

Fostering public capacity to plan, finance and manage integrated urban REGeneration
for sustainable energy uptake



fosterREG

FosterREG Stakeholder Mapping



Published in the framework of:

FosterREG – Fostering public capacity to plan, finance and manage integrated urban REGeneration for sustainable energy uptake

Authors:

Patxi Hernandez - VISESA
Cristina Llamas - VISESA
Patricia Molina- Tecnalia
Olatz Nicolas- Tecnalia
Francisco Rodríguez- Tecnalia
Josu Urriolabeitia – Surbisa
Juan Luis Carmona - Surbisa
Sagrario Eneriz – EVE
Jasper Donker - TNO
Sophie Jongeneel – TNO
Roel Massink - TNO
Marion Overberg – Municipality of Utrecht
Tomislav Puksec – SDEWES
Antun Pfeifer – SDEWES
Neven Duic- SDEWES
Goran Krajacic – SDEWES
Vesna Brezovac - City of Osijek
Mira Lizacic Vidakovic - City of Osijek
Danilo Kosoric – APN
Tomislav Veliki – APN

Disclaimer:

The project has received funding from the European Union’s Horizon 2020 research and innovation program under grant agreement No 649846.

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Executive summary

The FosterREG project aims at enhancing public capacity at local, regional and national levels to plan, finance and manage integrated urban regeneration for sustainable energy uptake, through capacity building, promotion and articulation of effective multilevel coordination,

This report presents the results of project Task 2.2 'stakeholder mapping', which is an important initial step of the project, and has consisted on the identification and analysis of a range of relevant stakeholders in each country.

The selection of the stakeholders have followed a preliminary discussion between the partners where the key roles of energy efficient urban regeneration projects were identified, through the different stages of the process, and considering local, regional, national and international levels. The identification of the roles took into consideration inputs from Task 2.1 where the analysis of the framework for urban regeneration was carried. For the selection of stakeholders, it was ensured that they covered the key issues related to legislation and policy, financing, and management of the projects identified in the framework report.

A first overview of identified public governance stakeholders for each country is presented in this report. The idea is trying to represent and map key public stakeholders at local, regional, and national level, which will be the main actors to be involved within this project, participating on the identification of communication and coordination gaps and barriers, and proposing measures to enhance public capacity for energy efficient urban regeneration.

A more general overview of all the gathered contacts (not only the public ones) is also included in this report. These contacts also include a variety of key agents in the regeneration processes, which also need to be identified and engaged during FosterREG project.

The analysis has identified the particular organizational structure in each country, where the public administration has a concrete role on defining laws and regulations, and local entities are closer to the actual planning processes and operations. The role of private and civil sectors is very different in the countries. For example, the Netherlands case with strong Housing Associations largely differs from Croatian and Spanish situation.

In general, there is an alignment between public stakeholders on energy efficiency objectives, as they are mostly coming from upper level regulations (eg. EU Energy Efficiency and Energy Performance of Buildings Directives), but implementation of energy efficiency projects depends on each framework regulations, urban model and climatic conditions.

On urban regeneration, the interrelation of the stakeholders is much more complex and alignment and commitment is not so easy to find. There are only pilot cases experiences and declaration of commitment among stakeholders, and depend on each country situation and regulations.

Full lists of identified stakeholders and their roles is presented in an Appendix to this report. In order to comply with data protection regulations, contact details of these stakeholders have been removed from the published version.

1. Introduction

FosterREG project aims at enhancing public capacity at local, regional and national levels to plan, finance and manage integrated urban regeneration for sustainable energy uptake, through capacity building, promotion and articulation of effective multilevel coordination, and national as well as European network strengthening.

A key preliminary task for devising successful collaborative solutions toward energy efficient urban regeneration is to identify and engage the relevant stakeholders. The objective of Task 2.2 of FosterREG project is to identify stakeholders in each of the participant countries, obtaining a list of contacts covering all the relevant roles involved in the process.

The initial focus of this task has been to map public governance stakeholders, identifying institutions and aiming for a first overview of potential communication and coordination gaps that could be improved within the different levels of public governance, in order to promote energy efficient urban regeneration. This mapping of public stakeholders is shown in Section 2 of this report.

However, private stakeholders, as well as public-private partnerships or non-for-profit entities are also obviously key actors in any regeneration process. Section 3 of this report describes different private and civil stakeholders identified in the different countries.

Section 4 presents different categories that have been proposed in order to classify and map the different stakeholders, including public and non-public. These categories are applied to the full list of identified stakeholders for each country which is shown in the Appendix to this report.

Section 5 of this report presents a first analysis of stakeholders in each country and Section 6 draws initial conclusions of the stakeholder analysis within the FosterREG project.

The relationships between the different stakeholders will be further studied within WP3 of the project, where FosterREG will aim for solutions for energy efficiency urban regeneration. Section 7 of this report introduces the work that will be done in WP3 of FosterREG project, and reflects on how the stakeholder mapping presented in this report will help selecting the stakeholders to participate in the process for finding solutions.

Full lists of identified stakeholders and their roles is presented in the appendix to this report. In order to comply with data protection regulations, contact details of these stakeholders have been removed from the published version.

2. Public stakeholders description and mapping

The national teams discussed about key relevant public governance organizations and bodies based on their experience. Whenever necessary, direct consultation with the identified contacts in order to get their view on the relevance of their selection was made, or to check the need to identify additional or alternative contacts.

In order to start the classification and map the identified public governance contacts, it was decided to continue with the structure of the urban regeneration framework developed within Task 2.1 (see Deliverable 2.1). Therefore, a first distinction was made according to their role either in relation to **energy efficiency, or in urban regeneration**. This section describes the main public stakeholders identified at local, regional, national and European level, and maps them according to their link to Energy Efficiency or Urban Regeneration activities.

At European Level, key bodies for energy efficiency and urban regeneration are the Directorate-General for Energy (DG Ener) and the Directorate-General for Regional and Urban Policy (DG REGIO.)

DG ENER is focused on creating a competitive internal energy market to lower prices, to develop renewable energy sources, to reduce energy dependence and to reduce energy consumption.

