

D6.3. Policy Recommendations



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List of Acronyms

AMB	Àrea Metropolitana de Barcelona
ANCI LAZIO	Associazione Nazionale dei Comuni italiani - Lazio section
BoR	Board of Replicators
DSS	Decision Support System
EC	Energy Community
ECGF	Energy Communities Governance Framework

ECGT	Energy Communities Governance Toolkit
ECs	Energy Communities
IRL	Innovation Readiness Levels
KMA	Kraków Metropolitan Area
KPI	Key Performance Indicator
OIS	Operative Integrated Services
OSS	One Stop Shop
OTC	Community Transformation Office
PA	Public Authority
PEST	Policy, Economy, Society, Technology
PR	Policy Recommendations
REC	Renewable Energy Communities
ToR	Terms of Reference

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Keywords list

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- Pilot regions
- Governance
- Local authorities
- Policy Recommendations
- Stakeholder engagement
- Sustainability
- Replicability
- Pilot trap
- Energy poverty

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1. Executive Summary

Over the past years, several projects boosting energy communities (EC) have seen the light around the EU. The launch and implementation of these initiatives carried out, among others, by projects in which the members of the COMANAGE partnership participate, has made it evident that once started energy communities' projects often struggle to take-off. The COMANAGE proposal originated from this experience, with the aim of tackling and counteracting the main governance and management barriers - including a series of legal, administrative, financial, social, and organizational hurdles - faced by citizen-led and public-participated energy communities' projects.

The final goal of the project was twofold: first, to ensure that energy communities' projects that have already been set-up could take-off and grow in the medium and long term. Second, to encourage and stimulate the uptake of new community-owned energy projects. With this goal in mind, the project has on one hand operationalized a transnational network of knowledge and competence synergies; and on the other, it has mobilized, engaged, and operationalized key stakeholders around three Operative Integrated Services (OIS) Hubs, establish in three Pilot Cases across the European Union (EU) represented in the consortium by the Metropolitan Area of Barcelona in Spain (AMB), the Krakow Metropolis Association in Poland (KMA), the Lazio National Association of Italian municipalities in Italy (ANCI LAZIO).

This document reports on the Policy Recommendations published, by means of two policy briefs for the COMANAGE project. The development of these recommendations was conducted by a participatory co-creative process of interviews, surveys, and meetings within the Consortium, especially among the OIS Hubs and the Board of Replicators (BoR). Furthermore, an external consultancy assisted the process, using a distinct methodology called The Mission-Driven Innovation. The policy recommendations of COMANAGE provide public authorities with actionable frameworks to establish and manage energy communities, and with practices to foster replication, encourage political leadership and address Urban Energy Poverty. The policy briefs are titled: *"How local authorities can support scalable energy communities and escape the "pilot trap""* and *"How energy communities can help address urban energy poverty"*. In order to promote them, a dissemination plan was strategized, considering the graphic design, format distribution and translation of the content.

2. Introduction

This report addresses the creation, development and dissemination of two policy briefs. The origin of the COMANAGE proposal came from the evidence that citizen-led and public-participated energy community (EC) projects often struggle to take off and grow in the medium and long term due to a diverse range of barriers. Even more, most of them get trapped into the “pilot step”. In this context the COMANAGE project aims at developing and implementing an Energy Communities Governance Framework (ECGF) including a set of management integrated services and supporting mechanisms addressed to local public authorities and general citizenship, to facilitate the growth and sustainability in the medium and long term of energy communities and other forms of citizen led initiatives.

The main developed tools are:

- **Energy Communities' Governance Toolkit (ECGT):** Provides mechanisms and integrated services to equip citizens, local, and regional governments with necessary tools for managing energy community projects. It is divided into five categories, offering essential resources for legal, technical, social, finances and communication aspects and it is available in English, Spanish, Catalan, Polish, and Italian languages.
- **E-Learning program:** A multilingual training course(s) and related resources delivered within the project. These courses are available to all interested parties through an open-access Moodle platform that aims to provide managerial knowledge to support public actors in managing the daily issues and more specifically the growth of energy communities.
- **Decision Support System (DSS):** An interactive chat tool that provides useful information for decision-making, based on data collected by project partners. It is also an advance searching engine that picks information based on different thematic guides and materials previously selected by project partners to ensure its quality. As an open platform, it supports local and regional authorities in selecting and applying the most suitable models, services, and tools for energy communities, tailored to their needs and context.

By equipping local public authorities with a governance framework and a toolkit-set, the project has produced effective models allowing public-private partnership in the energy communities' sector.

Hence, aligning with the final goal, which was twofold:

- To ensure that energy communities projects already settled can take off and continue in the medium and long terms.
- To encourage and stimulate the uptake of new community-owned energy projects.

COMANAGE project aimed to achieve this goal by operationalizing a transnational network of experts, facilitators and knowledge/competence providers that have developed, tested, and implemented a set of targeted governance instruments, tools and integrated services to be provided to public authorities. On top of this, the project strategy was tailored, tested and validated within three pilots, through the establishment of three Operational Integrated Service Hubs

(OIS Hubs) in the Metropolitan Area of Barcelona (Spain), the Krakow Metropolitan Area (Poland) and the Regional Area of Lazio (Italy).

The three **pilot cases** that have been developed during the project lifecycle have been a grounded-based experience and a reference for the potential replicators, allowing them to standardize methodologies, project processes, governance frameworks and best practices that might facilitate replication in different contexts. The scale of implementation has been metropolitan, to explore possibilities of developing policy frameworks models allowing inter-municipal cooperation and aggregation of small projects. The framework and its toolkit present a high potential in terms of up-scaling and replicability. Hence, a board of metropolitan areas replicators has been activated and engaged to explore and demonstrate replicability possibilities across the EU and beyond.

The COMANAGE project ensures **the scaling-up and replicability of its results** through a comprehensive strategy encompassing several key initiatives and mechanisms. Above all, the project's three pilot areas (AMB, KMA, ANCI LAZIO) serve as on-the-ground experiences and references for potential replicators in their own territories (metropolitan, regional or national) and in other countries. The learning from the pilots' experience facilitates the standardization of methodologies, project processes, governance frameworks, and best practices that enable replication in diverse contexts, using a reference-driven methodology.

With the intention of fostering replication, each pilot has planned **dissemination and replication activities** adapted to their own local context and highlighting public authorities' participation. These local strategies were founded upon the establishment of physical and virtual spaces for dialogue and collaboration with local stakeholders, adopting a participatory approach where knowledge is shared and information regarding each Executive Plan is provided. The active participation of decision-makers and representatives of Public Authorities (PAs) is crucial for building credibility and influence. Examples of these collaborative ecosystems include the community of practitioners from the Lazio region's municipalities, the network of Community Transformation Offices (OTCs) in the Barcelona metropolitan area, and the Krakow Metropolitan Area dialog among municipalities.

Eventually, aiming the expansion of the COMANAGE project's impact and its potential replication, the **replication process** was enhanced with the creation of a **Board of Replicators (BoR)**, established at the first year of project's implementation. This board is a transnational community of practitioners from 10 European and beyond cities, that constitutes a concrete mechanism for structured replication, peer learning, and knowledge transfer. Through the BoR, members could improve technical skills and enhance capacity building to ensure successful implementation in their own different geographical and cultural contexts. Ongoing support and online available resources were provided too. In addition, there is a section in the COMANAGE webpage dedicated to the Board of Replicators with access to all replicators and pilot hubs case studies, allowing practitioners to establish synergies and create a network of interconnected practitioner communities, and encouraging the dissemination of good procedures and the replication of successful Energy Communities models.

Above all, the project aims to facilitate the sustainability and growth of Renewable Energy Communities (REC) and citizen-led energy projects by strengthening the capacities, services, and political will of local authorities involved in its three Pilot pilots and the Board of Replicators.

On the one hand, well-equipped public authorities, utilising the COMANAGE Energy Communities Governance Toolkit along with other accessible online tools such as the training program and the Decision Support System, can consolidate effective and sustainable governance frameworks for the benefit of energy communities' projects.

