figures from the energy sector in Kosovo together with international actors directly involved in energy matters in Kosovo. During the conference, EE related studies, strategies and plans were presented and analysed and discussed. Overall Kosovo's EE progress was assessed and future plans and policies that ensure better implementation of the EE measures and their sustainability have been elaborated.

The idea behind this conference was to analyse how far overall has the country reached in the area of energy efficiency, what has been done good and what did not go right, what needs to be addressed, identify the new challenges emerging in this sector, etc.

The conference was also organized with the intention of showcasing the success of the 48 businesses in the implementation of the EE measures and hence paving the debate toward the need for similar grant or supporting schemes that would enable the business community to embrace investments in this area.

The panel consisted of the Deputy Mayor of Prishtina, the EU Office representative in Kosovo, the Project Manager of 'Energy Efficiency for Development', the head of the Kosovo Energy Efficiency Agency, and a representative from the Business Sector, respectively one of the grant beneficiaries.

It is worth emphasizing that in the conference experts from the region (Albania) but also abroad (Austria), and a majority of international organizations representatives have been present.

It was reflected that the conference was a great meeting point for ideas and people and in addition to offering the space for discussion on this relevant topic, it also served the purpose of inter-stakeholder networking. This way, partners and stakeholders had the chance to discuss potential cooperation and joint plans in the near future within this area.



Fig 20: EE conference

The discussions in the conference and a reflection on the current situation in the developments in the area of Energy Efficiency in Kosovo are presented in the next section.

Progress in the area of Energy Efficiency in Kosovo

Kosovo is still behind in the field of legislation on energy. However, some progress has been made especially in creating a legal basis to open the energy market. A new Law on Thermal Energy which was adopted in November 2015 creates conditions for an open market for thermal energy; regulates thermal energy systems including the possibility for businesses and industry to create closed thermal energy systems. This new law also opened discussion about thermal energy meters and the obligation of the distribution company to provide thermal energy meters for every consumer. The current system calculates energy based on the square meters of the area that is being heated and not on the amount of heat that flows through the pipes. The consumer cannot adjust the heat level and this leads to a considerable level of energy being lost. The new metering system is expected to be introduced by the end of 2016.

On the other hand, the Government has not yet proceeded the new Law on Energy Efficiency nor the Law on Energy Performance on Buildings. The former is expected to create the Energy Efficiency Fund, an independent budgetary body that will help business and private persons to implement energy efficiency based projects. The latter, will create basis for energy audits and energy labelling of the public and private buildings. The adoption of both laws is expected to take place soon.

Additionally, in March 2016, the Government introduced the new draft laws on energy, electric energy, energy regulatory office and natural gas. The new legislation aims to adopt the third package of EU's legislation on energy, mandatory for Kosovo under the Treaty on Energy Community. The new proposed package creates the basis for an open market on energy production and supply and it is expected to lead to higher transparency of the energy companies. The ultimate goal of this legislation package is to create an environment in which a business or a private person can choose to buy the energy from different suppliers. It also ensures that the energy distribution company is obliged to provide all technical expertise and support for any type of energy produced from businesses or private persons that needs to be integrated into the grid. This will serve as an incentive for businesses to invest in renewables and energy efficiency.

Ultimately, in addition to the need to complete the legislative base and increase the human capacities to tackle challenges in the area of energy efficiency, there seems to be a need for sustainable funding of EE projects as well as EE grant schemes or the similar to support and give incentive to the business community to invest in this area.