DG REGIO is responsible for European Union measures to assist the economic and social development of the less-favoured regions of the European Union

The following subsections describe the different stakeholders identified at national, regional, and local level by the FosterREG project team in each country:

2.1. Spain

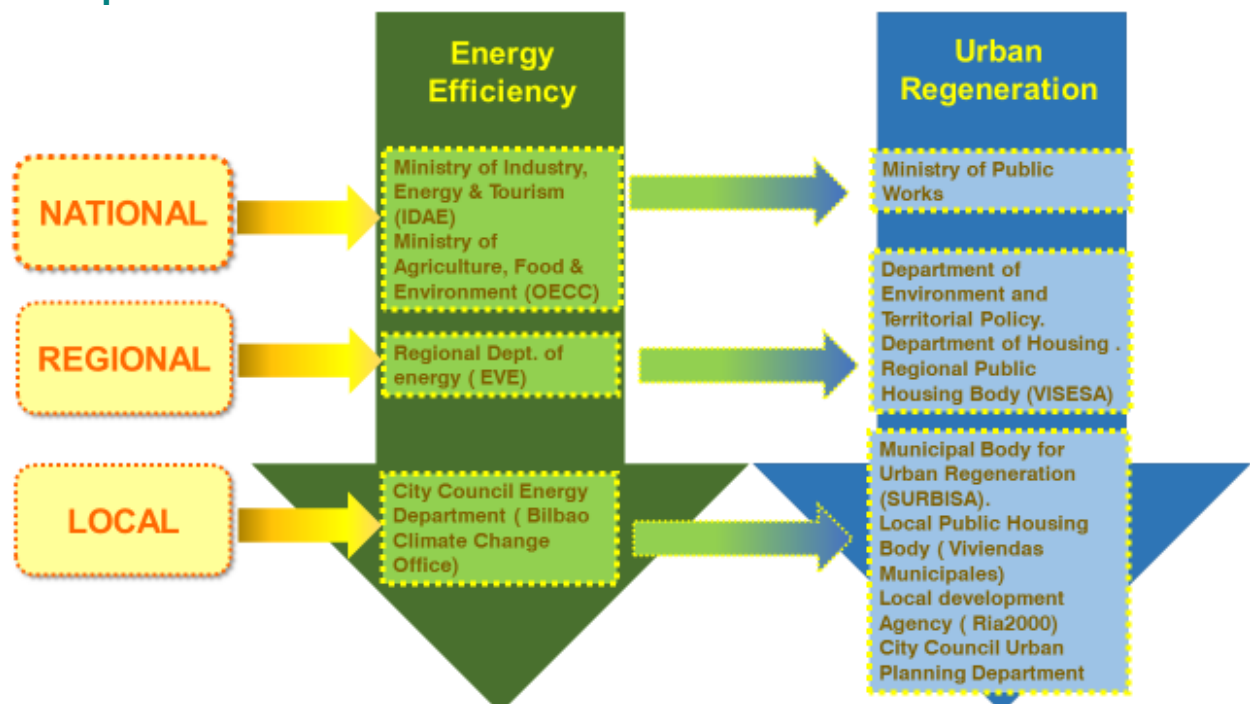


Figure 1 Key public stakeholder in Spain

2.1.1. ENERGY EFFICIENCY

NATIONAL

- **Ministry of Industry , Energy & Tourism:** The Institute for Diversification and Saving of Energy, (IDAE) is a state-owned business entity that reports to the Ministry. IDAE's areas of activity are renewable energy sources and energy saving and efficiency. The institution's activity is guided by the targets set by the 2008 - 2020 Action Plan under the Spanish Energy Saving and Efficiency Strategy, and by the Renewable Energy Plan for 2011-2020. IDAE manages various funding programmes for energy efficiency and renewables. The PAREER-CRECE funding programme is focused on building refurbishment, in line with the objectives of the Energy Efficiency Directive.
- **Ministry of Agriculture, Food & Environment:** This ministry also has promoted energy efficiency in building refurbishment. For example, the PIMA-SOL funding programme, operated through the Spanish Office for Climate Change (OECC), offered grants for energy efficiency in the touristic sector, focused in hotels.

REGIONAL (Basque Country) :

- **EVE – (Ente Vasco de la Energía)** is the energy agency of the Basque Country responsible for developing projects and initiatives in line with the defined policies from the Basque Government. EVE is regional coordinator for the implementation of Sustainable Energy Action Plans , and has various funding schemes for energy efficiency and renewables , including schemes for final users to renew windows , appliances or boilers, or schemes for Energy Service Companies (ESCOs) for implementation of energy efficiency and renewable projects.

LOCAL (Bilbao)

- **City Council – Environment & Energy Departments, Bilbao Climate Change Office:** Bilbao city council is restructuring at the time of writing , but it has a long trajectory on promoting energy efficiency and reducing CO2 emissions. Bilbao is member of Covenant of Majors and has a Sustainable Energy Action Plan developed by the Bilbao Climate Change Office.

2.1.2. URBAN REGENERATION

NATIONAL

- **Ministry of Public Works:** The ministry has a National Plan 2013-2016 to promote housing rentals, building refurbishment, and urban regeneration and renewal, including different funding programmes

REGIONAL (Basque Country) :

- **Department of Environment and Territorial Policy:** This department of the regional government is responsible of the guidelines for regional and urban planning, including issues such as urban density.

- **Department of Housing:** This department of the regional government is responsible of housing policy and its task includes the management of the RENOVE regional plan for housing refurbishment.
- **VIKESA**, the Basque Country Public Housing Body, has as main mission since its creation in 1990 the development of high-quality subsidized housing. VIKESA is increasingly involved in urban regeneration and building refurbishment projects. VIKESA's sister company ORUBIDE, (which is in the process of merging) is responsible of land management, including decontamination of land earmarked for publicly subsidized housing, or recovery of degraded spaces.

LOCAL (Bilbao)

- **Municipal Society for Urban Regeneration (SURBISA):** SURBISA is a public society created by Bilbao City Council in 1985, with the main objective of regenerating and refurbishment deprived neighbourhoods in Bilbao. Since then, more than 20,000 dwellings have been refurbished, and SURBISA has extended his activities to all Bilbao City. SURBISA manages different funding schemes for building refurbishment and managing.
- **Local Development Agency (Bilbao RIA2000):** The company BILBAO Ría 2000 was created on 19 November 1992 with the intention of recovering former industrial space around the city. It is a non-profitmaking entity, the product of a cooperation commitment on the part of all public authorities in a common task to transform the metropolitan area of Bilbao. BILBAO Ría 2000 coordinates and executes projects in relation to town planning, transportation and the environment, following the strategy developed by the planning authorities.
- **Local Social Housing Body (Viviendas Municipales):** Viviendas Municipales is a hands-on instrument for implementing the policy on the development of subsidized housing rolled out by the Bilbao City Council, with the aim being to provide, preferably for rent, decent housing for those people who so require. Bilbao Social Housing manages and maintains a property pool made up of 4.090 dwellings, and has an increasing focus on building refurbishment, energy efficiency and renewable energy.
- **City Council – Urban Planning Department:** The urban planning department of Bilbao city council designs and plans the city development according to the strategic objectives of the city council, from a sustainability perspective including social, economic and environmental issues.