On the other hand, the members of the BoR have been testing the COMANAGE set of targeted governance instruments, tools and integrated services to be provided to public authorities with the aim of both gathering feedback to keep improving them and addressing the previously identified governance challenges and barriers, adapted to their own contexts.

As part of the replication strategy, one of the key strategic tools to reach the project's replication objective is the current **Policy Recommendations (PR) report** that provides practical and actionable recommendations addressed to the public authorities involved in supporting projects to energy communities. The Policy Recommendations report is meant to give support to policy makers, experts, facilitators and knowledge providers from the three Pilot Hubs along with the 10 city members of the Board of Replicators. Furthermore, potential national and regional authorities in Europe and beyond interested in creating or improving public policies and strategies to navigate the identified challenges and barriers of Energy Communities, might find useful to promote the replication of ECGT and the Executive Plans with these recommendations. This report has been compiled from the experiences of the three pilot hubs by tailoring and implementing their ECGT frameworks and utilising the tools from the mentioned COMANAGE project.

The analysis of the three pilots' feedback has been substantially enlarged by the results of an external assessment survey, conducted by an expert consultancy firm. The survey afforded recommendations on two specific topics: firstly, escaping the pilot trap to develop in the long run energy communities; and secondly, addressing how energy communities can help face the challenges of energy poverty. Each of them stresses out a major challenge faced in implementing energy communities in the long term in metropolitan areas and gives recommendations on how to tackle them.

2.1. Methodology

The methodology used to elaborate the Policy Recommendations is founded on a complementary approach of co-creation with the participation of the main stakeholders of the COMANAGE project particularly the three OIS Pilot hubs, the Board of Replicators, and the consortium partners. The report is based on on-the-ground experiences and references for potential replicators in their territories, complemented by the external services provided by an expert consultancy firm with the objective to carry out the full process of research, analysis and elaboration of the contents of the two policy briefs that:

- Provide national, regional, city and metropolitan governments with actionable information, suitable frameworks, knowledge and resources to navigate the governance process of establishing and managing energy communities.
- Create a set of practices and policy recommendations directed to practitioners and political representatives to foster replication of the ECG framework and encourage political willingness and leadership in establishing those.

The first policy brief consolidates the learnings from the COMANAGE project, along with insights into the future role of viable community action within the energy transition. The second policy brief highlights effective political and governance strategies to overcome the commercial challenges of EC viability, specifically regarding income generation and addressing energy poverty.

The scope of the research was a transnational community of practitioners made of policy makers, experts, community leaders, energy communities and multilevel administrations. The research has been structured and centred on its

participatory nature to ensure that findings are issued from the COMANAGE performance implemented by the Pilot hubs and replicators adapted to their own contexts. Supported by desk research, primary interviews with the three COMANAGE Pilot Hubs and Replicators, and validation with relevant European and city experts, resulting in a total of nine interviews. As a result, two concise and practical policy briefs have been produced to provide actionable insights for local and metropolitan governments. The object of review to test its efficiency and replication potential has been the referential governance framework and the tools that the project has developed to be adapted to each of the project's intervention contexts.

Each policy brief focuses on one of the following key topics:

- **Community Development for Energy Communities** – Exploring the role of collective action in the energy transition, this brief examines how the COMANAGE project has helped to create inclusive and sustainable energy communities and how this experience can be replicated in other city contexts.
- **Addressing Urban Energy Poverty** – Analysing the challenges of energy poverty in urban contexts and the opportunities for income generation, highlighting effective governance strategies issued from the COMANAGE project.

Each policy brief document follows the same structure, starting from the definition of the challenge, the COMANAGE project's contribution to overcome it through the experience and performance of its Pilot Hubs and Replicators and the extraction of main recommendations for potential replicators.

The main sources have been the structured interviews addressed to Pilot Hubs, replicators and European EC experts and local authorities. The interviews were designed according to the criteria established by the “PEST” framework (Policy, Economy, Society, and Technology) and “Readiness Levels” approach, both embedded in the proprietary Mission Driven Methodology, examining the separate factors affecting ECs' challenges to scale. The Mission-Driven Innovation methodology has been created by the Bax Consultancy firm, where at the core is, Innovation Readiness Levels© (IRL's)

The IRL's is meant to track PEST (Policy, Economy, Society and Technology) progression across multiple levels of scale (micro, meso, and macro), using a point scale where each readiness level corresponds to concrete milestones (e.g. “concept articulated”, “prototype tested”, “solution standardised”).

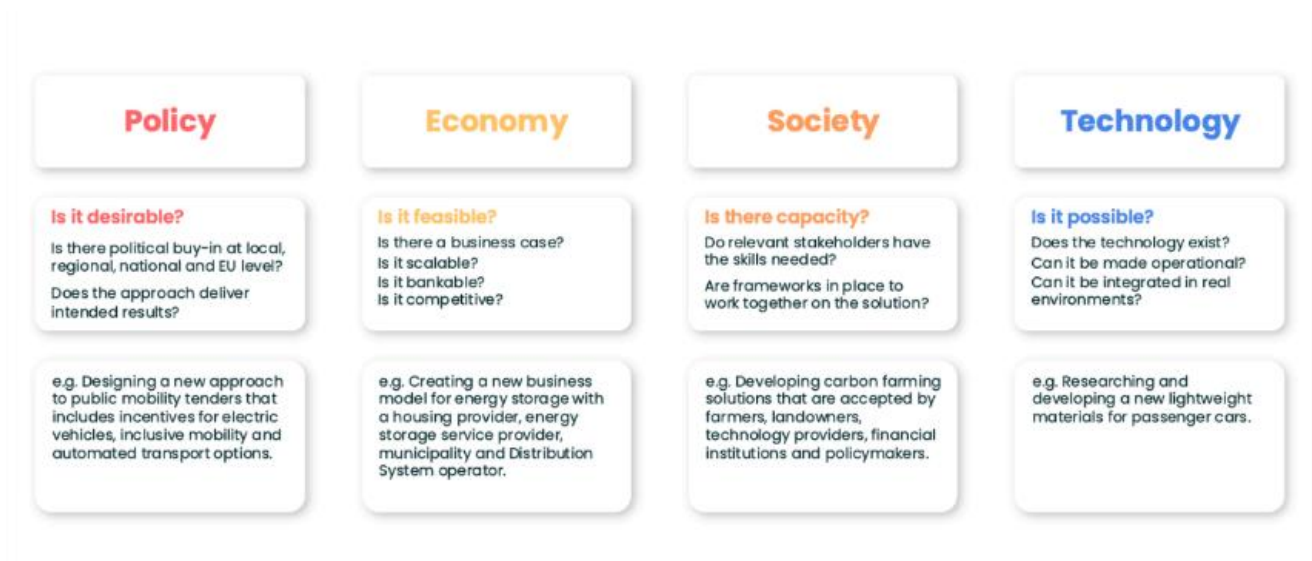


Figure 1. PEST Methodology

The results of the data research analysis are designed for a primary audience of local authorities and energy community project developers. The **main data sources** used for the survey were the following:

- The COMANAGE project ECG Toolkit.
- Metropolis databased gathered from different outputs coming from three Pilot Hubs and 10 local authorities' members of the Board of Replicators, such as: case study presentations; minutes and recordings from online exchange meetings and Consortium Meetings; and feedback collected through the gathering tools elaborated in the framework of COMANAGE project.
- Databased gathered from the consultant from benchmarking and out searching (Desk research).
- Information gathered from the structured interviews conducted by the consultant, which were addressed to the three Pilot partners, the most relevant replicators, EU experts, and other relevant stakeholders.

The process

The preparation of the policy briefs was informed by insights gained from the experiences of the Pilot hubs throughout each stage of the COMANAGE project's implementation. These insights were documented in the participatory sessions of the annual consortium meetings and in the deliverables produced with contributions from all project partners. Additional inputs were gathered through virtual and in-person meetings with project replicators, as well as through targeted surveys designed to capture feedback from practitioners using the project's tools.

