

Co-Creation Lab Report (NOA)

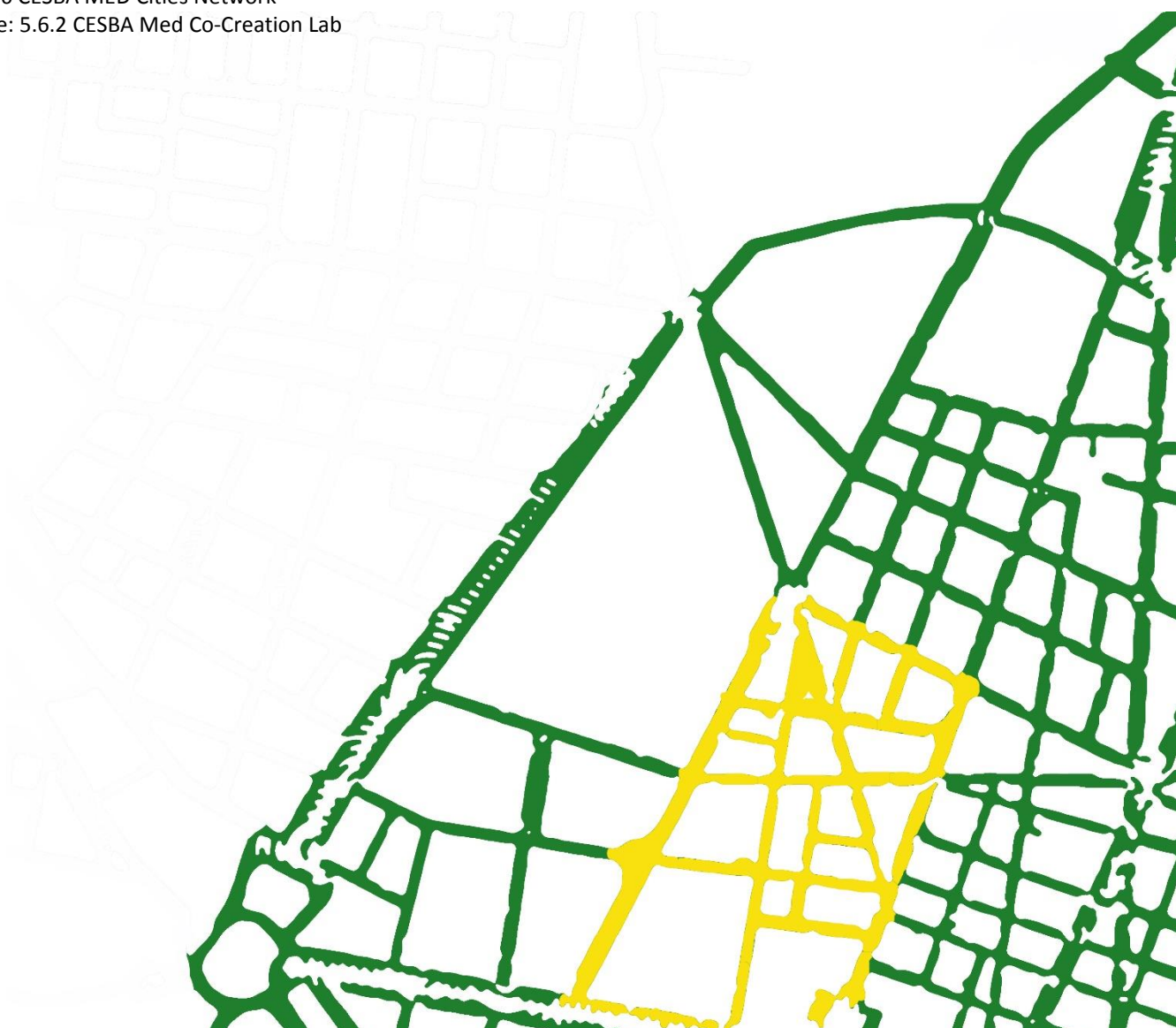
4th June 2019

Program priority: 2.1 - To raise capacity for better management of energy in public buildings at transnational level