2.2. Netherlands

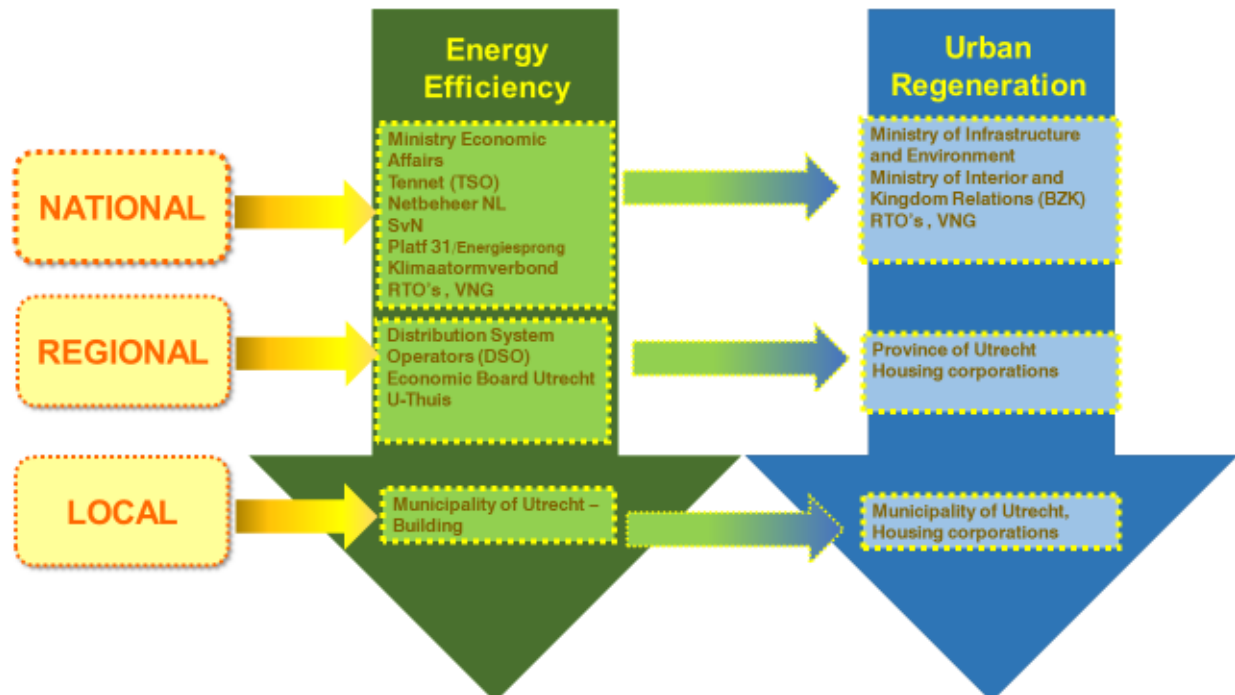


Figure 2 Key public stakeholder in the Netherlands

2.2.1. ENERGY EFFICIENCY

NATIONAL

- **Ministry of Economic Affairs - Energy Sector**

The Energy sector of the ministry of Economic Affairs is the main responsible for the energy sector, focusing on energy supply, infrastructure, industry and energy markets. The ministry aims to produce and use energy that is clean, reliable and affordable. They are the key ministry related to the Dutch Energy Agreement and the public-private partnership Top Sector innovation contracts (TKI's) of which energy is an topic. The sector of energy within the ministry will be reorganized to align with the Dutch Energy Agreement. It will consist of three departments: Energy & Environment, Energy market & Innovation and Energy Challenges 2020.

- **Ministry of Interior and Kingdom Relations (BZK) – Department Living & Building**

The department of Living and Building from ministry of Interior and Kingdom Relations (BZK) is helping to ensure that citizens can live in affordable, safe and energy-efficient buildings in an build environment where everyone counts, participates and enjoys life. In recent years the ministry has invested in various programs (Platform 31, Energiesprong) and managements instruments (Green Deals) related to energy efficiency in the built environment. Their objectives are to contribute to the European objective of 20% CO2 reduction by 2020 through energy saving in the built environment, to use energy savings to give people more control over rises in living cost and use energy savings as a boost to the construction industry.

- **Ministry of Infrastructure and Environment (I&M) - Directorate-General for the Environment and International Affairs (DGMI)**

Directorate-General for the Environment and International Affairs is responsible for the major long-term issues around climate change, scarce resources and emissions but also the current quality of the living environment regarding topics emissions, air-quality, material use.
- **Netbeheer NL**

Netbeheer Nederland is the association in the energy sector representing the interests of the national (TSO) and regional (DSO) electricity and gas network operators in the Netherlands. Netbeheer Nederland facilitates and promotes the dialogue between governmental bodies and market participants on the contribution network operators can make towards realizing a successful transition to a sustainable energy supply. Netbeheer Nederland consults with the Office of Energy Regulation about how gas and electricity supply can be maintained and/or extended at socially responsible and efficient levels. Security of supply and safety are predominant considerations in this endeavor. In addition, Netbeheer Nederland organizes consultation between market parties on adjustments needed to facilitate the smooth functioning of the free market. On behalf of network operators, Netbeheer Nederland makes proposals for the adjustment of the legally established regulations and procedures for, among other things, network tariffs. Netbeheer Nederland also proposes the general terms and conditions for network connections and energy transport.
<http://www.netbeheernederland.nl/>
- **Platform 31 / Energiesprong**

Platform31 is a knowledge and networking organization for urban and regional development after a fusion of several institutes in this field. Main partners are all levels of government, housing corporations, and universities. Their innovation programme Energiesprong, commissioned by the Ministry of Interior and Kingdom Relations, aims to supercharge supply and demand for zero energy bill buildings: dwellings, offices, shops, public health buildings. The starting point is that there is a need for new practices in construction: a different way of requesting quotations, better supply, more financial options, adaptations in rules and regulations, and another way of approaching the subject.
- **Klimaatverbond**

The Dutch Climate Alliance Association is an alliance of municipalities, provinces and water authorities that make an active contribution through their policies to reduce climate change and improve the (inter) national environment from an engagement with residents.
- **Research & Technology Organizations (TNO, ECN)**

The Netherlands has several institutes for applied research. Related to energy efficiency and urban planning these are TNO (Netherlands Organization for Applied Scientific Research) and ECN (The Energy Research Center in the Netherlands).
- **VNG – Association of Dutch Municipalities**

The VNG promote the interest of all Dutch municipalities and stands for the empowerment and quality of local government. The VNG is a partner for other Dutch governments and social organizations. The VNG has an support program for the Dutch Energy Agreement

REGIONAL

- **Province Utrecht**

- **Economic Board Utrecht (EBU)**

The Economic Board Utrecht was founded by governments, industry and knowledge institutions in the province of Utrecht and the municipality of Hilversum and consists of a Board and an implementation organization. Various representatives work from their network to the realization of the EBU initiatives. The Economic Board Utrecht (EBU) stimulates innovation and cooperation between companies, research institutions and Governments with the aim of a green, healthy and smart region. The cooperation should lead to innovation, more jobs and economic growth. The purpose of EBU is to let the Utrecht region grow into the most viable economy of Europe, also known as green, healthy and smart.

