C.5 Work Packages

Number/Title

Period

1. Project management

Jan/2020 - Dec/2022

Responsible Beneficiary

Provincie Drenthe

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
- iNudgeyou
- IGEMO
- Katholieke Hogeschool Vives Noord vzw
- Linnéuniversitetet
- Orkney Islands Council
- ProjectZero
- Provincie Drenthe
- Robert Gordon University
- Spring AB
- Stadt Bremerhaven
- Universität Vechta

Description

Project Management is the driver for transnational cooperation, learning and results. It creates the necessary organizational structure, makes available shared resources and reports to the North Sea Region and other stakeholders.

To this end the project will establish a Project Steering Committee, which will include a representative of all partners, will monitor progress and take decisions on opportunities and challenges. This committee will meet twice a year (live) next to regular conference calls to support the overarching cooperation and transnational learning among the project partners.

Day to day management of the project is delegated to the project management group organized by the Lead Beneficiary.

The project management group is chaired by a Project Manager and further consists of a Project Coordinator, a 'Product-owner', a Finance Manager, and a work package 2 Communication Manager.

The Project Coordinator ensures the effectivity of the transnational project teams for work packages 3 till 7, realizes the input for work package 2 communication and is responsible for progress reports.

The Product-Owner safeguards that Stronghouse acts on the needs of home-owners, communities and entrepreneurs while also effectively reducing the CO2 emission of privately-owned homes.

The Finance Manager is responsible for the overall Finance Reports and for the procurement of Shared Costs External Services.

Activity	Indicator

Activity	Indicator
1. Administrative & Financial arrangements Set up administrative and financial procedures, systems and templates for al to adhere to, as well as Partnership Agreement. Procurement of external experts.	Working practice change
2. Set up & Kick off Organise the kick-off Stronghouse conference with all beneficiaries, present project management and transnational teams. Deepen shared understanding. Invest in a culture of cooperation and learning. Beneficiaries get to know each others key staff.	Exchange of Information Event (Internal)
2.a. Set up & Kick off (sub)	Number of participants
3. Progress Reports Progress Reports with Finance Reports compliant with NSRP regulations	Report / Strategy
3.a. Progress Reports (sub)	Number of Readers
4. After project continuation of Stronghouse Prepare and present Stronghouse's plans for continuation after project finish end of 2022.	Other (Define)
5. Thematic workshops 3 thematic workshops will be held at beginning project Finances: ensure Beneficiaries adhere to/apply Interreg rules	Communication Initiative
Communication: establish targeted strategy / ensure active involvement all partners	
Agile Methodology: create shared understanding	
5.a. Thematic workshops (sub)	Number of Users
Number/Title Period 2. Communication activities Jan/2020 - Dec/2022 Responsible Beneficiary Provincie Drenthe	

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
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Description

On behalf of all beneficiaries the Lead Beneficiary appoints a Communication Manager. The Communication Manager will organize a transnational communication team, consisting of staff members from different beneficiaries, assisted by communication professionals from different regions. Together with the transnational communication team the communication manager ensures the dissemination of project results and of the knowledge collected and writing a communication plan. The team communicates the progress of Stronghouse to relevant stakeholders and to the general public. It does so through both traditional media and through online media. The dedicated Stronghouse webpage, part of the Northsearegion website, is the heart of all transnational communication efforts. Targeted campaigns through social media, newsletters and press-releases result in a growing interest in the results of Stronghouse and supports the implementation of both best-practices and newly developed measures. These campaigns focus on individual home-owners, communities and SMEs.

Beneficiaries and the transnational project-teams share their results, challenges and opportunities extensively during the Stronghouse Meetings, which take place twice a year, rotating among participating regions. These meetings are also an ideal instrument to connect with local stakeholders and the communicate the Stronghouse progress. The transnational communication team supports the hosting beneficiary in organizing these meetings.

Activity	Indicator
1. Communication & dissemination strategy Produce Stronghouse's communication and dissemination plan including central message and claims, target groups and media mix, including online strategy, Stronghouse NSRP website and social media methodology. Support structure for beneficiaries.	Report / Strategy
1.a. Communication & dissemination strategy (sub)	Number of Readers