Work package: 5 - Transferring

Activity: 5.6 CESBA MED Cities Network

Deliverable: 5.6.2 CESBA Med Co-Creation Lab



General information

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| Concerned region /territory | <i>Athens, Greece</i> |
| Partner responsible for courses implementation | <i>NOA</i> |
| Other project partners involved | |
| Other organizations locally involved and their role | |
| Overall number of CESBA MED workshops implemented in the territory | <i>1</i> |

a) Event information

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| Title | <i>CESBA MED Sustainable Med Cities Co-Creation Lab</i> |
| Duration in hours | <i>4</i> |
| Implementation period | <i>4th June 2019</i> |
| Location | <i>Hotel AMALIA, Amalias Avenue 10, Athens, Greece</i> |
| Context | <p><i>The Hellenic Co-Creation Lab was organized in Athens, Greece on Tuesday June 4, in the framework of the project «CESBA MED Sustainable MED Cities», Interreg MED Programme. The event was very well attended by ~20 people, including Mr Vafeiadis, Deputy Rector of Vrilissia, other officials and representatives from local authorities and technical departments (Municipality of Athens) and organizations (CRES, CISD), engineers, architects and other professionals, many of which are members of the Hellenic CESBA MED Local Committee (CLC), and Mr Le Tellier, UN Environment. All the presentations are available here</i></p> <p><i>The event was opened with an invited presentation by Mr Jullien Le Tellier, Socio-Economic Affairs Programme Management Officer of the UN Environment / Mediterranean Action Plan – Barcelona Convention Secretariat, to address the theme of Planning and Managing Sustainable Mediterranean Cities. Among others he elaborated the priority issues for planning and managing sustainable Mediterranean cities and the strategic directions goals and flagship initiatives for the Mediterranean strategy for sustainable development. He also invited applications for the ongoing Award under the auspices of UN Environment from coastal Med cities, which exploits some of the CESBA MED key indicators in order to quantify and support the evaluation of environmental friendly performance of cities. The follow-up discussion focused on the experiences, progress and practical</i></p> |

issues related to the implementation of SDGs and reaching to local stakeholders and actors.

The main part of the program was conducted in Greek and started with an overview of the CESBA MED project by NOA staff. Dr Balaras presented the CESBA MED methodology and tools, focusing on the decision making process at building and urban scales, on some characteristics and outcomes from the nine project pilots and the general concept of the participatory approach in the development of the Hellenic pilot. The discussion focused on the specific approach of CESBA MED and the interaction with the citizens, decision-makers and technical staff during the Hellenic pilot.

Ms Droutsas presented in more details the CESBA MED tools, with an on line demonstration of the SNTTool. The presentation concluded with a demonstration of the CESBA MED e-Platform and a short overview of the national educational material emphasizing the practical benefits to support in-house training of staff on specific sustainability indicators and decision makers on the decision making process.

To trigger discussion, several invited speakers touched on various topics on the general theme of urban sustainability and planning.

Mr Neofytou, representative of the Municipality of Athens, presented an overview of several implemented projects and future plans for a sustainable and resilient city of Athens. The discussion focused on the challenges faced by a major metropolitan city in developing and implementing sustainability plans.

Mr Vafeiadis, Vice Mayor of Vrilissia Municipality, made a brief presentation about the municipality's sustainable plans focusing on sustainable urban mobility, recovering public land for local green development, waste treatment at the source that generates revenue for the municipality that is then passed on to the residents by lowering city taxes.

Ms Karavasili, President of CISED, elaborated the new Circular Economy Guidebook developed by Ecocity for municipalities in order to help them implement relevant actions. Given the experience of Ms Karavasili on both policy level activities and citizen's active engagement, the discussions focused on the pluralism of laws, and the need for the decision making process to account for the priorities expressed by residents.

Mr Pappous, EGTC Efxini Poli, outlined some relevant Interreg projects on efficient buildings, sustainable tourism and green growth. In addition, as a representative of the Municipality of Fylis, he outlined the implemented and ongoing efforts for improving the municipality's energy and carbon footprint. Focusing on citizens' involvement, he showcased a recently introduced approach on "Co-Creating Actions" by which citizens submit their ideas/proposals on an e-Platform and citizens vote to select one for implementation. The municipality is currently considering using CESBA MED for assessing the proposed ideas and quantifying their impact.

Mr Stavrakakis, CRES, summarized the outcomes of an Interreg project on monitoring and assessing energy efficiency of public buildings using the concepts of EU funded projects like the TABULA and EPISCOPE typologies.