- **U – thuis**

The Municipality of Utrecht collaborates with 15 other municipalities within the province of Utrecht on the subject of energy efficiency and sustainable energy.

- **Distribution System Operators**

The Netherlands has nine regional distribution system operators. They have two main tasks: facilitate the smooth functioning of the market and manage the physical infrastructure of the transport network. Distribution system operators are independent semi-public regional monopolist.

LOCAL

- **Municipality of Utrecht – Building Department**

2.2.2. URBAN REGENERATION

NATIONAL

- **Ministry of Infrastructure and Environment (I&M) - Directorate-General for Spatial Development and Water Affairs (DGRW)**

The ministry of Infrastructure and Environment is responsible for the policy around 13 national interest around spatial planning. Outside these 13 national interests, local and regional authorities will be able to make their own policy decisions, although they will be expected to contribute to simplifying and integrating spatial planning regulations. The ministry intends to bring spatial planning decision-making closer to the stakeholders (individuals and companies), delegating more to local and provincial authorities (decentralisation as the first option), and focusing more on users. This will remove excessive layers of government and create scope for customised regional solutions. Therefore, the ministry does not longer actively dictates the course or executes a national program on urban planning or urban regeneration. Only in the urban regions around major transport hubs and ports (Noordvleugel and Zuidvleugel) will central government agree the programming of urbanisation with local and regional authorities.

- **Ministry of Interior and Kingdom Relations (BZK) – Department Living & Building**

The department of Living and Building from ministry of Interior and Kingdom Relations (BZK) is helping to ensure that citizens can live in a build environment where everyone counts, participates and enjoys life. There focus of the BZK is to further strengthen the (international) competitiveness and viability of Dutch cities and urban areas via the program Agenda City.

- **Research & Technology Organizations (TNO)**

See description at chapter 2.2.1 Energy Efficiency

- **VNG**

See description at chapter 2.2.1 Energy Efficiency

REGIONAL

- **Province of Utrecht**

- **Housing Associations**

About 75% of the three million rented homes in the Netherlands are owned by housing associations. Part of their tasks is maintaining houses and the immediate surroundings and they are partly responsible for the quality of life in a neighborhood. Housing associations are semi-public, independent, self-responsible and market oriented.

LOCAL

- **Municipality of Utrecht – Building Department**

- **Housing Associations**

See description at regional level

2.3. Croatia

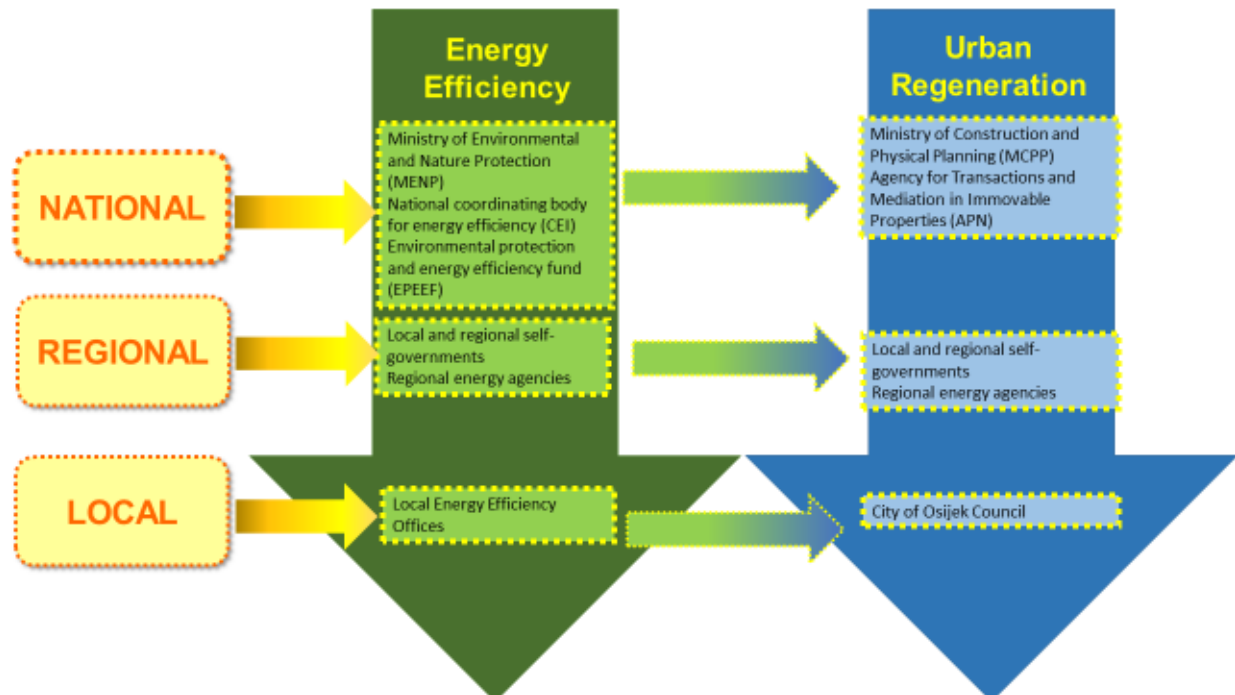


Figure 3 Key public stakeholders in Croatia

2.3.1. ENERGY EFFICIENCY

NATIONAL

- Ministry of Environmental and Nature Protection (MENP):** The Directorate for Climate Activities, Sustainable Development and Protection of Soil, Air and Sea was established within MENP. Within its scope of activities the Directorate connects environmental protection policy with renewable sources and energy efficiency. MENP participates in the creation and implementation of strategic, legislative and implementing documents on energy efficiency and acts as the body which approves, implements and monitors the implementation of all National Energy Efficiency Action Plan measures directly and indirectly related to environmental protection.
- National coordinating body for energy efficiency (CEI):** Centre for Monitoring Business Activities in the Energy Sector and Investments was appointed as the National Coordinating and Implementing Body for Energy Efficiency. CEI is entrusted with the implementation activities for certain measures, the coordination of the implementation of all measures implemented by other institutions and companies, and the management of the information system for monitoring and verifying achieved energy savings. This has made CEI the central authority which will possess the information on all energy efficiency activities in the Republic of Croatia, and will have a database of achieved savings which is the key tool for reporting and defining a new

cycle of measures necessary for the achievement of the national energy savings target. Also coordinates SMIV – Energy Savings Measuring and Verification System.