This knowledge base was further strengthened through the work of an external consultancy, which engaged key project actors who had tested the effectiveness of the tools in advancing sustainable energy communities. To procure these

services, Metropolis issued a public call for proposals via its own and the COMANAGE project's communication channels, as well as those of all consortium members and replicators, inviting responses to the published Terms of Reference (ToR). From the 13 proposals received, the contract was awarded to the company with the highest score, in accordance with the established evaluation criteria.

The contract was awarded to Bax's specialized Local Energy Systems team of 6 people that brings over 40 years' experience supporting Europe's local energy sector through project management, consortium development, and strategic innovation and research with a particular focus on building capacity for local authorities to take a more proactive role in supporting local energy initiatives to overcome the infamous "pilot trap" – the common failure of mature technology systems to go beyond initial demonstrators towards replicable solutions across a region. Bax helps cities to achieve a "scaling jump" through delivering the policies, organizational capacity, and mechanisms needed for replicable and scalable initiatives.

Furthermore, the participatory approach of this methodology involved collecting feedback through different project tools from the main project partners of the COMANAGE project, based on their experiences in developing reference models and governance frameworks that enable the establishment and growth of Energy Communities within their respective contexts. The three pilot partners have been also providing feedback of their dissemination activities already done or just planned on their own contexts. In addition of the elaborated Policy Briefs conducted by an external Consultancy Firm, other relevant feedback was collected from the BoR in-person meeting held in Brussels in June 2025, where 5 active members along with the project partners collaboratively defined the initial steps and recommendations to be considered in developing a roadmap for local authorities to provide services to Energy Communities.

3. Policy Recommendations

3.1. Policy brief 1: How can local authorities support scalable energy communities?

3.1.1. From COMANAGE partners and Board of Replicators

The three COMANAGE pilot OIS Hubs have been the key stakeholders of the project and the main source of useful feedback to create knowledge and best practices based on their experience.

This first-hand feedback might be a trustful source to set up actionable recommendations to spread among potential replicators from public authorities to energy communities, since the three local pilots have worked closely with local authorities, citizens and other key stakeholders to foster the creation and strengthening of energy communities, addressing governance barriers and finding solutions adapted to each reality. By creating tools tailored to the local context and language of pilots, free of charge and usable outside the project, COMANAGE has created a transnational knowledge repository supporting the creation, management, sustainability and replication of Europe's energy communities.

This section summarizes main recommendations coming from the project experience:

METROPOLITAN AREA OF BARCELONA (AMB) - SPAIN

The Barcelona Metropolitan Area (AMB), comprising 36 municipalities and over 3.35 million inhabitants, has created “La Teulada”, a One-Stop-Shop (OSS) that supports citizens and businesses in setting up energy communities, PV collective and individual self-consumption. Consolidating knowledge across several projects, it has shown highly successful initial results, with high levels of community engagement followed by the installation of new local energy assets supporting energy bill reductions for homes.

Impacts

Through COMANAGE, “La Teulada” has directly contributed to the launch of five new energy communities, to reach over 500 households, supported the installation of at least 125 private PV installations, achieving a reduction of up to 30% of their energy bills, provided targeted support to public officials across 35 municipalities, and helped trigger over €5.8 million in new energy investment. The initiative has also influenced regional policy by contributing to the AMB Pilot Executive Plan and providing formal input to a national Royal Decree on renewable energy communities.

Main recommendations to public Administrations that might come from AMB experience

- **Strengthen political commitment** to secure increased financial and human resources for supporting Energy Communities and citizen-led renewable energy initiatives.
- **Build citizen trust** through transparent communication and showcasing proven benefits from services like the OSS La Teulada.
- **Reduce economic barriers** to encourage wider participation in Energy Communities and set up a regulatory framework that gives clear advantage to energy communities rather than to specific individuals.

THE KRAKOW METROPOLITAN AREA (KMA) - POLAND

The Krakow Metropolitan Area (KMA) has focused on building the administrative foundations and communicating the benefits of energy communities across its 15 municipalities. In the area the number of participants in the OIS Hub reached 53 people. Currently, there are 4 energy sharing projects exploring different set-ups (some include only municipalities, others are mixed, including private entrepreneurs).

Impacts

It also resulted in the development of tailored local tools, including step-by-step Renewable Energy Community (REC) creation guides and legal and technical templates. Generally, since energy communities are a relatively new topic in Poland, COMANAGE has contributed to the valuable task of raising awareness and encouraging more people, whether private citizens or municipal workers, to create further communities. It also resulted in the development of tailored local tools, including step-by-step REC creation guides and legal and technical templates.

Main recommendations to public Administrations that might come from KMA experience

- **Reframe the narrative:** Promote Energy Communities as tangible economic opportunities for citizens, not just environmental initiatives.
- **Lead public awareness campaigns:** Communicate clearly the potential financial benefits of Energy Communities through targeted outreach and local success stories.
- **Counterbalance fossil fuel influence:** Reduce the influence of fossil fuels by building stronger political commitment: prioritize local renewable energy in policy agendas and convince decision-makers with clear, evidence-based benefits.
- **Facilitate citizen engagement:** Partner with community organizations to deliver accessible information, workshops, and advisory services on joining or creating Energy Communities.

THE LAZIO REGION (ANCI LAZIO) - ITALY

The Regional Association of Municipalities of Lazio (ANCI Lazio) has emphasised the social benefits of energy communities, promoting them as citizen-driven solidarity initiatives supported by local administrations. The COMANAGE Energy Communities Governance Toolkit and E-learning course were used by over 100 participants in Lazio to train and support citizen REC training.

Impacts

Through COMANAGE, ANCI Lazio has successfully supported the launch of four new energy communities and reached more than 1,600 citizens, building a broad base of public support. The project has strengthened local public sector capacity, engaging 45 municipal officers and stakeholders in technical and legal training. The use of COMANAGE communication tools has helped to engage vulnerable and underrepresented groups, ensuring their active involvement in the co-creation of EC. In parallel, Anci Lazio has influenced regional policy alignment, integrating COMANAGE principles into wider energy strategies and regulatory roadmaps. The island of Ventotene, though established prior to COMANAGE, continues to serve as a model for energy community replication, now benefiting from the project's tools and support to address new challenges.

Main recommendations to public Administrations that might come from Anci Lazio experience

- **Advocate for clearer national regulation** to provide legal certainty and streamline the development of Energy Communities.
- **Strengthen technical capacity** in smaller municipalities through training, knowledge exchange, and dedicated advisory services.
- **Promote sustainable business models** that ensure the long-term viability of Energy Communities and reduce dependence on public subsidies.

BOARD OF REPLICATORS

As part of the Sustainability and Replication strategy of COMANAGE, the project has created in 2024 the Board of Replicators, bringing together representatives from 10 local authorities from Europe and beyond. The aim was to set up a transnational community of practitioners to use and replicate the COMANAGE project tools and exchange knowledge by joining a peer-learning and mutual support framework anchored in the COMANAGE methodology.

Through a series of online exchanges and an in-person workshop, pilot site leaders, municipal authorities, and energy community experts have presented their detailed case studies, identified transferable elements from COMANAGE outputs, explored challenges such as grid access, citizen mobilization, and inter-departmental governance; and Co-created initial roadmaps for implementing energy communities in their own contexts.

Based on their contributions to the implementation of the COMANAGE project and their feedback provided through the policy recommendations briefs and the in-person meeting held in Brussels during the project's General Assembly, some recommendations that might help potential local authorities could be summarized as follows.

Main impacts through replicators

Johannesburg, Geneva, and Madrid have advanced Energy Communities by promoting citizen transition to solar energy, shaping pioneering national legislation, and establishing local support systems for financing and communication.