Finally, Mr Pantelidis, ZEB, elaborated the CESBA MED application on a neighborhood in SE Vrilissia that was submitted for the CESBA MED Award. He shared his experiences on using the CESBA MED approach in the assessment of different energy plans, the use of indicators, and the lessons learned. The main challenge identified relates to the need to sustain the initiated efforts that were generated as a result of exposing the Municipality on the CESBA MED approach.

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| | <p><i>Overall, it was viewed as a very good practice for the Municipality, but will need to continue monitoring progress on the proposed energy plans.</i></p> <p><i>The representatives of the Municipality of Fylis and Vrilissia were also presented with a Certificate in Recognition of their participation in the CESBA Neighborhood Award 2019 for the two neighborhoods, namely the Historical center of Ano Liossia in Municipality of Fylis and the Neighborhood in SE Vrilissia.</i></p> <p><i>Throughout the event, the participants engaged in fruitful discussions on the development of energy and sustainability plans in urban areas, the role of local citizens in the decision making process, the need for policies and good practices, constraints and solutions for sustainable planning, and the CESBA MED method and tools.</i></p> |
| Program | <p>10:00 – 10:20 UN Sustainable Development Goals</p> <ul style="list-style-type: none"> ○ J. Le Tellier, UN Environment/Mediterranean Action Plan: How are Urban Issues addressed by the Barcelona Convention system and the Mediterranean Strategy for Sustainable Development (MSSD) <p>10:20 – 11:00 CESBA MED Sustainable Med Cities</p> <ul style="list-style-type: none"> ○ C. Balaras, NOA: CESBA MED methodology and tools, decision making process and the Hellenic pilot ○ K. Droutsas, NOA: Demonstration of CESBA MED Assessment Tools, e-Platform and National educational material <p>11:00 – 12:30 Urban Sustainability Issues (Short Presentations – Discussion)</p> <ul style="list-style-type: none"> ○ G. Neofytou, Municipality of Athens: Sustainable and Resilient city of Athens ○ C. Vafeiadis, Vice Mayor, Municipality of Vrilissia: Sustainability in Vrilissia ○ M. Karavasili, Architect, President CISD: The city in the framework of a circular economy ○ G. Pappous, Director of EGTC Efxini Poli: Sustainability in Urban Scale ○ G. Stavrakakis, CRES: Tools for planning energy efficiency interventions in public buildings ○ G. Pantelidis, ZEB: Vrilissia Pilot <p>12:30 – 14:00 Workshop - Open discussion</p> <ul style="list-style-type: none"> - Role of local authorities and citizens in sustainable development - Role of Experts and Technicians in sustainable development - Participatory approach and the role of citizens in planning; best means for engagement - The legislative, normative and economic challenges - Constraints and Solutions for optimised energy and sustainability planning measures in the built environment |
| Participatory approach used | <p><i>The event included an overview of the CESBA MED method, tools and main deliverables, and short presentations on a variety of topics on the general theme of urban sustainability to trigger dialogue and engage participants. The discussions explored the challenges and the opportunities of local authorities and their efforts towards sustainability, looking for ideas on how to best engage end-users and residents to create successful plans.</i></p> |
| Results of discussions | <p><i>The main items and outcomes are summarized as follows</i></p> <ul style="list-style-type: none"> ➤ Engage citizens during planning, the decision making process, inform/show case progress, encourage local initiatives: |