List of annexes
Annex 1: List of beneficiaries

No.	Business ID	Municipality	INDEP	Business	Total Grant
1	Parashkollor Bardha	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
2	99 Lule	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.75
3	Nsh Danfos	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
4	ADA Group	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
5	Iteg shpk	Prishtinë	€ 680.00	€ 170.00	€ 850.00
6	Labela Team	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.75
7	NTP Hasani Commerce	Prishtinë	€ 1,920.00	€ 480.00	€ 2,400.75
8	NSH A Design	Prishtinë	€ 1,120.00	€ 280.00	€ 1,400.00
9	Papirun	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.75
10	D.P.H Arbri	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
11	Nsh Adv media House	Prishtinë	€ 1,600.00	€ 400.00	€ 2,000.00
12	NTSH Era	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
13	Medru Plast	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
14	City Bakery shpk	Prishtinë	€ 1,880.00	€ 470.00	€ 2,350.00
15	Virus Design	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.75
16	Vali Impex	Prishtinë	€ 1,200.00	€ 300.00	€ 1,500.75
17	LB-Rimida SHPK	Prishtinë	€ 1,440.00	€ 360.00	€ 1,800.75
18	N.P.T Arhing	Prishtinë	€ 809.60	€ 202.40	€ 1,012.00
19	D.P.H City Point	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.00
20	N.T.Sh powerterm	Prishtinë	€ 1,360.00	€ 340.00	€ 1,700.75
21	SH.P.K Fisi	Prishtinë	€ 800.00	€ 200.00	€ 1,000.75
22	Ura-G/2500	Prishtinë	€ 1,200.00	€ 300.00	€ 1,500.75
23	Termovision Shpk	Prishtinë	€ 2,000.00	€ 500.00	€ 2,500.75
24	Kosova Live LLC	Prishtinë	€ 1,920.00	€ 480.00	€ 2,400.00
25	DPZ Sony Z	Prishtinë	€ 560.00	€ 140.00	€ 700.75
26	Nsh Accountant	Prishtinë	€ 1,856.00	€ 464.00	€ 2,230.75

No. Business ID	Municipality	INDEP	Business	Total Grant
27 Fruti i Zemrës	Podujevë	€ 1,152.00	€ 288.00	€ 1,440.75
28 Market Lavdimi	Podujevë	€ 1,600.00	€ 400.00	€ 2,000.75
29 Laberion	Podujevë	€ 1,600.00	€ 400.00	€ 2,000.75
30 Agro Product V-M	Podujevë	€ 1,600.00	€ 400.00	€ 2,000.75
31 D.P.Z Genta Décor	Podujevë	€ 1,600.00	€ 400.00	€ 2,000.75
32 Zeka1	Podujevë	€ 1,680.00	€ 420.00	€ 2,100.75
33 D.P.T Kulina	Podujevë	€ 1,824.00	€ 456.00	€ 2,280.75
34 D.P.Z Suprema	Podujevë	€ 1,824.00	€ 456.00	€ 2,280.75
35 N.P Kastrioti	Podujevë	€ 800.00	€ 200.00	€ 1,000.75
36 NTP Berbatovci	Obiliq	€ 1,600.00	€ 400.00	€ 2,000.75
37 N.T.P Risi-com	Obiliq	€ 2,000.00	€ 500.00	€ 2,500.00
38 NTP Rona&Ela	Obiliq	€ 2,000.00	€ 500.00	€ 2,500.75
39 DPH Visari	Lipjan	€ 1,088.00	€ 272.00	€ 1,360.75
40 NTSH Delfina	Lipjan	€ 1,600.00	€ 400.00	€ 2,000.75
41 N.T.P Fisniku	Lipjan	€ 2,000.00	€ 500.00	€ 2,500.00
42 NTP Bonton	Lipjan	€ 2,000.00	€ 500.00	€ 2,500.75
43 Fitnes Toni	Lipjan	€ 640.00	€ 160.00	€ 800.00
44 N.T.P Gërguri S-V	Fushë Kosovë	€ 400.00	€ 2,000.00	€ 2,400.00
45 Mobileria Prishtina	Fushë Kosovë	€ 1,200.00	€ 300.00	€ 1,500.00
46 NTP Fienti	Fushë Kosovë	€ 2,000.00	€ 500.00	€ 2,500.00
47 Nsh IAP Brillantët	Fushë Kosovë	€ 2,000.00	€ 500.00	€ 2,500.75
48 Nsh EDA	Fushë Kosovë	€ 2,000.00	€ 500.00	€ 2,500.75
TOTAL SUM		€76,329.60	€19,482.40	€ 97,343.75