Activity	Indicator
2. Mobilise and engage Explain, motivate and stimulate stakeholders to participate and engage in each of the regional Stronghouse pilots. Share knowledge and deliver support measures to be applied and further developed after project life time.	Working practice change
3. Stronghouse Meetings Meetings, which take place twice a year, rotating among participating regions, where beneficiaries discuss their progress, new chances and problems encountered. Here beneficiaries connect, inspire and learn from local Stronghouse stakeholders.	Exchange of Information Event (Internal)
3.a. Stronghouse Meetings (sub)	Number of participants
4. Regional workshops All Stronghouse beneficiaries organise regional workshops to engage individual home-owners, connect stakeholders, work with entrepreneurs and research institutions, and to organise an ongoing debate about investing in energy renovation.	Exchange of Information Event (External)
4.a. Regional workshops (sub)	Number of participants
5. Stronghouse Conference Stronghouse Conference to present the leaps forward realised by Stronghouse: Understanding about energy renovation drivers for individual home-owners and new or improved strategies to finance, organise, implement and adopt related products + services	Dissemination Event
5.a. Stronghouse Conference (sub)	Number of Participants
Communication Objectives (C.5.2)	

Title	Project Detailed Objective
1. Encourage SMEs, authorities, financial organisations to give homeowners and neighbourhoods access to green finance	Improve and create instruments and tools th individual homeowners to invest in energy e
2. Stimulate homeowners and neighbourhoods to assess their energy renovation potential and finance eligibility	Improve and create instruments and tools th individual homeowners to invest in energy e
1. Share possibilities with neighbourhoods, homeowner associations stimulate early adoption	Improve and develop neighbourhood-approanecessary scale and drivers to invest
1. Connect SMEs by organising regional events, share market potential and disseminate insights	Improve and develop market access for regispecialized in energy renovation for individual
1. Stimulate homeowners, homeowner associations and neighbourhoods to adopt instruments, invest in energy	Develop, organise and deploy adoption strat

Title	Project Detailed Objective
renovation and contract SMEs	implementing these instruments, approach a

Number/Title

Period

3. Analysing existing practices and their impact

Jan/2020 - Dec/2021

Responsible Beneficiary

ProjectZero

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
- IGEMO
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- ProjectZero
- Provincie Drenthe
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- Spring AB
- Stadt Bremerhaven
- Universität Vechta

Description

Realizing the full potential climate impact of energy renovation by individual homeowners starts with a more effective use and adaptation of existing measures, strategies and instruments. A Stronghouse transnational team will analyze their impact, measured in the current and potential adoption by individual homeowners, the investments realized and the (calculated) reduction in greenhouse gas emission.

By plotting these measures and their impact in the Customer Journey model developed by Refurb/ProjectZero, this analysis will result in a better understanding of the financial, social and technical drivers of individual homeowners.

This analysis will yield important insights in best practices, missing links and room for improvement. Best practices that can be implemented elsewhere and made available through the Stronghouse NSRP website.

The existing practices, their points for improvement and missing instruments are structured in 4 categories.

- 1. Instruments and (digital) tools that enable individual homeowners to invest in energy efficiency and reduce the environmental footprint, including current insights in behaviour .
- 2. Neighbourhood-approaches to organize the necessary scale and drivers to invest, including neighbourhood support policies
- 3. Market access for regional SMEs specialized in energy renovation for individual homeowners
- 4. Adoption strategies for implementing these instruments, approach and market access

Who will use the main deliverables from this work package?

- General Public
- Infrastructure and (public) service provider
- Large private enterprise
- Local public authority
- Regional public authority
- SME

How will you involve target groups (and other stakeholders) in the delivery of the Work Package?

Stronghouse analyses the effectiveness of existing measures on both their climate impact and on the adoption by homeowners, by large, medium and small scale enterprises and by local and regional authorities. Stronghouse partners actively reach out to these target groups to obtain their feedback

How will the main deliverables be further used once the project has been finalised? The best-practices identified will not just be implemented by partners, stakeholders and others throughout the NorthSeaRegion during the project. These best practices can and will be of value for inspiration and implementation after project end, through brochures, publications and the Stronghouse webspace at the NSRP website.

Activities and Deliverables (C.5.1)	
Activity	Indicator
2. Transnational Stronghouse Team Meeting The transnational stronghouse team analyses the impact of existing practices in current and potential adoption by individual homeowners, the investments realized and the calculated reduction in greenhouse gas emission.	Exchange of Information Event (Internal)
2.a. Transnational Stronghouse Team Meeting (sub)	Number of participants
3. Comprehensive impact assesment of existing practices The analysis, made by the transnational team, of the impact of existing practices in current and potential adoption by individual homeowners, the investments realized and the calculated reduction in greenhouse gas emission.	Report / Strategy

Activity	Indicator
3.a. Comprehensive impact assesment of existing practices (sub)	Number of Readers
4. Implementation of existing best-practices The impact assessment of existing practices enables beneficiaries and stakeholders to adopt and implement some of these existing best-practices.	Working practice change

Number/Title

Period

4. User-stories: The homeowner perspective

Jun/2020 - Jun/2022

Responsible Beneficiary

Universität Vechta

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
- IGEMO
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Description

Essential for raising the impact of existing measures, for their adjustment and for the development of complementary measures is to tune them to the behavioural drivers of individual homeowners and neighbourhoods. The analysis of existing measures in work package 3 shows where improvement and development of new measures is necessary. Both improvement and development of new measures start with formulating the 'user-stories'. User-stories are an essential tool in the agile methodology.