- *Participation of residents can facilitate planning, secure public acceptance and support; local initiatives that give a sense of ownership by the people have a higher acceptance and success rate.*
- *Strive for meaningful engagement of citizens rather than simple formal process (e.g. distributing flyers, media announcements). Start by educating citizens on sustainability issues so that they can better understand the context, possible solutions and priorities; informed people can then provide good ideas that lead to tangible results; sense of ownership of the ideas by the people will result to easier acceptance, longer commitment and stronger public support.*
- *Encourage & facilitate engagement; Simplify the process to provide input. The city of Athens introduced a pilot program (ΠΟΛΗ²) for residents and local businesses to submit their proposals that could contribute to a sustainable upgrading of their building (e.g. urban cultivations, green roofs or facades, small public gardens in unused lots), street (e.g. street lighting, green shading, traffic signs) or neighborhood (e.g. social areas, children playgrounds, waiting areas for public transport and next to school and health center entrances, green areas, small power generation stations using renewables), and financing selected actions by 12,000€. Another effort was recently introduced by the Municipality of Fylis. The concept of “Co-Creating Actions” encourages citizens to submit their practical ideas/initiatives on an online e-Platform of the municipality’s website; the proposed actions are reviewed and are put out for a popular vote by the citizens; additional vote credits are given to the ideas that also include the commitment of volunteer work; each month, one manageable and practical action is selected for implementation. The Municipality is currently considering using CESBA MED for assessing the proposed ideas and quantifying their impact.*
- *Motivate participation by providing direct rewards to the citizens. For example, the Follow-Green program in the Municipality of Vrilissia that provides points for discount coupons to be used at local businesses to citizens and schools that recycle or receive online training/education*
- *Use external support, if necessary. For example, the city of Athens. collaborated with the University of Athens to facilitate the consultation with the residents around the Lycabettus Hill for developing together the strategic plan for the renovation of the area (revealing priorities like traffic regulations, pedestrian paths, accessibility for people with disabilities, flood protection). Similar collaborations within CESB AMED were formed during the Hellenic pilot between NOA and the Municipality of Fylis, and between Mr Pantelidis and the Municipality of Vrilissia for preparing the submission to the CESBA Award.*
- *Show case & promote implemented ideas, inform citizens about the results; Communicate progress in open sessions with citizens.*
- *Commit local/regional authorities to long term sustainability plans:*
 - *The rotation of political leaders in local/regional authorities is a natural evolution. During the recently completed local elections in Greece, the campaigns of local and regional leaders touched on sustainability plans. However, it is possible that elected officials may have a different vision. Ideally, there should be efforts for exploiting on-going efforts, expanding and improving, in order to achieve mid- and long-term goals*
- *Simplify legislation; allocate power to act to local authorities:*

- *Coherent policies are fundamental.*
- *National legislations/regulations must properly and clearly allocate responsibilities to local governments to act and facilitate local procedures. The plethora of national laws/regulations allocating responsibilities to different ministries and other public authorities, create a chaotic decision making process that curbs the necessary flexibility of local authorities to practically plan and slow down implementation. For example, the Ministry of Transportation enforces traffic regulations and planning in major metropolitan urban centers; several ministries and government authorities regulate building demolitions; the Ministry of Environment and Energy has the responsibility for urban renovations; Handling green areas, depending on their location (e.g. parks, green median strips between traffic lanes), may be the responsibility of different authorities (e.g. Ministry of Environment and Energy, regional or local government); Need to empower local authorities to handle all green areas, recover open public lots/land for local use.*
- *The trend is towards large scale reconstructions; the development of detail plans usually takes 3-4 years (e.g. the action plan for climate change in the city of Athens 2016-19). In the past had mostly small scale projects.*
- *Need to consider the need for maintenance of implemented plans, early in the planning process.*
- *Participate in networks, learn from each other*
 - *C40 is a network of large cities committed to addressing climate change and provides support for collaborating effectively, sharing knowledge and driving meaningful, measurable and sustainable actions on climate change.*
 - *MedCities helps empower Mediterranean local governments to achieve their strategic priorities, believing them to play a vital role in improving the lives of citizens.*
- *Secure financing and use available instruments:*
 - *Financing projects is a major challenge, especially in municipalities with limited resources.*
 - *The city of Athens is the first city that has been awarded a loan from the European Investment Bank (EIB) to finance the Athens Action Plan 2030, along with technical consultants to prepare the necessary design plans*
 - *Consider funding from the green fund, third party financing (TPF) etc. The Municipality of Vrilissia used a TPF scheme to replace public lighting and install LED lamps.*
 - *Develop energy communities, e.g. Municipality of Fylis for supporting the energy autonomy of public buildings and low income residents using renewables.*
 - *Tailor the use of funds to meet local culture needs and characteristics. For example, the public financial incentives for growing local food were not proven successful in practice.*
- *Strengthen the top down approach by UN Environment:*
 - *The UN Sustainable Development Goals (SDGs) need to connect more with local governments and the citizens. There are several institutional, regulatory and operational issues. The Barcelona Convention secures national legally binding commitments, but implementation is challenging since it is the responsibility of local actors.*