List of businesses rejected after first announcement

1 NTSH Federal	Prishtinë	2,500.00	2,000.00	500.00
2 Golden Day	Lipjan	SBY	SBY	SBY



Annex 2: Results of investment

Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After	
Parashkollor Bardha	PR							150 EUR (Summer)	100.5					Wall
								300 EUR (Winter)	201					
								2700	1,809					
								Saving (EUR/Year)	891					
99 Lule	PR							15 EUR (Summer)	13.8					Floor
								65 EUR (Winter)	59.8					
								480	441.6					
								Saving (EUR/Year)	38.4					
NSH Danfos	PR													
										Saving (EUR/Year)	446			
ADA Group	PR							5000 EUR (Summer)						Roof
								8000 EUR (Winter)						
								7800 EUR						
								Saving (EUR/Year)	20,280					
Iteg														Biomass Stove
												Saving (EUR/Year)	850	
Labela Team	PR							150 EUR (Summer)	100.5					Wall
								250 EUR (Winter)	167.5					
								2,400	1,608					
								Saving (EUR/Year)	792					
NTP Hasani Commerce	PR							15 EUR (Summer)	13.8					
								65 EUR (Winter)	59.8					
								480	441.6					
								Saving (EUR/Year)	38.4					
NSH A Design	PR													Wall
								Saving (EUR/Year)	1,500					



Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment	
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After		
LB-Rimida SHPK	PR											1,450	1,050	Air Conditioner A+++; Fridge A++;	
		10	10									40	4		
		1000	100									Saving (Watt/h):	436		
		Saving (Watt/h):	900												
NPT. Arhing	PR											1350	1100		
												Saving (Watt/h):	250		
D.P.H. City Point	PR											950	600	Commercial display & Fridge;	
												950	497		
												Saving (Watt/h):	803		
NTSH Powerterm	PR	14	14									1,350	1,050	Air Conditioner and Fridge	
		40	4									40	4		
		Saving (Watt/h):	504									Saving (Watt/h):	336		
SHPK FISI GOLD	PR											6,500	800		
												Saving (Watt/h):	5700		
URA - G	PR	2200	880											Fryers	
													1,500		1,050
		Saving (Watt/h):	2.5									Saving (Watt/h):			
Termovision SHPK	PR			13	10.66	13	11.1	13	4.29						
				70	57.4	70	59.5	70	23.1						
				498	408.4	498	423	498	164.3						
				Saving (EUR/Year)	89.64	Saving (EUR/Year)	74.7	Saving (EUR/Year)	333.7						
Agjencia e Lajmeve KosovaLive LLC	PR			150 EUR (Summer)	123										
				350 EUR (Winter)	287										
				3,000	2,460										
				Saving (EUR/Year)	540										



Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment	
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After		
DPZ Sony 2	PR														
												75.2	22.56		
													Saving (Watt/h):		
NSH Accountant	PR	3	3	60 EUR (Summer)	49.2	60 EUR (Summer)	51								
		150	18	110 EUR (Winter)	90.2	110 EUR (Winter)	93.5								
		450	54	1,020	836.4	1,020	867								
		Saving (Watt/h):	396	Saving (EUR/Year)	183.6	Saving (EUR/Year)	153								
Fruti i Zemres	PD							20 EUR (Summer)	11.8						
								30 EUR (Winter)	17.7						
								300	177						
										Saving (EUR/Year)	123				
Market Lavdimi	PD					25 EUR (Summer)	23.8	25 EUR (Summer)	23						
						40 EUR (Winter)	34	40 EUR (Winter)	36.8						
						390	347	390	358.8			45	7		
						Saving (EUR/Year)	43.2	Saving (EUR/Year)	31.2			Saving (Watt/h):	38		
Laberion	PD	24	24												
		100	16 x 32 W 8 x 50 W												
		2400	912												
		Saving (Watt/h):	1,488												
Agro Product V-M	PD	22	22												
		100	17x 32 W 5 x 50 W												
		2200	794												
		Saving (Watt/h):	1,406												
DPZ Genta Decor	PD											4,500	2,800		
												500	350		
												Saving (Watt/h):	1,350		
Zeka 1	PD											300	210		
												45	7		
												350	245		
												1,350	945		
												Saving (Watt/h):	638		

Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After	
DPT Kulina	PD	5	5	480	19.68									
		100	25	480	21.32									
		500	125	480	246									
		Saving (Watt/h):	375	Saving (EUR/Year)	54									
DPZ Suprema	PD											6,100	2,200	2x Drying machine 2x Washing machine
												4,100	2,200	
												4,500	23,00	
												3,300	2,300	
												Saving (Watt/h):	9,000	
NP. Kastrioti	PD			25 EUR (Summer)	19.68	25 EUR (Summer)	21.3							
				35 EUR (Winter)	21.32	35 EUR (Winter)	29.8							
				360	301.5	360	360							
				Saving (EUR/Year)	58.5	Saving (EUR/Year)	54							
NTP. Berbatovci	OB	3	4	50 EUR (Summer)	41			50 EUR (Summer)	37					
		100	25	120 EUR (Winter)	98.4			120 EUR (Winter)	88.8					
		300	100	1020	836.4			1,020	754.8					
		Saving (Watt/h):	200	Saving (EUR/Year)	183.6			Saving (EUR/Year)	265.2					
NTP. Risi-Com	OB	11	11	600 EUR (Summer)	492	600 EUR (Summer)	510							
		800	264	1000 EUR (Winter)	820	1000 EUR (Winter)	820							
		8,800	2,904	9,600	7,872	9,600	8,160							
		Saving (Watt/h):	5,896	Saving (EUR/Year)	1,728	Saving (EUR/Year)	1,440							
NTP. Rona & Ela	OB													New building. After the investment, it is expected to reach an energy saving rate of ≈ 50-60%. Efficient doors and windows / Roof insulation



Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After	
DPH Visari	LP											1,500	1,050	Oven and Fridge
												40	4	
													Saving (Watt/h):	
NTSH. Qendra Sportive Delfina	LP	20	20											
		18x 400 W 2 x 1000 W	100											
		794	2,000											
		Saving (Watt/h):	7,200											
N.T.P Fisniku	LP	6	6					80 EUR (Summer)	59.2					
		72	38					140 EUR (Winter)	103.6					
		432	228					1320	976.8					
		Saving (Watt/h):	204					Saving (EUR/Year)	343.2					
NTP Bonton	LP											500 EUR (Summer)	59.2	
												800 EUR (Winter)	3,000	
												7,800	976.8	
												Saving (EUR/Year)	4,800	
Fitnes Toni	LP											1,350	1,050	Air Conditioner and Fridge
												40	4	
												Saving (Watt/h):	336	
N.T.P Gerguri S-V	FK	19												New Company established in Summer 2015. The electricity bill in October was almost 50% lower compared to the bill for September, corresponding with the investment period. Respectively, they paid 125 EUR instead of 204 EUR. Air Conditioner / Pellet Stove/ Efficient lighting
		280												
		5,320												
		Saving (Watt/h):												
Mobileria Prishtina	FK	300	150											
		23	18											
		6,900	2,700											
		Saving (Watt/h):	4,200											
NTP Fienti	FK	48	48	460 EUR (Summer)	377.2	460 EUR (Summer)	391	460 EUR (Summer)	423.2					
		40 x 100 W 8 x 450 W	40 x 25 W 8 x 54 W	600 EUR (Winter)	492	600 EUR (Winter)	510	600 EUR (Winter)	469.2					
		7,600	1,432	6,360	5,215	6360	5,406	6,360	5,354					
		Saving (Watt/h):	6,168	Saving (EUR/Year)	1,145		954	Saving (EUR/Year)	1,006					



Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment	
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After		
Papirun	PR							200 EUR (Summer)	164						
								300 EUR (Winter)	246						
								3,000	2,460						
								Saving (EUR/Year)	540						
D.P.H. Arbri	PR											950 W	497 W	Commercial display & Fridge ; Dishwasher ; LED Lights	
												750 W	497 W		
												750 W	222 W		
		175	85												
		Saving (Watt/h):	90										Saving (Watt/h):		1234
ADV Media House	PR													Pellet Stove	
												Saving (EUR/Year)	900		
NSH ERA	PR											950 W	497 W	Commercial display	
												Saving (Watt/h):	906		
MEDRU PLAST	PR													Solar Power Lighting	
											Saving (EUR/Year)	300			
CITY BAKERY SHPK	PR											8400 W	0 W	Gas stove	
													Saving (Watt/h):		8400 W
VIRUS DESIGN	PR	11	11												
		8,800	2,904												
		Saving (Watt/h):	5,896												
VALI IMPEX	PR													Solar Power Lighting	
											Saving (EUR/Year)	36.50			



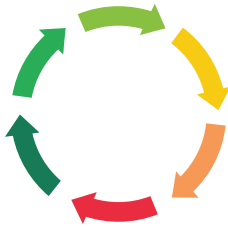
Business Name	City	Efficient Lighting		Efficient Windows		Efficient Doors		Insulation		Solar Panel		Equipment		Comment
		Before	After	Before	After	Before	After	Before	After	Before	After	Before	After	
Nsh IAP Brilantet	FK							50 EUR (Summer)	33.5					Pelet Stove
								150 EUR (Winter)	100.5					
								1,200	804					
								Saving (EUR/Year)	396			Saving (EUR/Year)	600	
Nsh EDA	FK							140 EUR (Summer)	46.2					
								180 EUR (Winter)	59.4					
								1,920	633.6					
								Saving (EUR/Year)	1,286					



Pictures with grant beneficiaries







Energy Efficiency for Development

Support to private and public sector in capacity building and implementing Energy Efficiency measures

Certificate Award Ceremony

To conclude the project, we have also organized an Awards Ceremony after the completion of the project, in which we have awarded all the beneficiary businesses with a certificate. The idea was to give them the opportunity to showcase their efforts in the area of EE to the public and at the same time to thank them for their fair cooperation. Moreover, the certificate was a way of showing them how much their commitment towards investments in EE is appreciated by us and the society.



About INDEP

The Institute for Development Policy (INDEP) is a research Institute and an advocacy centre established in 2011 with the goal of providing independent research-based policy solutions. The Institute functions as an association of policy analysts, researchers and civil society activists, who are committed to provide regional policy guidance to countries aiming Euro-Atlantic integration. In Kosovo, where it is based, the Institute has a special focus on strengthening democratic governance, enabling sustainable development, fostering regional cooperation and it plays the role of a public policy watchdog. INDEP's framework of activities is based on three different yet interrelated programmes which serve as the pillars of the Institute's operational structure.



Democratic Governance

In this programme policy research is combined with strong advocacy with the aim of developing responsive institutions and processes that promote development. The scope of activities includes, yet it is not limited to, strengthening rule of law, free and fair elections, advancing the freedom of the media and aiding the democratisation of political parties. Our general focus is to work in strengthening the checks and balances between democratic institutions and make them sustainable in the longer run.



Sustainable Development

Through this programme INDEP promotes economic development that advances social and political causes whilst preserving the environment. The programme focuses on the future of economy and energy projects in Kosovo and the region. Realizing the importance of the development of the private sector for long term and sustainable economic development, the focus of the programme is now mainly in providing technical and research based support towards the advancement of this sector. Generally, INDEP applies the principles of sustainable development in every policy work, thus combining the outcomes of this programme with the rest of our work.



Regional Cooperation

Regional Cooperation is a precondition for the countries of Western Balkans in their path to the European Union. INDEP aims to strengthen and promote this cooperation mainly in the fields of security and Euro-Atlantic integrations. The programme is seen as an ideal platform to build sound inter-regional cooperation with the aim of drafting policies which ultimately serve the common goal of these countries, i.e. the Euro-Atlantic Integration. Despite our efforts, the activities of the Institute in this programme have been quite limited, mainly due to lack of funds and resources for such activities.