- **Environmental protection and energy efficiency fund (EPEEF):** a non-budgetary fund with the status of a legal person with public authority, with the objective of raising earmarked funds for financing the preparation, implementation and development of programmes, projects and similar activities in the field of environmental preservation, sustainable use of the environment, environmental protection and amelioration; the participation in financing national energy programmes aimed at improving energy efficiency, the use of renewable energy sources and waste management. The Fund co-finances energy efficiency programmes and projects in accordance with the Energy Strategy of the Republic of Croatia, the National Energy Efficiency Programme for the 2008–2016 period, national energy efficiency action plans and other strategic documents.

REGIONAL:

- **Local and regional self-governments:** Through regulations and planning, they foster energy efficiency projects in public buildings and households.
- **Regional energy agencies:** Implement projects for dissemination of knowledge about energy efficiency and mediate implementation of EE and RES projects.

LOCAL:

- **Local Energy Efficiency Offices:** Each county, municipality and town with established energy efficiency office takes part in the Systematic Energy Managements System, by collecting consumption data and monitoring activities through Energy Management Information System (EMIS).

2.3.2. URBAN REGENERATION

NATIONAL

- **Ministry of Construction and Physical Planning (MCP):** The ministry proposes a draft of the Programme and supervises its implementation. Measures in programme promote building refurbishment, urban regeneration and renewal, including different funding programs.
- **Agency for Transactions and Mediation in Immovable Properties (APN):** Implements and promotes the program, carries out the public bidding process for energy audits and energy certificates before renovation of buildings and for energy renovation of buildings, decides on the drafting of project tasks, monitors the implementation of cost savings and other obligations under the Energy Performance, coordinates the work of all participants in the Programme, accompanied by the results of implementation and report to the competent (Ministry and the Croatian Government) on the implementation of the Programme, selection of Committee members, ensured and financed their work, signs agreements on energy performance, provides expert supervision of energy renovation and revision of project documents, makes payments and reports on the basis of agreements signed on financing/co-financing from the EPEEF.

REGIONAL:

- **Local and regional self-governments:** Approve and co-finance measures of energy efficiency and prescribe regulations regarding urban regeneration.
- **Regional energy agencies:** Provide expert opinion, project development aid and technical assistance in project implementation.

LOCAL:

- **City of Osijek Council:** The urban planning and spatial planning departments of Osijek city council design and plan the city development according to the strategic objectives of the city council, from a sustainability perspective including social, economic and environmental issues.

3. Private and civil stakeholders description and mapping

FosterREG project focuses on enhancing public stakeholders capacities and improve public multi-level coordination. However, after a discussion by the project partners, it was agreed that non-public stakeholders should also be identified and included in the mapping exercise within this report, as they are also key in any regeneration strategy.

National teams consequently identified both private and civil stakeholders in each country, classified their role in similar manner to the public stakeholders, that is, in relation to **energy efficiency or urban regeneration**, and identified at local, regional or national level.

The following sections present the stakeholders types identified in each country, adding private and civil stakeholder types to the public stakeholders already described in the previous section. Figures and a brief description of the private and civil stakeholders' role is also presented for each country.

3.1. Spain

		PUBLIC & SEMI PUBLIC	PRIVATE	CIVIL
NATIONAL	Energy Efficiency	Ministry of Industry, Energy & Tourism (IDAE) Ministry of Agriculture, Food & Environment (OECC)	A3e, ANESE (Associations of energy companies) Consultants /advisors	Environmental NGOs Citizens Platform for a new energy model
	Urban Regeneration	Ministry of Public Works	ANERR (Association Refurbishment companies) Consultants /advisors Financial entities	
REGIONAL	Energy Efficiency	Regional Dept. of Energy (EVE)	ERAIKUNE (Regional Construction companies Association) Consultants /advisors	Environmental NGOs Citizen Platform for a new energy model
	Urban Regeneration	Department of Environment and Territorial Policy Department of Housing Regional Public Housing Body, (VISESA)	Construction companies Consultants /advisors Financial entities	Regional associations of property owners
LOCAL	Energy Efficiency	City Council Energy Department (Bilbao Climate Change Office)	Construction companies Consultants /advisors	Residents Neighbourhood associations Communities of property owners
	Urban Regeneration	Municipal Body for Urban Regeneration(SURBISA) Local Public Housing Body (Viviendas Municipales) Local Development Agency (RIA 2000) City Council Urban Planning Department	Construction companies Consultants /advisors Financial entities Bilbao Ekintza "Eco Urban Solutions" initiative	Residents BAKARRA-Neighbourhood associations Communities of property owners

Figure 4 Schematic view of public, private and civil stakeholders in Spain

3.1.1 Private stakeholders

Energy efficiency:

Consultants and energy advisors, construction companies are those private stakeholders tackling energy efficiency in most energy efficient regeneration projects at local level. They can also be part of the consultation processes at regional and national level, through associations like **A3E (Association of companies working on Energy Efficiency)** or **ANESE (Association of Energy Service Companies)**. Energy utilities and energy service companies, on the contrary, are rarely involved at project (local) level, and their involvement on the promotion of building energy refurbishment strategies at regional or national level is not clear. Their position regarding energy policy can be in cases even in detriment of potential regeneration strategies, for example their position against self-consumption measures for buildings.

Financial entities (banks) are also rarely paying particular attention to the energy efficiency aspect of urban regeneration projects.

Urban Regeneration:

Similarly, to their role regarding energy efficiency, consultants and construction companies would be the private stakeholders most active on urban regeneration projects. They can be represented at national or regional level by company associations, examples of which are **ANERR (National Association of Refurbishment and Renovation companies)** or **ERAIKUNE (Basque Country Construction Companies Cluster)**. At local level companies are in cases also associated or collaborating through working groups such as the **"Eco-Urban Solutions" initiative promoted by Bilbao EKintza (Bilbao City Council)**.

Private financial entities have a key role in urban regeneration, and there are experiences for specific conditions to urban regeneration projects at local level. Their potential contribution to regional or national initiatives should be further explored.

3.1.2 Civil stakeholders

Energy efficiency:

Various environmental organizations and citizen platforms are involved in the discussions at national and regional level about the need to promote energy efficiency in urban regeneration. An example of initiative is the Citizens' Platform for a New Energy Model, which agglutinates various NGOs and associations aiming for a transition on the energy model, for which a key aspect is the energy efficiency.

At local level, the interest on energy efficiency by residents or neighbourhood associations is uneven, and more education and awareness is needed. There are also barriers to potential citizen involvement in renewable energy projects, as Spanish

regulation for electricity generation is very uncertain and new rules are expected that will make self-consumption very difficult to justify economically.