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| | <ul style="list-style-type: none"> ○ Collaboration with local authorities networks (e.g. Med Cities) can facilitate UN to better understand the local challenges and how to best support them, e.g. energy, environment, waste and water management. ○ Collaboration with central government; the UN Environment / Mediterranean Action Plan that is headquartered in Athens, has an excellent collaboration with the focal point from the Hellenic Ministry of Environment & Energy; UN also works closely with Ministry of Foreign Affairs. ➤ Limited data availability: <ul style="list-style-type: none"> ○ A common obstacle shared amongst several participants is the limited availability of relevant information from municipalities. ○ Engaging in the CESBA MED process is an excellent opportunity to start a coherent process for identifying the necessary data and start completing the puzzle. ○ Committing the necessary human resources and dedicating the municipality's staff and technical personnel to continue are the keys to success for long term planning. ➤ Comments related to CESBA MED: <ul style="list-style-type: none"> ○ Necessary to have a holistic approach that does not focus only on energy related issues but addresses all sustainability issues, the practical tools that facilitate implementation, and the supporting educational/training material. ○ There is a need to have tools that properly document the effectiveness of sustainability plans before implementation, monitor progress and implementation. ○ CESBA MED provides sufficient support and straight forward evidence to help the decision making process and monitor implementation progress. ○ For the KPI as a first step, the tools could provide to the users some recommendations by addressing possible actions and their impacts. For example, what to do in order to reduce the energy use intensity of a building, what may be the anticipated savings. ○ For the KPI as a first step, include information on relevant costs for implementing different actions and provide some guidance and support on possible financing schemes. For example, how much it would cost to install PVs or solar collector, anticipated savings, available financing schemes. The decision making process needs to account for the costs and financial aspects of different scenarios. ○ KPIs are necessary in order to ensure that the plans have sufficient pluralism to touch on the main sustainability issues. ○ Adjusting the weight factors should be cautiously handled; should not be freely accessible to end-users that may mistreatment and bias the results. ○ Synergies of Interreg projects can be beneficial; e.g. use IMPULSE to access different scenarios for improving the building energy performance indicators from the CESBA MED and SHERPA projects. |
| External organizations involved | |
| Speakers | <ul style="list-style-type: none"> ○ Balaras C.A., Research Director, NOA ○ Droutsa K., Research Associate, NOA |

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| | <ul style="list-style-type: none"> ○ Karavasili M., Architect, Citizens' Inspectorate for Sustainable Development (CISD), past Special Secretary of Environment & Energy Inspectorate of the Hellenic Ministry for the Environment and Urban Development; Member of CLC ○ Le Tellier J., Socio-Economic Affairs Programme Management Officer, UN Environment/Mediterranean Action Plan ○ Neofytou G., Director of Resilience and Sustainability Dpt, Strategic Planning, Municipality of Athens; Member of CLC ○ Pantelidis G., Mechanical Engineer, ZEB; Member of CLC ○ Pappous G., Director of EGTC Efxini Poli; Member of CLC ○ Stavrakakis G., Centre for Renewable Energy Sources and Saving (CRES) ○ Vafeiadis C., Vice Mayor, Municipality of Vrilissia |
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b) Participants information

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| Target group/target groups | <i>Local authorities – decision makers, members of municipality technical departments, engineers, architects and other professionals</i> |
| Number of participants | <i>The event was attended by 18 people, among which 5 CLC members</i> |

Annex 1 - Program



CESBA MED

Εργαστήριο για Βιώσιμες Μεσογειακές Πόλεις

Ξενοδοχείο Αμαλία, Λεωφ. Αμαλίας 10 Αθήνα

Αθήνα 4 Ιουνίου 2019

9:30 - 10:00 Εγγραφές – Καφές

10:00 – 10:20 UN Sustainable Development Goals

- Julien Le Tellier, UN Environment/Mediterranean Action Plan, How are Urban Issues addressed by the Barcelona Convention system and the Mediterranean Strategy for Sustainable Development (MSSD)

10:20 – 11:00 Το Έργο CESBA MED για Βιώσιμες Μεσογειακές Πόλεις

- Κωνσταντίνος Μπαλαράς, Καλλιόπη Δρούτσα, Εθνικό Αστεροσκοπείο Αθηνών
- Εργαλεία Εφαρμογής
- Αποτελέσματα Πιλοτικών Εφαρμογών
- Ηλεκτρονικό Εκπαιδευτικό Υλικό