A user-story describes one or more features of a measure or strategy. It does so from an end-user perspective, such as individual homeowner or neighbourhood. For this all partners will interview homeowners and other target groups to validate user-stories. Here also the experience of Vechta University in behavioral economics is a great asset to Stronghouse

First examples of user-stories from a homeowner perspective:

- I want to assess what energy renovation is possible in my home and what impact it will have on my environmental footprint and living quality.
- I want to check my eligibility for (green) loan schemes for energy renovation, fitting my income and my home
- I want to invest in lower CO2emission
- My neighbours and I want to renovate together for added impact and better value
- I want to find local SMEs who can help with (parts of) my energy renovation

The user-stories are collected in a so-called backlog, from which the transnational and regional Stronghouse teams pick their tasks.

Who will use the main deliverables from this work package?

- General Public
- Higher education and research
- Infrastructure and (public) service provider
- Interest groups including NGOs
- Large private enterprise
- Local public authority
- Regional public authority
- SME

How will you involve target groups (and other stakeholders) in the delivery of the Work Package?

Stronghouse will describe points for improvement and new measures in 'user-stories' from the perspective of target groups, such as citizens, neighbourhoods, entrepreneurs, local and regional authorities. Stronghouse partners will reach out to these target groups to understand their needs, wishes, possibilities and constraints. Stronghouse partners will do so through interviews, online surveys, local workshops and targeted campaigns. Stronghouse partners will share their experiences with reaching out to target groups and pool the (communication) tools developed to do so.

How will the main deliverables be further used once the project has been finalised? The understanding of the needs, wishes, possibilities and constraints of citizens, neighbourhoods, entrepreneurs, local and regional authorities concerning the reduction for the environmental footprint of individual owned homes is an important leap forward - since comprehensive understanding is now lacking - and will remain of great use and importance after the project has been finalised. To this end this understanding will be shared through the Stronghouse NSRP website, and will be updated regularly during the project.

Activity	Indicator
1. Development of user-story format To work effectively with user-stories transnational training develops shared understanding and knowledge about how the agile methodology is used in the Stronghouse project.	Exchange of Information Event (Internal)
1.a. Development of user-story format (sub)	Number of participants

Activity	Indicator
2. Developing user stories with target groups Target groups such as citizens, neighbourhoods, entrepreneurs, local and regional authorities give crucial input for the 'user-stories' for the improvement of existing and development of new measures.	Exchange of Information Event (External)
2.a. Developing user stories with target groups (sub)	Number of participants
3. User-stories for improvement and development of measures The user-stories formulated, tested and created with stakeholders are the basis for effective, agile development and improvement of (parts) of measures.	Report / Strategy
3.a. User-stories for improvement and development of measures (sub)	Number of Readers

Number/Title

Period

5. Design instruments, neighbourhood approach, market access and adoption strategies

Aug/2020 - Dec/2022

Responsible Beneficiary

Göteborgs Universitet, Department of Applied Information Technology

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
- IGEMO
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- Katholieke Hogeschool Vives Noord vzw
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- Spring AB
- Stadt Bremerhaven
- Universität Vechta

Description

The user-stories described in work package 4 are the basis to re-design existing measures and to develop additional measures in all 4 categories: financial instruments, neighbourhood approaches, market access and adoption strategies. Transnational and regional teams pick a user-story from the backlog. Based on this user-story they work in an agile approach, step by

step, feature by feature on the improvement and development of new measures. Of course, they re-use effective, existing elements and best practices as much as possible.

First examples related to the user-stories described under work package 3:

- Robert Gordon University, Orkney and ProjectZero design an online tool which empowers homeowners to assess which energy renovation is possible for their home, with which impact
- Spring, University Gothenborg, Gate21 and iNudgeyou design an additional online tool enabling homeowners to check their eligibility for (green) loan schemes for energy renovation
- Province of Drenthe, Linnaeus (re-)design 'one-stop-shop' support for homeowners to invest in lower CO2emission
- Bremerhaven, Roeselare, Noordenveld, Vechta University, Fredensborg and FORS design empowerment tools for neighbourhoods to renovate together and organize access to renewable energy on a neighbourhood level.
- atene KOM, IGEMO, Albertslund and Vives design an online instrument which helps homeowners and neighbourhoods to find and contract local SMEs for energy renovation.