Main recommendations to public Administrations that might come from Replicators' experience

1. Strategies for involvement and empowering public agents

- Collaborate on policy design to shape clear regulatory frameworks that enable the creation, operation, and scaling of Energy Communities.
- Establish local support hubs (e.g., one-stop-shops) to provide citizens with financial advice, technical guidance, and best practices for joining or creating Energy Communities.
- Embed Energy Communities in official policy frameworks by incorporating their recognition and support into strategic plans, regulations, and long-term commitments to ensure stability beyond political cycles.
- Equip and mobilize local administration teams by training motivated staff, adapting communication to different audiences, and providing them with incentives such as participation in international knowledge-exchange networks.
- Create enabling conditions for growth by developing stable legal, regulatory, and financial mechanisms, fostering cooperative governance models between municipalities and civil society, and ensuring access to certified technical professionals.

2. Stakeholder engagement

- Promote inclusive citizen engagement by clearly communicating the economic benefits and legal requirements of Energy Communities, with targeted outreach to low-income households.
- Strengthen stakeholder awareness and trust by promoting the economic benefits of Energy Communities to decision-makers and citizens, using success stories and “first mover” narratives to attract financial and institutional backing.
- Foster positive and inclusive engagement environments by creating friendly, interactive, and enjoyable experiences that motivate stakeholders to participate.
- Ensure transparency and clarity by setting clear rules, managing expectations, and providing simple, consistent messaging.
- Target and balance participation by identifying key stakeholders (NGOs, civil society, private sector) and aligning involvement with the relevance of the topic.

- Strengthen networks and continuous communication by connecting with other municipalities, technical teams, and stakeholders, and maintaining ongoing engagement through regular updates and support.

3. Legal and financial framework

- Ensure financial stability and attractiveness by maintaining stable energy prices, designing targeted subsidies or tax incentives, creating crowdfunding opportunities, and promoting public-private partnerships.
- Provide legal and technical support through accessible guidance, intermediary services, and assistance to help Energy Communities navigate regulatory procedures.
- Foster transparent and ongoing communication with local facilitators and stakeholders to jointly address regulatory, technical, and social challenges.
- Raise awareness and build capacity by disseminating success stories, promoting the economic benefits of Energy Communities, and improving knowledge on financial efficiency and sustainable operation.
- Promote fair electricity pricing by collaborating with the private sector to ensure tariffs reflect actual consumption and do not penalize Energy Communities.

3.1.2. General Recommendations addressed to Public Authorities

The key question addressed to the survey focused on **“How Local Authorities can break the “pilot trap” and scale energy communities?”**

To assist public authorities and policy makers to tackle the challenge of overcoming the first stage of EC development, the project launched a policy brief to escape the “pilot trap”, where cities can fall while building energy communities, through a series of recommendations based on COMANAGE pilots and replicators’ experiences in using the project developed tools.

TABLE OF RECOMMENDATIONS ADDRESSED TO LOCAL AUTHORITIES

	1	2	3	4
RECOMMENDATION	Use its position of “meso level of governance” to both support project efforts (“micro level”) whilst advocating for new local energy markets, policies and funding from Europe (“macro level”)	Reduce dependency on subsidies by helping communities to unlock local energy markets	Develop concrete Key Performance Indicators (KPIs) to guide delivery of clear local impact	The EC should build trust between citizens and private companies, so that people feel confident in engaging with energy solutions without fearing scams or unrealistic promises.
EXAMPLE	General	DIPUTACIÓ GIRONA-SPAIN (Replicator) <i>improves EC commercial viability by engaging with CSC (Europe’s collective self-consumption local energy market structure, alleviating legal and administrative barriers to consume electricity from common nearby renewable source</i>	COMANAGE PROJECT: <i>developed a list of KPIs in different areas allowing to measure the impact of three pilots’ implementation. Nevertheless, there is a challenge on standardization to allow for valid comparison between EC</i>	MADRID (SPAIN) Replicator <i>“Local authorities hold a unique position of trust among citizens to accelerate energy community development. Municipalities can act as credible intermediaries to bridge the gap between private solution providers and community groups that are motivated but often lack technical knowledge or confidence to act alone</i>

Table 1. Recommendations addressed to local authorities

3.2. Policy brief 2: Tackling Energy Poverty through Energy Communities?

The key question addressed to this survey focused on **“How energy communities can help tackling urban energy poverty?”**

The EU COMANAGE project explores and puts in place solutions to develop sustainable EC in a city context, through an open platform with different strategic tools. COMANAGE Pilot projects across Lazio region, Krakow Metropolitan Area, and Barcelona Metropolitan Area have already developed strategies to support new energy communities, engage

citizens, and help vulnerable households access funding and training while overcoming the stigma often linked to energy poverty.

The lesson is clear: cities and metropolitan authorities have a unique role—from designing inclusive participation models to advocating for regulatory reform and investing in long-term, market-based solutions.

The energy transition isn't just about clean power—it's about fair, inclusive access for all.

3.2.1. From COMANAGE partners: pilot OIS Hubs project implementation and Board of Replicators

Main challenges identified by the members of the Board of Replicators

Key challenges and remaining **barriers** to developing effective solutions for addressing energy poverty through EC have been identified.

Addressing energy poverty through energy communities is constrained by high building renovation costs, unreliable subsidies, and the underuse of opportunities for local renewable energy generation. The absence of clear KPIs obscures their real impact, while difficulties from Public Authorities in identifying and engaging vulnerable households further limit effectiveness.

These are the main challenges already existing for Public Authorities to take into consideration for Energy Poverty alleviation strategies:

- **Identifying and engaging energy-poor households** is complex and hampered by administrative barriers and social stigma.
- **Building renovation** is capital-intensive, slow, and economically unviable without heavy subsidies from the public sector.
- **Unreliable and insufficient subsidies** limit the ability of energy communities to address energy poverty sustainably
- **Local renewable energy generation and energy communities remain underused** by metropolitan authorities despite strong EU support.
- **Lack of clear KPIs** makes it difficult to measure whether energy communities truly alleviate energy poverty.

How COMANAGE project is addressing energy poverty?

The COMANAGE toolkit created to foster energy communities and addressed to local authorities and citizenship, has incorporated inclusive social tools to empower and train citizens to create more inclusive EC that might help tackling

energy poverty. The project has identified economic barriers during the process of constitution of an EC and has elaborated tools to overcome them as the [“three steps to overcome quotas as an entry barrier”](#).



Figure 2. COMANAGE social tool "Three steps to overcome quotas as an entry barrier"

From the COMANAGE implementation, some **strategic actions** that could turn into recommendations, have been identified to help addressing energy poverty through EC:

- **Creating inclusive energy communities that target people under a situation of energy poverty.** COMANAGE pilots show how energy communities can meaningfully benefit those most affected by energy poverty. In Lazio region (Italy), over 34 energy communities have been supported, including in smaller or remote areas where energy

community initiatives help ensure broad participation. In Krakow Metropolitan Area (KMA) (Poland), energy communities are viewed as one response to high energy costs, offering shared savings, greater self-reliance, and aggregating requests for financial support from residents.

- **Raising awareness and improving energy literacy.** The COMANAGE toolkit consolidates tools and guidelines to include vulnerable groups most unaware of the financial opportunities of energy communities. In Lazio, public awareness campaigns reached over 3,600 stakeholders, offering anonymous participation to reduce stigma associated with energy poverty. In KMA, more than 2,500 citizens are estimated to be engaged. The E-learning platform offers accessible training for citizens and public officers alike.
- **Lowering financial and administrative barriers to entry.** Despite offering economic benefits in the longer-term, joining an energy community may involve costs including membership and participation time. To reduce this burden, Barcelona Metropolitan Area's (AMB) "La Teulada" One-Stop-Shop, created a legal template for the constitution of energy communities that eliminates or reduces the entry fees for vulnerable households, while in KMA and ANCI Lazio, One-Stop-Shops provide hands-on support to navigate legal and financial complexity.
- **Enabling access to public funding and trusted support.**
- **Through energy communities, citizens are well-positioned to jointly apply for finance to deliver renovation and local energy generation.** In Madrid Municipality, as a COMANAGE replicator, the project tools have helped citizens to apply for grants covering <80% of renovation costs. Furthermore, municipalities are generally trusted by citizens, able to act as credible intermediaries between vulnerable communities and private energy service providers to deliver energy poverty mitigation measures

Main recommendations to Public Administrations that might come from COMANAGE three pilots' experience

By implementing these measures, public authorities can replicate the successful experiences from Lazio Region, Barcelona Metropolitan Area and the Krakow Metropolitan Area, making energy communities a key instrument for addressing energy poverty while fostering local resilience.