Urban Regeneration:

The civil society is not well represented at regional or national level in terms of discussing and promoting urban regeneration at regional or national levels. There are some regional associations of property owners, but do not generally have much influence in urban regeneration policy and decision-making. At local level, however, the residents, property owners and neighbourhood associations are better organized, and are crucial in any regeneration process. Bilbao has several district level local associations, which are also represented in a federation (BAKARRA Federation of Bilbao neighbourhood associations).

3.2. Netherlands

		PUBLIC & SEMI PUBLIC	PRIVATE	CIVIL
NATIONAL	Energy Efficiency	Ministry Economic Affairs Tennet (TSO) Netbeheer NL SvN Platform 31 /Energiesprong Klimaatverbond RTO's , VNG	NVB - Banking Association Uneto VNI – Installing & technical retail association EnergieNederland – Energy companies association Bouwend Nederland - Construction companies association	Urgenda Natuur & Milieufederatie Vereniging Eigen Huis
	Urban Regeneration	Ministry of Infrastructure and Environment Ministry of Interior and Kingdom Relations (BZK) – Department Living & Building RTO's , VNG	Bouwend Nederland - Construction companies association	
REGIONAL	Energy Efficiency	Distribution System Operators (DSO) Economic Board Utrecht (EBU) U-Thuis	Banks Energy companies Construction companies	Natuur & Milieufederaties Utrecht
	Urban Regeneration	Province of Utrecht, Housing corporations	Construction companies	
LOCAL	Energy Efficiency	Municipality of Utrecht – Building Department	Energy companies Consultancy/ advisors Banks Installing & technical retail companies ESCO's Construction companies	Energy ambassadors Energy cooperatives Neighbourhood associations
	Urban Regeneration	Municipality of Utrecht, Housing corporations	Project developers & other market parties Construction companies	Residents Neighbourhood associations

Figure 5 Schematic view of public, private and civil stakeholders in The Netherlands

3.2.1. Private stakeholders

Energy efficiency:

National

- **NVB - Banking Association**

The Dutch association of Banks represent the common interest of the banking sector. They are connected toward energy efficiency by their financial instruments like mortgages of private homeowners, financing energy initiatives, energy loans etc.

- **Bouwend Nederland – Construction companies association**

Bouwend Nederland represents about 4300 affiliated construction and infrastructure companies. Bouwend Nederland brings together, unites and supports construction and infrastructure companies. They represents a vibrant construction industry working on bringing about a sustainable improvement of the living environment.

- **Uneto VNI – Installing & technical retail association**

UNETO-VNI is the Dutch association of contracting installing companies and technical retailers. Uniting 6000 small, large and medium-sized electro-technical contractors, mechanical engineering companies, sanitary installers as well as technical retailers.

- **Energie Nederland – Energy companies association**

Almost all energy companies (producers and/or suppliers) that are active on the Dutch market are associated at Energie Nederland. Energie Nederland is the stabile point of contact of the sector.

- **Energy companies**

Already 63 energy companies are member of Energie Nederland and are active on the Dutch market. Energy companies are Balance Responsible Parties which can be producers, suppliers or both.

- **Construction Companies**

The Netherlands has nine large construction companies (turnover more than a billion) that operate worldwide and thousands of smaller construction companies. The large construction companies have been involved in various national knowledge and concept development programs about energy efficiency.

Regional

- **Banks**

Banks finance the energy sector of the Netherlands in various ways. Sustainable banks like Triodos Bank and ASN Bank focus on energy efficiency. Dutch banks have developed various financial instruments to finance private house owners (renovation, energy efficiency) as well as large scale renewable energy production (wind farms). Triodos Bank for example developed special mortgages aiming on stimulating house owners on taking energy efficiency measures.

- **Construction Companies**

See description at national level.

- **Energy Companies**

See description at national level.

Local

- **Energy Companies**

See description at national level.

- **Consultancy companies / advisors**

On local level various consultancy and advisory companies are active on energy efficiency for industry, governments, real estate and residents.

- **Banks**

See description at national level..

- **Installing & technical retail companies**

Installing and technical retail companies have been identified as key stakeholders in the chain of energy efficiency measures at local level.

- **ESCO's**

An number of Energy Service Companies execute projects on mostly non-residential buildings (swimming pools, hospitals, offices) and apartments blocks.

- **Construction companies**

See description at regional level

Urban Regeneration:

National

- **Bouwend Nederland – Construction companies association**

See description at chapter 2.3.1 Energy Efficiency

Regional

- **Banks**

See description at chapter 2.3.1 Energy Efficiency

- **Construction Companies**

See description at chapter 2.3.1 Energy Efficiency

Local

- **Construction companies**

See description at chapter 2.3.1 Energy Efficiency

- **Project developers & other market parties**

Commercial and private parties that develop, rent, buy or sell dwellings or other buildings

3.2.2. Civil stakeholders

Energy efficiency:

National

- **Urgenda Foundation**

The Urgenda Foundation is an NGO focusing on sustainability and innovation in the Netherlands. They have a specific agenda to speed up the process of the Netherlands becoming sustainable. To this end, Urgenda actively participates in and works with society, governmental and non-governmental organizations, individuals and companies. Recently, Urgenda sued and has won a legal climate case against the Dutch state which they held responsible for climate change action under human rights law.

- **Natuur en Milieu**

Natuur & Milieu is an independent environmental organization committed to create a healthy natural environment by creative and innovative projects. There are involved in projects around for example electric highways and decentral sustainable energy production but also opening CO2 markets.

- **Natuur en Milieufederaties**

The Natuur en Milieufederatie works to make the Netherlands a beautiful and sustainable country with nature, sustainable energy and food, and a healthy environment. They have twelve regional federations in each of the twelve provinces. They've created energy service points in 2011 for the deployment of sustainable energy in provinces by supporting energy initiatives in various ways.

- **Vereniging Eigen Huis**

Vereniging Eigen Huis is the largest consumer organization for house owners having 650.000 members. They are involved in energy efficiency by providing information, advice, collective benefits and representing the interest of home owners.

Regional

- **Natuur & Milieufederatie Utrecht**

Is the regional federation of the national Natuur en Milieufederatie in the province of Utrecht

Local

- **Energy Ambassadors Utrecht**

The aim energy ambassadors is to use peer-to-peer information on energy efficiency. The ambassadors share information, tips, good examples, etc. both via digital channel and personal approach. In general they use a street or neighborhood-based approach. Currently there are 80 ambassadors active. The objective is to have 100 ambassadors by the end of 2015. Through the ambassadors approx. 5,000 Utrecht households receive tailor made information about energy saving. To support the ambassadors the city of Utrecht offers training, a support team and financial support to cover the costs for meetings

(rent of location, coffee, tea). The effect of the ambassadors is both direct and indirect. The direct effect is that the ambassadors helped their neighbors to make investment decisions on housing improvements. Together the ambassadors created an atmosphere in the city that 'something was happening'. They are the seeds of an energy movement in the city.