Who will use the main deliverables from this work package?

- Business support organisation
- Education/training centre and school
- General Public
- Infrastructure and (public) service provider
- Large private enterprise
- Local public authority
- Regional public authority
- SME

How will you involve target groups (and other stakeholders) in the delivery of the Work Package?

At the start of the design of each user-story the transnational and regional teams working on these will interview the target groups to further clarify the experience, wishes and possibilities of individual home-owners, communities and enterprises targeted in the instruments, neighbourhood approaches, market access and adoption strategies to be developed.

How will the main deliverables be further used once the project has been finalised? The design of instruments, neighbourhood approaches, market access and adoption strategies together with their piloting and implementation can be the basis for further development, even after project end. The quality of the design and the urgency to keep reducing environmental footprints make the use after project end probable. The tools and measures developed will be tested during the project and calibrated by the end of the project and will be available for public use event after the project life time.

Activity	Indicator
1. Transnational design teams Staff of Stronghouse partners kick off their transnational cooperation on designing instruments, neighbourhood approach, market access and adoption strategies.	Exchange of Information Event (Internal)

Activity	Indicator
1.a. Transnational design teams (sub)	Number of participants
2. Co-creation with stakeholders Stronghouse design teams actively include stakeholders through regional workshops in the design of instruments, neighbourhood approach, market access and adoption strategies.	Exchange of Information Event (External)
2.a. Co-creation with stakeholders (sub)	Number of participants
3. Tuning policy instruments towards individual homeowners and neighbourhoods Policies by local and regional authorities can play a strong role in making available, promoting and implementing instruments, neighbourhood approach, market access and adoption strategies	Policy Change
4. (Online) tools empower homeowners and neighbourhoods Online tools empower homeowners to assess which energy renovation is possible for their home and to check their eligibility for (green) loan schemes for energy renovation. Neighbourhoods are empowered to renovate and organise access to renewables.	New Services
4.a. (Online) tools empower homeowners and neighbourhoods (sub)	Number of Users
Number/Title Period 6. Pilot, Feedback and Improvement Oct/2020 - Dec/2022 Responsible Beneficiary Robert Gordon University Involved Beneficiaries - Agentur für Kommunikation, Organisation und Management - Albertslund Kommune - FORS A/S - Fredensborg Kommune	

- Fredensborg Kommune

- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
- IGEMO
- iNudaevou
- Katholieke Hogeschool Vives Noord vzw
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Description

The measures designed in work package 5 are piloted regionally. Each pilot will combine a number of elements developed in WP4&5 with best practices analysed in WP3. Every pilot will yield relevant feedback which is the basis for further improvement.

- 1. Enabling instruments: In the pilots the online tool to assess which energy renovation is possible is combined with eligibility check for (green) finance, digital learning and 'one-stop-shop' model (Robert Gordon University, Orkney, ProjectZero, Spring, University Gothenburg, Gate21, iNudgeyou, Drenthe, Linnaeus)
- 2. Neighbourhood approach: In the pilots the measures for organising scale and engagement to invest are combined (Bremerhaven, Roeselare, Noordenveld, Vechta University, Fredensborg, Igemo and FORS)
- 3. Market access for SMEs: In the pilots the measures giving SMEs to access to and understanding of the market of individual homeowners are combined (atene KOM, Albertslund, FORS and Vives)
- 4. Adoption strategies developed for the different instrument, approaches and market access are combined (Drenthe, Noordenveld, Igemo, Roeselare, Bremerhaven, Orkney, ProjectZero, Albertslund, iNudgeyou, University Gothenburg)

Who will use the main deliverables from this work package?

- Education/training centre and school
- General Public
- Higher education and research
- Infrastructure and (public) service provider
- Interest groups including NGOs
- Large private enterprise
- Local public authority
- Regional public authority
- SMF

How will you involve target groups (and other stakeholders) in the delivery of the Work Package?

The involvement of target groups is necessary for the piloting / testing fase. Stronghouse partners will actively engage with these target groups to analyse the impact and effectiveness of these measures and also to collect valuable feedback on the measures developed. Partners will do so in workshops, through interviews and online surveys and targeted campaigns. The feedback of stakeholders as homeowners and neighbourhoods is the basis for further improvement.