Creating inclusive energy communities that target energy poverty

- **Prioritising vulnerable areas** – Facilitate the establishment of energy communities in small towns, remote areas, and low-income neighbourhoods where households are most affected by high energy costs.
- **Providing dedicated technical and financial support** – Offer grants, simplified permitting, and advisory services to enable local groups to design, launch, and manage energy community projects.
- **Leveraging collective benefits** – Encourage energy communities to pool resources, negotiate better energy prices, and jointly access public or EU funding for renewable installations.
- **Promoting broad participation** – Ensure that residents, including tenants and low-income households, can join and benefit from shared savings and increased energy self-reliance.

Raising awareness and improving energy literacy

Integrate **inclusive outreach and capacity-building measures** into energy community programmes to effectively reach households experiencing or at risk of energy poverty. Key actions include:

- **Run targeted awareness campaigns** – Use accessible communication channels to inform residents about the benefits and financial opportunities of energy communities, with special efforts to reach those least aware of such options.
- **Reduce participation barriers** – Offer options for anonymous enrolment to mitigate stigma and ensure that vulnerable groups feel safe to join.
- **Engage stakeholders at scale** – Actively involve local associations, municipalities, and community leaders to maximise citizen engagement.
- **Provide inclusive training** – Deliver free, easy-to-use training through e-learning platforms for both citizens and public officials to strengthen skills and knowledge on energy community management.

Lowering financial and administrative barriers

Lower **financial and administrative barriers** to enable vulnerable households to join energy communities. This can be achieved by:

- **Removing or reducing entry fees** – Provide legal templates and financial mechanisms that waive or subsidise membership costs for low-income participants.
- **Establishing local One-Stop-Shops** – Offer free, hands-on legal and financial guidance to citizens and community groups wishing to set up or join energy communities.
- **Streamlining administrative processes** – Simplify paperwork, permitting, and compliance requirements to make participation less time-consuming and more accessible.
- **Ensuring targeted support** – Prioritise assistance for households most affected by energy poverty through tailored outreach and eligibility criteria.

Enabling access to public funding and trusted support

Leverage **municipal leadership and citizen trust** to mobilise financing for energy poverty mitigation through energy communities. Suggested actions include:

- **Facilitate joint funding applications** – Support energy communities in applying collectively for renovation and local energy generation grants, maximising cost coverage for vulnerable households.
- **Act as a trusted intermediary** – Use municipal credibility to bridge vulnerable communities with private energy service providers, ensuring fair, transparent, and tailored service delivery.

- **Provide ready-to-use tools** – Offer standardized application templates, guidance documents, and project management support to simplify access to financial aid.
- **Prioritize high-impact measures** – Focus grant-supported works on energy efficiency renovations and renewable installations that generate long-term savings for low-income households.

3.2.2. General Recommendations addressed to Public Authorities

The following reflection questions can guide metropolitan authorities in designing scalable energy communities by framing energy poverty as an opportunity rather than a cost. They encourage cities to unlock affordable energy for all, advocate for regulatory reforms, define meaningful KPIs, balance inclusive engagement with commercial viability, and invest in long-term structural solutions rather than short-term subsidies. Drawing on insights from the COMANAGE project, the questions highlight practical levers and principles that can be adapted across different urban contexts to maximize impact and sustainability.

Questions and recommendations for policymakers

- Reframing energy poverty from a cost to an opportunity. How could your city put energy affordability at the heart of a city-wide strategy?
- Acting upwards. On what issues could your city advocate towards legislators, to remove the underlying regulatory barriers to scalable energy communities?
- Delivering measurable value for local people: What KPIs would help to deliver real impact for homes and businesses, and identify the most useful innovations for replication?
- Finding a balance: How can your city balance inclusive engagement with commercial scalability, ensuring that participation benefits and does not burden energy projects?
- Choosing the right tools: When do subsidies address a problem – and when do they simply mask one? When should your city invest in structural solutions instead of short-term relief?

3.3. Sources and references

The following list shows all the sources, apart from the official COMANAGE documents, that have been used to produce this policy recommendations report:

Policy Brief 1:

- [Draghi report 2025](#)
- [EU competitiveness 2025](#)

- European Smart Cities 2025 - the information was obtained during a presentation at this [event](#): "How to deploy innovative financial strategies to unlock private investment for climate transition projects" hosted at Ca l'Alber Barcelona, 27.03.2025
- [BUILD UP 2023](#)
- [Geels 2024](#)
- [European Commission 2025](#)

Policy Brief 2:

- [Eurostat 2023](#)
- [European Commission 2024](#)
- Furthermore, these are some of the additional sources that we have used to guide the research and writing. Together these have helped to proactively suggest pathways ahead.:
- [EPBD 2024/1275](#)
- [ASTER](#)
- [oPEN Lab project](#)
- [Cleanwatts](#)
- Interview with Rui Paulo da Silva Frazão (from [DGEG](#))

4. Communication and dissemination plan

The communication campaign for the COMANAGE policy recommendations was designed to disseminate the project's key findings, mostly on digital platforms, using a network of professionals and experts in the field: partners, pilots and replicators. As they provide actionable recommendations, practical tools, and case studies to help cities strengthen their role in developing resilient energy communities, they are thought to provide long-term guidance to policymakers and metropolitan authorities on supporting energy communities, and to be an accessible starting point for potential replicators.

Design of the Policy briefs

A strong focus was placed on the ease to diffuse this project to other potential replicators, by making it visually appealing and easy to digest. Both documents were designed bearing in mind accessibility and readability, using the COMANAGE visual identity and design guidelines. They also bear illustrations, key points and data visualization materials to fulfil its communication objectives.

The design also bears mentions of the authors and a link to the COMANAGE's website, as a next step to deep dive in the project for its readers or provide feedback.

Digital communication

The communication campaign, mainly taking place at a digital level, aims to reach potential replicators already involved in energy community projects, but also policymakers and city representatives involved in related projects through the mobilization of various professional networks.

The communication plan was thought to make the documents easy to share by COMANAGE's communication team and by the partners of the project, to facilitate large scale diffusion. It bears various types of content:

- **3 models of posts for social media:** They follow LinkedIn's writing style, to reach potential replicators through this type of social media. While the first post announces the launch of both policy briefs and gives practical information about them, the last two introduce the policy briefs, addressing an in-depth summary of their content, to invite target audiences to read them fully. The posts presented key messages, shared insights from pilot cities, and used targeted hashtags to reach a broader professional audience. Each of them also comes with a calendar, to encourage joint publications through the different social media channels of the partners, pilots and replicators.
- **1 model of text for websites:** The communication plan bears a short presentation text, dedicated to partners or other stakeholders who want to feature the policy briefs on their websites. It was also made to be easily shared by the partners via email to their contacts.
- **2 models of articles:** Two articles were developed: a long version, intended for websites and press releases, which offered detailed explanations of the recommendations; and a shorter version, tailored for newsletters, social media and quick updates.

- **3 Images “bite-sized”:** To ensure also the visual promotion of the policy briefs and reach a larger audience. One of them sums up both policy briefs, and the two others sum up each one of the policy briefs. This content is particularly adapted to social media and newsletter content.

Moreover, the briefs will be hosted both on Metropolis and COMANAGE’s websites, without any additional fee, and other partners, pilots and replicators are invited to do the same.

Print communication

The documents were also designed to be printed, to have the possibility to disseminate them more easily during various in-person events.

In conclusion, the COMANAGE campaign ensures its policy recommendations are clearly disseminated, accessible, and widely shareable. Through a mix of digital and printable tools, it provides policymakers, city representatives, and potential replicators with practical guidance to strengthen resilient energy communities, extending the project’s impact beyond its partners and pilots.