- **Energy Cooperatives**

There are currently about 18 – and counting, energy related initiatives by residents within city of Utrecht. These initiatives range from joint procurement of solar panels, to organizing "energy battles" and other activities to increase energy efficient behavior at students.

- **Neighbourhood associations**

Neighbourhood councils, homeowner association, community and action committees and other group which each resident of a neighbourhood can join.

Urban Regeneration:

- **Residents**

- **Neighbourhood associations**

See description at chapter 3.3.2 Energy Efficiency

3.2.2. Civil stakeholders

Energy efficiency:

National

- **Urgenda Foundation**

The Urgenda Foundation is an NGO focusing on sustainability and innovation in the Netherlands. They have a specific agenda to speed up the process of the Netherlands becoming sustainable. To this end, Urgenda actively participates in and works with society, governmental and non-governmental organizations, individuals and companies. Recently, Urgenda sued and has won a legal climate case against the Dutch state which they held responsible for climate change action under human rights law.

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- **Energy Cooperatives**

There are currently about 18 – and counting, energy related initiatives by residents within city of Utrecht. These initiatives range from joint procurement of solar panels, to organizing "energy battles" and other activities to increase energy efficient behavior at students.

Urban Regeneration:

No stakeholder identified

3.3. Croatia

		PUBLIC & SEMI PUBLIC	PRIVATE	CIVIL
NATIONAL	Energy Efficiency	Ministry of Environmental and Nature Protection (MENP) National coordinating body for energy efficiency (CEI) Environmental protection and energy efficiency fund (EPEEF)	Construction companies such as Viadukt and Tehnika Consultants/advisors Financial entities such as ZABA and PBZ	Environmental NGOs
	Urban Regeneration	Ministry of Construction and Physical Planning (MCPP) Agency for Transactions and Mediation in Immovable Properties (APN) Croatian Bank for Reconstruction and Development (HBOR)	Construction companies such as Viadukt and Tehnika Consultants/advisors	
REGIONAL	Energy Efficiency	Local and regional self-governments Regional energy agencies (such as REGEA)	Construction companies Consultants/advisors Financial entities as ZABA & PBZ ESCO's such as HEP-ESCO	Environmental NGOs
	Urban Regeneration	Local and regional self-governments Regional energy agencies (such as REGEA)	Construction companies Consultants /advisors Financial entities as ZABA and PBZ ESCO's such as HEP-ESCO	
LOCAL	Energy Efficiency	Local Energy Efficiency Offices Local government units	Construction companies Consultants/advisors Building management companies ESCO's	Communities of tenants such as USH
	Urban Regeneration	City of Osijek Council Local government units	Construction companies Consultants /advisors Financial entities such as ZABA and PBZ Building management companies such as GSKG or MONEL	Communities of tenants and/or their representatives

Figure 6 Schematic view of public, private and civil stakeholders in Croatia

3.3.1. Private stakeholders

Energy efficiency:

Consultants and energy advisors, construction companies and building management companies are involved energy efficiency in most energy efficient regeneration projects at local level. They are in charge of delivering documents and projects needed for urban regeneration, such as energy certificates, project documentation and legal permits.

Financial entities (commercial banks) have not yet created standard schemes for energy efficiency aspect of urban regeneration projects, because organized approach to urban regeneration is not yet sufficiently developed.

National

Most significant stakeholders on national level are:

- Construction companies
 - **Viadukt**
 - **Konstruktor**
 - **Tehnika**
 - **Zagrebgradnja**
 - **GIP Pionir**
 -

and other large construction companies have dominant position on national level, covering a large portfolio of work that they are able to offer.

- Consultants/advisors

This includes various professionals in the field of project preparation, energy audits and certificates and other. So far, in households sector, for implementation of energy efficiency measures, owners have been choosing various professional project offices and companies.

- Financial entities

Apart from public entities such as **EPEEF** and **HBOR** (Croatian Bank for Reconstruction and Development), commercial banks such as **Zagrebačka banka** and **Privredna banka**, and others, have been creditors for EE and RES projects. This practice should be expected in the future also, and these stakeholders should be encouraged to create their own products which will be suited for energy efficiency in urban regeneration.

Regional

Construction companies are still the same as on national level, with more influence for medium enterprises.

- Consultants/advisors

The same description as for the national level applies. All listed professionals can be contacted through **professional organizations of Croatian architects and engineers** (civil, mechanical or electric).

- Financial entities

Major financial entities are as **Zagrebačka banka** and **Privredna banka**, as well as other commercial banks.

- ESCO's

Largest ESCO in Croatia is **HEP-ESCO**, which already accumulated some experience in EE projects. Other ESCO companies are emerging on market as well.

Local

- Construction companies

Small and medium construction companies have their share of market on local level, although large companies still have lead in performing work in the extend of what could be expected in projects of urban regeneration.

- Consultants/advisors

Local project offices and local professionals usually have larger share of market on local level, although there were examples in EE and RES projects in households of owners choosing professionals relatively far from their own location.

- Financial entities

On local level, major share of the market belongs to commercial banks, which invest in EE and RES projects, although some actions of local and regional self-government units in cooperation with EPEEF also have important role.

- ESCO's

On local level, ESCO companies are not yet sufficiently recognized and have a challenge ahead of them in order to show their potential.

- Building management companies

Companies such as **GSKG**(in Croatian; Gradsko stambeno-komunalno gospodarstvo) or **MONEL** are significant stakeholders, since such companies have large share of the market and perform all measures regarding maintenance and repairs.

Urban Regeneration:

Similar to their role regarding energy efficiency, consultants and construction companies and building management companies would be the private stakeholders most involved in urban regeneration projects.

Private financial entities have an important role in urban regeneration, although so far most of the financing has been conducted through the EPEEF (public). Potential contribution to regional or national initiatives should be further explored, since new funding schemes could be developed with their cooperation.

National

Most significant stakeholders on national level are:

- Construction companies
 - **Viadukt**
 - **Konstruktor**
 - **Tehnika**
 - **Zagrebgradnja**
 - **GIP Pionir**
 - ...

These large companies are often contracted for work of reconstruction of old town centres and similar projects.

- Consultants/advisors

The same remarks apply as in the case of energy efficiency, with more significant role of architects and civil engineering offices.

- Financial entities

Urban regeneration works are mostly financed by public financial entities (**HBOR** and **EPEEF**, or local self-governments), and less by private entities.

Regional

- Construction companies

Various companies are involved in contracting, but in general, same applies as on national level.

- Consultants/advisors

Same remarks apply, as stated above.

- Financial entities

The same situation with financing as it was the case for national level.