11:00 – 12:30 Βιωσιμότητα Αστικής Κλίμακας

- Εκπρόσωπος Δ. Φυλής, Βιώσιμη Αστική Ανάπλαση
- Εκπρόσωπος Δ. Αθηναίων (Γεώργιος Νεοφύτου, Προϊστάμενος Τμήματος Ανθεκτικότητας και Βιωσιμότητας), Βιώσιμη και Ανθεκτική Αθήνα - Από τον | σχεδιασμό στην πράξη
- Εκπρόσωπος Δ. Βριλησίων (Κώστας Βαφειάδης, Αντιδήμαρχος), Βιώσιμη Αστική Ανάπλαση
- Μαργαρίτα Καραβασίλη, Πρόεδρος Ecocity, Κυκλική Πόλη στο πλαίσιο της Κυκλικής Οικονομίας
- Γιώργος Παππούς, Εύξεινη Πόλη
- Γιώργος Μ. Σταυρακάκης, Επιστημονικός Συνεργάτης ΚΑΠΕ, Υπολογιστικά εργαλεία εκπόνησης σχεδίων σταδιακής ενεργειακής αναβάθμισης δημόσιων κτιρίων σε τοπικό επίπεδο
- Γιώργος Παντελίδης, ZEB SA, Αξιολόγηση Γειτονιάς στα Βριλήσσια

12:30 – 13:00 Συζήτηση – Προκλήσεις - Προοπτικές

- Πολιτικές Προτεραιότητες - Ο ρόλος της τοπικής αυτοδιοίκησης και των δημοτών
- Τεχνικές Προτεραιότητες - Ο ρόλος των εμπειρογνομόνων



ΕΘΝΙΚΟ ΑΣΤΕΡΟΣΚΟΠΕΙΟ ΑΘΗΝΩΝ - Ινστιτούτο Ερευνών Περιβάλλοντος & Βιώσιμης Ανάπτυξης





Δεν υπάρχει κόστος συμμετοχής, αλλά απαιτείται **ΕΓΓΡΑΦΗ** Θα τηρηθεί σειρά προτεραιότητας.
Πληροφορίες: Πόπη Δρούτσα, τηλ: 2108109144, e-mail: pdroutsa@cea.gr

Λίγα λόγια για το Έργο CESBA MED

Η Ομάδα Εξοικονόμησης Ενέργειας του Εθνικού Αστεροσκοπείου Αθηνών (ΕΑΑ) συμμετέχει στο έργο «CESBA MED Sustainable MED Cities» που υλοποιείται στα πλαίσια του Ευρωπαϊκού προγράμματος Interreg MED, Ευρωπαϊκής Εδαφικής Συνεργασίας. Το **CESBA MED** ξεκίνησε τον Νοέμβριο του 2016, έχει διάρκεια 36 μηνών και συντονίζεται από την Πόλη του Τορίνο (Ιταλία) με τη συμμετοχή 12 φορέων από 7 χώρες. Το CESBA MED στοχεύει στον συνδυασμό διαφόρων εργαλείων αξιολόγησης και βασικών δεικτών απόδοσης σε μια νέα διαδικασία λήψης αποφάσεων που υποστηρίζει τους χρήστες στην αντιμετώπιση της πολυπλοκότητας και διευκολύνει τις συνέργειες στην ανάπτυξη επιτυχημένων, οικονομικά αποδοτικών αναπτυξιακών σχεδίων ενεργειακής απόδοσης για μεγάλης κλίμακας ανακαινίσεις δημόσιων κτιρίων και βιώσιμης τοπικής ανάπτυξης.



<https://cesba-med.interreg-med.eu/>

Συμμετέχοντες: *Αυστρία:* Association of Common European Sustainable Built Environment Assessment (CESBA) ♦ *Γαλλία:* ~~EnvironatBDM~~, ~~Bhône-Alpes~~ ~~Environnement, Urban Community of Marseille Metropolitan Province~~ ♦ *Ελλάδα:* Εθνικό Αστεροσκοπείο Αθηνών ♦ *Ισπανία:* Government of Catalonia, Municipality ~~Sant Cugat del Vallès~~ ♦ *Ιταλία:* City of Torino, ~~iisBE Italia R&D srl~~, Municipality of Udine ♦ *Κροατία:* Energy Institute ~~Hrvatske~~ ~~Požar~~ ♦ *Μάλτα:* University of Malta