Translations

The policy briefs have been translated to the pilot partners and the BoR members’ languages, in order to make these reports more useful and accessible. Hence, policy briefs will be available in English, Catalan, Italian, Polish, Spanish and French.

5. Conclusion

The COMANAGE project was conceived to address the fundamental challenge that citizen-led and publicly participated energy community (EC) projects often struggle to take off and grow in the medium and long term, frequently becoming trapped in the "pilot step". In response to this issue, COMANAGE aimed to develop and implement an Energy Communities Governance Framework, which includes a set of integrated management services and support mechanisms designed for local public authorities.

To achieve its objectives, the project developed key tools such as the Energy Communities Governance Toolkit (ECGT), which offers essential resources across legal, technical, social, financial, and communication aspects. Additionally, a training program embedded in an open and free-access E-learning platform was created to strengthen the managerial knowledge of public actors, along with a Decision Support System (DSS), as chatbot. These tools were designed to equip local public authorities with effective models that enable public-private partnerships in the EC sector. Hence, the goal is twofold: to ensure that established EC projects can take off and continue in the medium and long term, and to encourage and stimulate the uptake of new community-owned energy projects.

COMANAGE has achieved this goal by operationalizing a transnational network of experts, facilitators, and knowledge/competence providers who have developed, tested, and implemented a set of targeted governance instruments, tools, and integrated services to be provided to public authorities, addressing previously identified governance challenges and barriers. The project's strategy has been tailored, tested, and validated within three Operational Integrated Service Hubs (OIS Hubs): The Metropolitan Area of Barcelona (Spain), the Metropolitan Area of Krakow (Poland), and the Regional Area of Lazio (Italy). These three pilot cases have served as grounded-based experiences and references for potential replicators, facilitating the standardization of methodologies and best practices.

The project's replicability and scalability strategy has been materialized through key initiatives:

- **Reference Models and Pilot Experiences:** The three pilot areas have served as on-the-ground experiences and references for potential replicators, facilitating the standardization of methodologies, project processes, governance frameworks, and best practices.
- **Local Strategies and Engagement with Public Authorities: Replication** actions have been adapted to each local context, fostering dialogue and collaboration with stakeholders, including the active participation of decision-makers. Examples include the community of practitioners in the Lazio region, the network of Community Transformation Offices (OTCs) in the Barcelona Metropolitan Area, and the Krakow Metropolitan Area dialogue among municipalities.
- **The Board of Replicators:** A transnational community of practitioners from 10 European and beyond cities, which has functioned as a concrete mechanism for structured replication, peer learning, and knowledge transfer.

The Policy Recommendations are another tool of the project, intended to provide local authorities, along with national and regional official bodies, with practical and actionable information to navigate the governance process of establishing

and managing ECs. These recommendations are based on the experience of the pilot centres and replicators, enriched by external consultancy research.

The methodology used to elaborate these recommendations is founded on a complementary co-creation approach involving the main stakeholders of the project (OIS Pilot Hubs, Board of Replicators, and consortium partners) and the external services of an expert consultancy firm. Two key policy briefs have been structured, addressing:

1. How local authorities can support scalable energy communities and escape the "pilot trap".
2. How energy communities can help address urban energy poverty.

The research for these briefs was designed to be participatory, ensuring that findings were derived from the COMANAGE performance implemented by the Pilot Hubs and replicators, adapted to their contexts, and supported by desk research, primary interviews, and expert validation.

In summary, COMANAGE has demonstrated the capacity of public authorities to strengthen the energy community's ecosystem, providing a robust governance framework and accessible tools. The experiences from the pilots have offered concrete recommendations on how to strengthen political commitment, build citizen trust, reduce economic barriers, and promote ECs as tangible opportunities. Similarly, the contributions from the Board of Replicators have highlighted the importance of strategies for public agent involvement, stakeholder engagement, and stable legal and financial frameworks.

The project highlights that, through the implementation of these measures, public authorities can replicate successful experiences and transform energy communities into key instruments for addressing energy poverty, promoting local resilience, and ensuring a just and inclusive energy transition for all. COMANAGE's work lays the groundwork for the sustainable and scalable development of energy communities in Europe and beyond.

6. Annexes

6.1. Policy recommendation brief 1

Accessible through this link: https://comanage-dev.spindoxlabs.com/wp-content/uploads/2023/03/Policy-Brief_Escaping-the-pilot-trap.pdf

6.2. Policy recommendation brief 2

Accessible through this link: https://comanage-dev.spindoxlabs.com/wp-content/uploads/2023/03/Policy-Brief_Energy-poverty.pdf

6.3. Minutes from the in-person workshop with the Board of Replicators - 5th session (in person)

Date: 12th of June 2025

Time: 14h00 – 17h00

Location: Revolve's Offices, Av. Palmerston 3, 1000, Bruxelles, Belgium

Participants: 20 – (11 women and 9 men)

Profiles: Representatives of 6 members, 5 COMANAGE BoR members and Pilots.

List of the participants

City/Organisation	Name
ANCI LAZIO	Maurizio Angeli Felicioni
REVOLVE	Carmela Navarro
Metropolis	Juliette de Gouberville
Metropolis	Daniel Pelufo

Johannesburg	Mpho Tladi
Citta Metropolitana Roma Capitale	Marie Debicki
Citta Metropolitana Roma Capitale	Patrizia Giancotti
Warsaw	Zuzanna Zrątek
ANESE	Hugo Madureira
Ecoserveis	Camila Canelas
Ecoserveis	Cristina Ramos
ASIFOR	Ilaria Baglivi
Spindox Labs	Carlo Giambirasio
Co-opability	Irini Theodorakopoulou
KMA	Jaroslav Staszczak
KMA	Bartłomiej Smenda
Ville de Meudon	Emilie Chassagne
Energy Agency Kssena	Nika Krajnc
AMB	Marcel Camps
AMB	Oriol Paluzie

Goal

To engage project stakeholders in identifying and co-developing solutions to critical challenges in the implementation of the BoR Energy Community Action Plan.

Outcome

Identification of main challenges and main strategies or solutions issued by Local Authorities to outline a comprehensive strategy for supporting the development and sustainability of energy communities.

Format: Two (2) focus –groups.

Duration: 3 hours (from 14 pm to 17:00 pm) including a 15-minute break

Program

Time	Content	Responsible partner
13:00 – 14:00	Lunch break	
14:00 – 14:15	Introduction and directions	Metropolis Co-opability
14:15 – 15:45	Development of focus-groups	Metropolis Co-opability Ecoserveis
15:45 – 16:00	Coffee break	
16:00 – 16:30	Harvest and Synthesis	Three chairs' persons
16:30 – 16:45	Open discussion and next steps	Open session
16:45 – 17:00	Satisfaction survey	

Introduction and directions

The BoR and all the participants have been thanked for their commitment and investment for the last past year in the project. Mention the importance of using tools in the long run with municipalities, and even with other cities.

These tools are meant to be used worldwide and may be adapted regarding the social, political, economic context of the city it's used in, so it's important to expand it as much as possible for the benefit of the Energy Communities. They are also open-source and free, replicable, and sustainable. Attendants are invited to keep using the tools and reach out to the team if they have any issue with it, as it is important to have feedback. This feedback can be given on WhatsApp or any other channel. Attendants have mentioned the importance of updating the tools to keep them useful.

Exchange activity

Attendants are divided into 2 working groups to discuss 3 key questions, 30 minutes each. Previously, Co-opability introduced the importance of co-creation and collective thinking and provided clear instructions to conduct open discussions.

Overall, the discussion in the two groups, outlined a comprehensive strategy for supporting the development and sustainability of energy communities, with a focus on three topics:

- Institutional engagement.

- Stakeholder participation.
- Overcoming legal, financial, and administrative challenges.

At the institutional level, the strategy emphasized the importance of involving and empowering administrators and technical teams—referred to as “agents”—to champion community energy initiatives. These individuals play a crucial role in raising awareness, disseminating information, and tailoring messaging to local contexts. Highlighting the economic benefits of community energy, promoting international exchanges, and training local champions are essential elements. The idea of positioning a city as a “first mover” is also suggested as a way to unlock resources and gain access to international funding opportunities.