How will the main deliverables be further used once the project has been finalised? The piloted and tested enabling (financial) instruments, the tool that gives SMEs access to this growing market, the neighbourhood approach and adoption strategies will not just be available for dissemination and implementation in work package 7, but will also be available

as a resource and reference for stakeholders aiming at energy renovation. Many elements can also be used to raise the impact of measures aiming at large scale homeowners. Deliverables will stay available through the Stronghouse webspace on the NSRP website, through brochures and through publications.

Activity	Indicator
1. Regional pilot workshops User-story based, (re-)designed measures will be piloted regionally. To engage stakeholders such as homeowners, neighbourhoods, SMEs and policy professionals in the pilot each region organises several workshops.	Exchange of Information Event (External)
1.a. Regional pilot workshops (sub)	Number of participants
2. Energy and climate policies with added focus on individual homeowners Through the pilots local and regional authorities will experience the benefits and enhanced impact of an added focus on individual homeowners and neighbourhoods, with then focus is based on an understanding of the drivers of homeowners.	Policy Change
3. Regional pilots Stronghouse measures will be piloted regionally. The results of these pilots will be shared transnationally.	Pilots/ demonstrations
4. Pilots are a living lab for SMEs Stronghouse partners actively invite and engage SMEs in the regional pilots, showing them the new market potential.	New Services
4.a. Pilots are a living lab for SMEs (sub)	Number of Users
Number/Title Period 7. Implementation & Dissemination Dec/2020 - Dec/2022	

Responsible Beneficiary

IGEMO

Involved Beneficiaries

- Agentur für Kommunikation, Organisation und Management
- Albertslund Kommune
- FORS A/S
- Fredensborg Kommune
- Gate 21
- Gemeente Noordenveld
- Gemeente Roeselare
- Göteborgs Universitet, Department of Applied Information Technology
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Description

Based on the analysis of existing measures in work package 3, formulated in user stories in work package 4, effectively designed in work package 5, piloted and tested in work package 6, all Stronghouse measures are available for implementation in and outside the regions where they were piloted.

In WP7 Implementation all identified best-practices (WP3) and (re-)designed and improved measures (WP4,5,6) come together in an integral customer journey for individual homeowners from initial interest on an individual or neighbourhood level, through finding the right (digital) support, finance and (neighbourhood) scale to contract SMEs, realise energy renovation and to inspire other homeowners and neighbourhoods to follow their example.

Because these measures build as much as possible on existing practices, implementation of the improved and complementary measures is efficient. Because these measures are based on understanding of the drivers for individual homeowners and for their neighbourhoods, the implementation of these measures is effective. The results of the pilots of these measures enable a wide dissemination of these measures, inside and outside the North Sea Region.

Who will use the main deliverables from this work package?

- Business support organisation
- Education/training centre and school
- General Public
- Higher education and research
- Infrastructure and (public) service provider
- Interest groups including NGOs
- Large private enterprise
- Local public authority
- National public authority
- Regional public authority
- SME

How will you involve target groups (and other stakeholders) in the delivery of the Work Package?

The agile methodology and focus on end-users give Stronghouse a great starting point to reach target groups and to involve them in further implementation and dissemination. Stronghouse looks forward to work here also with the 'Show, don't tell' principle. Stronghouse will show results and experiences of homeowners, neighbourhoods, SMEs, local and regional authorities etc. realised by the Stronghouse measures.

Based on the improved measures, developed understanding and realised results Stronghouse will also develop policy recommendations for regional, national and EU authorities.

How will the main deliverables be further used once the project has been finalised? Each time one or more Stronghouse measures are implemented this yields important additional insights, more best-practices and will also add to the Stronghouse implementation toolbox, made available through the NSRP Stronghouse website. Here Stronghouse also collects dissemination materials.

Activity	Indicator
1. Improving adoption strategies Based on the pilots conducted in work package 6 Stronghouse partners improve the available adoption strategies.	Report / Strategy
1.a. Improving adoption strategies (sub)	Number of Readers
2. Implementation for heightened impact By implementing the Stronghouse measures the project partners and stakeholders heighten the impact of their work on energy renovation and the reduction of the environmental footprint of individually owned homes.	Working practice change
3. Insights, measures and tools online available Stronghouse makes insights, measures and tools available through the Stronghouse webspace at the NSRP website.	Communication Initiative
3.a. Insights, measures and tools online available (sub)	Number of Users
4. Regional Stronghouse Dissemination Events Stronghouse partners and stakeholders will join homeowners, neighbourhoods, SMEs and authorities in celebrating successes: more house renovated, more CO2 reduced and more investment generated.	Dissemination Event
4.a. Regional Stronghouse Dissemination Events (sub)	Number of Participants