Σύντομες πληροφορίες στα Ελληνικά

http://www.energycon.org/CESBA-MED_poster_GR.pdf
http://www.energycon.org/CESBA%20MED_Leaflet_GR.pdf
http://www.energycon.org/CESBA-MED_flyer_GR.pdf
http://www.energycon.org/CESBA-MED_booklet_GR.pdf
http://www.energycon.org/CESBA-MED_FactSheet_GR.pdf



Annex 2 – List of Participants



Έργο συγχρηματοδοτούμενο από το
Ευρωπαϊκό Ταμείο Περιφερειακής Ανάπτυξης

Εκδήλωση

CESBA MED

Εργαστήριο για Βιώσιμες Μεσογειακές Πόλεις

Ξενοδοχείο Αμαλία, Λεωφ. Αμαλίας 10 Αθήνα

Αθήνα 4 Ιουνίου 2019

Συμμετέχοντες

| ΕΠΙΘΕΤΟ | ΟΝΟΜΑ | ΟΡΓΑΝΙΣΜΟΣ / ΕΤΑΙΡΕΙΑ | ΥΠΟΓΡΑΦΗ |
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| ΜΠΑΛΑΡΑΣ | ΚΩΣΤΑΣ | ΕΑΑ |  |
| ΔΡΟΥΤΣΑ | ΠΟΠΗ | ΕΑΑ |  |
| ΔΑΣΚΑΛΑΚΗ | ΕΛΕΝΑ | ΕΑΑ |  |
| LE TELLIER | JULIEN | UN ENVIRONNEMENT/MEDITERRANEAN ACTION PLAN |  |
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| ΠΑΝΤΕΛΙΔΗΣ | ΓΙΩΡΓΟΣ | ΖΕΒ ΑΕΕΥ |  |



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| ΜΠΑΡΓΙΑΝΝΗ | ΕΛΙΣΣΑΒΕΤ | ΔΗΜΟΣ ΑΘΗΝΑΙΩΝ |  |
| ΜΠΕΝΕΣΣΑΙΑ | ΗΡΩ | ΕΛΕΥΘΕΡΟΣ ΕΠΑΓΓΕΛΜΑΤΙΑΣ |  |
| ΠΑΠΠΑΣ | ΙΩΑΝΝΗΣ | GREEN EVOLUTION ΑΕ | |
| ΠΕΙΡΑΣΜΑΚΗ | ΧΡΙΣΤΙΑΝΑ | ECOCITY NGO | |
| ΠΟΛΥΧΡΟΝΗ | ΕΛΠΙΔΑ | ΚΑΠΕ | |
| ΣΑΡΑΝΤΑΡΗ | ΜΑΡΙΑ | ΓΡΑΦΕΙΟ ΑΣΤΙΚΗΣ ΑΝΘΕΚΤΙΚΟΤΗΤΑΣ ΚΑΙ ΒΙΩΣΙΜΟΤΗΤΑΣ ΔΗΜΟΥ ΑΘΗΝΑΙΩΝ | |
| ΤΖΑΝΑΚΑΚΗ | ΕΥΗ | ΚΑΠΕ |  |
| ΤΡΙΑΝΤΑΦΥΛΛΗΣ | ΓΕΩΡΓΙΟΣ | FL | |
| ΧΑΛΑΖΙΑΣ | ΧΡΗΣΤΟΣ | ΙΔΙΩΤΗΣ | |
| ΧΡΗΣΤΙΔΗ | ΝΑΤΑΛΙΑ-ΟΛΓΑ | ΕΛΕΥΘΕΡΟΣ ΕΠΑΓΓΕΛΜΑΤΙΑΣ/ ΜΕΤΑΠΤΥΧΙΑΚΗ ΦΟΙΤΗΤΡΙΑ |  |
| ΕΠΙΘΕΤΟ | ΟΝΟΜΑ | ΟΡΓΑΝΙΣΜΟΣ / ΕΤΑΙΡΕΙΑ | ΥΠΟΓΡΑΦΗ |
| ΔΟΥΚΟΣ | ΔΑΜΠΡΟΣ | ΕΜΠ - ΕΑΠ |  |

Annex 3 - Photos