Stakeholder engagement is seen as equally critical. Creating a friendly, enjoyable environment through entertainment and participatory activities helps to foster a positive experience. Transparency is highlighted as a core principle, alongside the importance of setting clear rules, avoiding overpromising, and ensuring early engagement. Observing and identifying genuine participants, including civil society organizations and key individuals, helps tailor the engagement approach. Sharing lessons and contacts with other municipalities is encouraged to strengthen collective learning.

Legal and financial aspects present key challenges, particularly around knowledge gaps and procedural complexity. Addressing these involves enhancing institutional capacity, ensuring legal guidance is current, and offering intermediary services to support correct procedures. Establishing fair tariff structures and balancing energy consumption incentives are essential. A hybrid governance model involving both public and private sectors is preferred over consultant-driven approaches.

The discussion also looked into broader systemic barriers and the importance of building institutional resilience. Legal tools, strategic frameworks, and constitutional-level commitments are seen as ways to insulate community energy initiatives from political shifts. Demonstrating non-political, long-term benefits to communities is vital. Building trust through transparent processes, citizen-led budgeting, and the selection of trustworthy service providers are all key to fostering participation.

Finally, the setup phase presents challenges such as the need for local facilitators and innovative financing mechanisms like crowdfunding. Promoting the tangible benefits of joining an energy community—such as subsidies and tax reductions—is crucial. Repeated and targeted advertising is strongly encouraged to build awareness and engagement over time.

Overall, the strategy emphasizes collaboration, clear communication, institutional ownership, and community trust as essential pillars for the successful establishment and long-term sustainability of energy communities.

Questions for each Round of debate

Round 1: Political and Institutional Commitment

Focus:

Addressing the risk of losing political will and institutional continuity across the long-term roadmap.

Guiding Questions:

1. What strategies can help maintain long-term political and institutional support for community energy initiatives?
2. How can we embed energy community goals into broader local policy frameworks to safeguard continuity?
3. What role can local champions or focal points play in navigating political transitions or bureaucratic inertia?

Round 2: Inclusive and Ongoing Stakeholder Engagement

Focus:

Ensuring meaningful and diverse participation throughout the process, not just at the beginning.

Guiding Questions:

1. How do we ensure inclusive, ongoing engagement of citizens and local stakeholders beyond the initial workshops?
2. What barriers prevent broader participation in co-design processes, and how might we overcome them?
3. How can we build trust and shared ownership among stakeholders with different expectations and power levels?

Round 3: Legal and Financial Setup Challenges

Focus:

Understanding and simplifying complex technical requirements for local groups.

Guiding Questions:

1. What kinds of support (legal, financial, administrative) are most needed to empower local teams and communities during the setup phase?
2. How can we simplify or localize guidance to make legal and financial steps more accessible?
3. What examples of creative financing or governance could inspire our local model?

Responses from the 2 groups: each group gathered its reflections on paper board sheets and designated one person to explain their results and ideas to the other participants.

Responses for each group were divided into three rounds of thematic questions.

Responses from group 1: Mpho Tladi (Johannesburg) presenting

1. Strategies for involvement and empowering public agents.

1. Rely on motivated administrators and technical teams from local administrations.
2. Raise awareness and information to key stakeholders (mainly decision makers) on the economic benefits that Energy communities' initiatives bring to the Community.
3. Adapt the message when communicating to fit different contexts and audiences.
4. Promote participation in an international knowledge-exchange community of proactive and local champions, that could be a soft incentive for local administration teams.
5. Use a "first mover advantage" narrative to gain more financial and institutional international support.

2. Stakeholder engagement

1. Improve stakeholder's engagement by creating a friendly and entertaining environment
2. Create positive experiences to keep stakeholders engaged.
3. Keep transparency by setting clear rules and managing expectations.
4. Try to balance the number of involved stakeholders and the importance of the subject.
5. Observe and identify genuine participants and key profiles: NGO's, civil society, private sector...
6. Promote networking with other municipalities by identifying and communicating with focal technical teams.

3. Legal and financial

1. Improve knowledge and capacity building on financial efficiency of energy communities.
2. Promote public and private partnerships.
3. Keep communication and available resources updated.
4. Provide legal assistance and intermediary services to assist energy communities in following the correct procedures.
5. Governments and the private sector should work together to design electricity tariffs that are fair and reflect actual consumption patterns, so that energy communities are not economically penalized or discouraged.

Responses from group 2: Emilie Chassagne (City of Meudon) presenting

1. Strategies to maintain long term political support

1. Promote cooperative legal structures (40% municipal, 60% civil society)
2. Identify and design mechanisms (legal, regulatory, or financial) that are stable and protected from political shifts, while still being responsive to the real needs and desires of local communities.
3. Formally include the recognition and support for energy communities in key public documents such as strategic plans, legal statutes, or even the constitution, to give long-term credibility and legal weight to that commitment.
4. Raise awareness and information to key stakeholders (mainly decision makers) on the economic benefits that Energy communities' initiatives bring to the Community.
5. Ensure the availability of well-trained, reliable, and certified professionals who can install and maintain renewable energy systems (e.g. solar panels) in a way that builds confidence among community members.
6. Value citizen budget participation, and allowing them to choose their own project

2. Stakeholders' engagement

1. Establish continuous communication support for all stakeholders to keep them engaged.
2. Value transparency, simplicity, and clear messaging in communication.

3. Legal and financial

1. Maintain Energy price's stabilisation.
2. Establish ongoing and transparent communication channels with local facilitators (e.g., NGOs, cooperatives, technical advisors or municipal staff) to jointly address regulatory, technical, and social challenges in the development of energy communities.
3. Create crowdfunding opportunities.
4. Raise awareness and communication about the gains of being in an energy community and dissemination of successful energy community activity.
5. Design and implement targeted subsidies and tax incentives to reduce the initial investment and operating costs of energy communities, making them more financially viable and attractive to citizens and local actors.

Satisfaction survey

Sharing of a survey to know the level of satisfaction of the replicators on the learning process, results available here:

COMANAGE BOARD OF REPLICATORS SATISFACTION SURVEY

Response Statistics

22 Survey Visits	8 Total Responses
7 Completed Responses	1 Partial Response
0 Disqualified Responses	0 Over Quota Responses

Page 1

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q1

NAME AND SURNAME

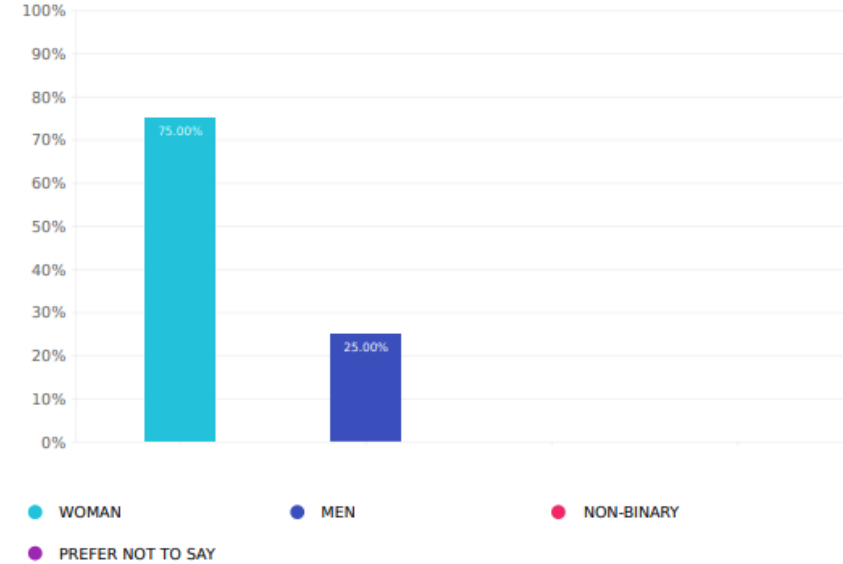
Answered: 8 Skipped: 0

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q2

GENDER

Answered: 8 Skipped: 0



Choices	Response percent	Response count
WOMAN	75.00%	6
MEN	25.00%	2
NON-BINARY	0.00%	0
PREFER NOT TO SAY	0.00%	0

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COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q3

ORGANIZATION/CITY AND POSITION

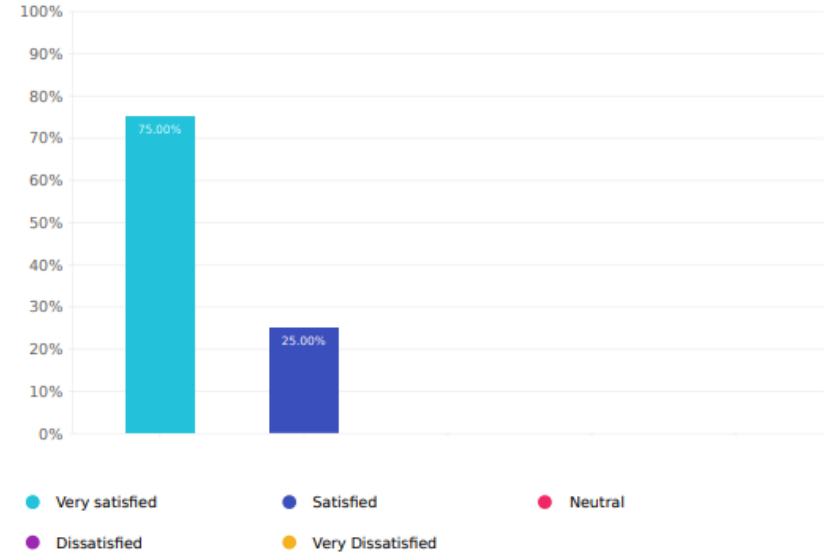
Answered: 8 Skipped: 0

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q4

Please rate your overall satisfaction with the BOR exchange learning process

Answered: 8 Skipped: 0



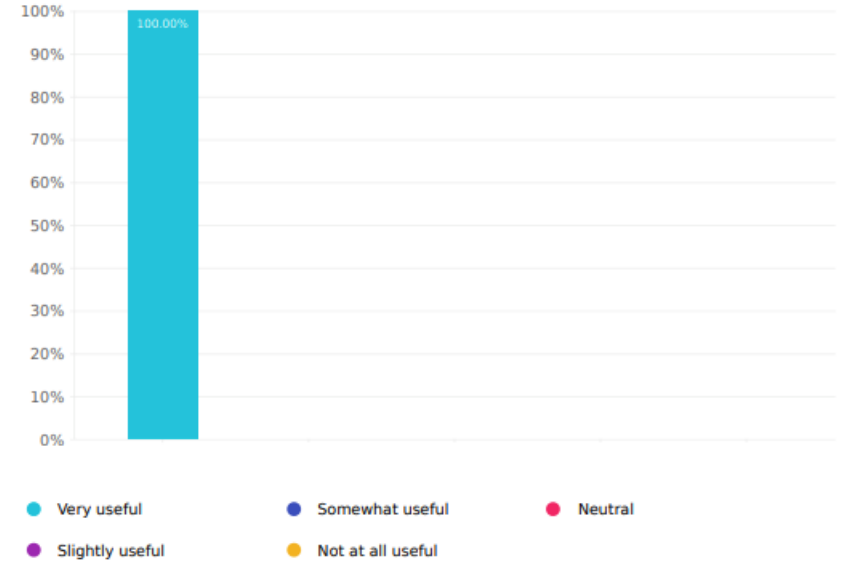
Choices	Response percent	Response count
Very satisfied	75.00%	6
Satisfied	25.00%	2
Neutral	0.00%	0
Dissatisfied	0.00%	0
Very Dissatisfied	0.00%	0

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q5

How useful did you find the BOR exchange learning process for your work?

Answered: 8 Skipped: 0



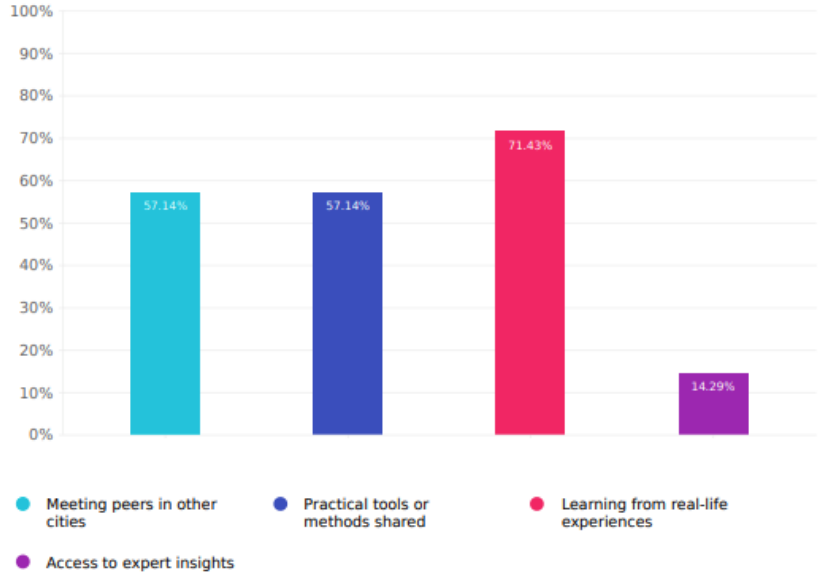
Choices	Response percent	Response count
Very useful	100.00%	8
Somewhat useful	0.00%	0
Neutral	0.00%	0
Slightly useful	0.00%	0
Not at all useful	0.00%	0

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q6

Which aspects of the BOR exchange learning process did you find most useful for your work?

Answered: 7 Skipped: 1



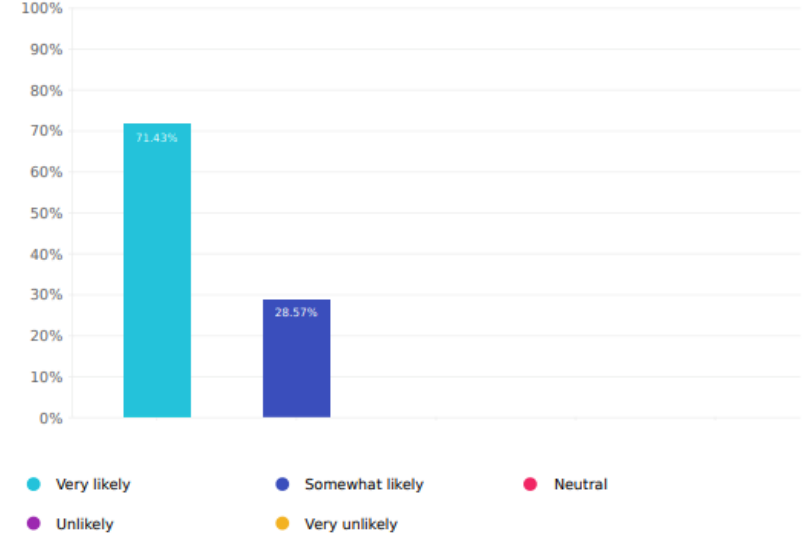
Choices	Response percent	Response count
Meeting peers in other cities	57.14%	4
Practical tools or methods shared	57.14%	4
Learning from real-life experiences	71.43%	5
Access to expert insights	14.29%	1
Any additional comments?		1

COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q7

How likely are you to apply the information or skills gained from the BOR exchange learning process in your work?

Answered: 7 Skipped: 1



Choices	Response percent	Response count
Very likely	71.43%	5
Somewhat likely	28.57%	2
Neutral	0.00%	0
Unlikely	0.00%	0
Very unlikely	0.00%	0

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COMANAGE BOR EXCHANGE LEARNING PROCESS SURVEY

Q8

What could be improved to make the BOR exchange learning process (as the whole) more relevant or useful for your work?

Answered: 5 Skipped: 3