- ESCO's

ESCO's are still not sufficiently included in urban regeneration, and should be promoted as a model that could add to the more efficient implementation of measures in urban regeneration.

Local

- Construction companies

Small and medium construction companies have their share of market on local level, although large companies still have lead in performing work in the extend of what could be expected in projects of urban regeneration.

- Consultants/advisors

Local project offices and local professionals usually have larger share of market on local level.

- Financial entities

On local level, major share of the market belongs to commercial banks, which invest in EE and RES projects, although some actions of local and regional self-government units in cooperation with EPEEF also have important role.

- ESCO's

On local level, ESCO companies are not yet sufficiently recognized.

- Building management companies

Companies such as **GSKG** and **MONEL** are significant stakeholders, since such companies have large share of the market and perform all measures regarding maintenance and repairs.

3.3.2. Civil stakeholders

Energy efficiency:

Environmental organizations (NGOs) are involved in the discussions at national and regional level about the need to promote energy efficiency in urban regeneration. They have contact with **regional energy agencies**, but this contact is not yet sufficiently capitalized.

At local level, the interest on energy efficiency by **residents or tenant associations**, such as **USH**, is uneven, and more education and awareness is needed. Key barriers to potential citizen involvement in renewable energy and energy efficiency projects are lack of funds and information. Low awareness is often main issue, resulting in lack of interest.

Urban Regeneration:

The civil society is not well represented at regional or national level in terms of discussing and promoting urban regeneration at regional or national levels. They generally do not have much influence in urban regeneration policy and decision making. At local level, however, the residents, property owners and tenant associations are crucial in any regeneration process, through tenant representatives and under the legislative connected to decision making on single building or block level.

More attention should be given to this aspect, which could in turn show to be crucial for raising awareness and opening of residents to implementation of measures of energy efficiency and urban regeneration.

4. Stakeholder involvement within energy regeneration processes.

This section aims for a classification of stakeholders' involvement in the different phases of a regeneration process, and their links to policy, financing, or management issues.

The specific role of the different identified stakeholders from the previous section was also collected according to the following classifications:

- Involvement of Policy Making
Stakeholders can be involved at different levels of policymaking. The classification has been made separating those more involved in legislation (which could be at very broad levels touching all type of energy, land use, development, etc.), and those more specifically linked to urban planning, which can be generally more closely related to local actions. The scope of the policymaking, in terms of focus on economic, environmental, or social policymaking is also introduced as additional information, although it is understood that policy making in many cases should consider the three aspects.
- Involvement on Financing
There are different roles for stakeholders on financing energy efficient urban regeneration projects, from the role of providing subsidies and grants, to the actual provision of financial services.
- Involvement on Project Development.
The involvement of the stakeholders with their different roles in the different phases of a regeneration process is also important to know in order to get a fuller perspective of potential barriers or drivers. Stakeholders related to development, management, construction, and professional technicians participating in the different phases from diagnosis, feasibility studies or technical project tasks. Energy service companies and other energy actors were also identified within this category.
- Local actors and ownership.
Property owners are of course at the centre of any action for urban regeneration, so their involvement, either directly or through neighbourhood associations. Communities of property owners or property management agencies can also be a relevant stakeholder under this category.
Other key local actors not identified in any of the previous categories could include municipal housing and retrofitting bodies, local development agencies, or NGOs.
- Research and Technological Organizations (RTOs).
University or research bodies could also have an important say particularly on the evaluation of policies and project options, and evaluation of their economic, environmental, and social impacts at local, regional, national or EU level.

This classification has been used as a basis to select a wide spectrum of stakeholders, ensuring that all relevant categories are included, and that the consultation and definition of an energy efficient urban regeneration strategy within this project takes into consideration all the different perspectives. The Appendix to this report includes the extended list of identified stakeholders and their involvement in the described categories.

5. Analysis from the stakeholder mapping

5.1. Spain

- In Spain the real estate and urban legal model changed in 2013 (3R Act), therefore we are facing a new framework and intervention model. This new model is deeply affected by the EU directives and regulations on sustainability, energy and social inclusion, where stakeholders are asked to assume new roles undertake new tasks.
- The new intervention model implies new policy and management schemes need to be developed to tackle both urban regeneration and energy retrofitting interventions. The previous public administration role (vertical intervention model) must shift to a new way of intervention based on the consensus and co-responsibility of all the stakeholders involved in the process through a bottom-up approach.
- There is a need for new roles and awareness from all the stakeholders:
 - o Public administration: Moving from an impositive model to a public-private partnership model, where public administration assumes a supporting and guidance role.
 - o Owners: Awareness of their relation with the collective values and the nature of the real estate properties as investment goods (not only as shelter).
 - o Private companies: A non-aggressive speculation business model deployment.
 - o Banks and Financing agents: New products and financing mechanisms for urban interventions based on multiple owners operations.
 - o Non profit and NGOs: New legal regulations to enhance their urban management capabilities.
- Until now, there is very little experience on energy efficient urban regeneration interventions (not to be mistaken with urban renovation), most experience is related to block to block building restoration interventions, most of them based on private initiatives. At the most some of them have been taken place on the same period, but not jointly under an urban planning intervention program. The new intervention models implies the challenge of the "collectiveness", both in the urban scale (i.e. district heating), and the building scale (i.e. the joint retrofitting interventions to incorporate technological improvements and scale economy factors). Only inside this "collectiveness" it will be possible to find frameworks to substantially improve financial viability for energy efficiency interventions, which could be also reinforced with real estate value increases and soil surplus value generations.
- Another challenge in Spain is to redefine the public participation in the urban processes (citizens, both owners and tenants). The real bottom-up approach is a new way of taking part in the urban intervention processes (urban retrofitting and regeneration), deciding in a responsible way and directly assuming the cost of the decisions, acknowledging that citizens are the direct beneficiaries of the achievable urban improvements in the interventions. Accordingly, the administration role has to change to a new way of decision-making process, where they need to step aside because the citizens, as a collective agent, are the key actors in the responsible decision process and resolution.
 - Spain must take the lead to incorporate European Public-Private Partnerships (PPP) instruments in the urban planning procedures, which are kind of different to the Spanish public-private collaboration processes where the public administration decides and the private agent invests. The EU PPP implies that the private investor (joint citizens and corporations) defines and implements, while the public

administrations articulates and facilitates (a new socio-economic relation model among the involved agents).

- In the new strategies and policy delivery definition framework related to the energy efficiency standards on preexisting buildings, new mechanisms to enforced compulsory measures should be explored.,for example coercive measures or environmental taxing for the non-compliance situations. These new mechanisms would provide to the energy sector agents new market niches and competitiveness for the energy efficiency enhancement, taking into account operational energy costs and avoiding situations of inefficiency or energy waste.
- The average costs of energy retrofitting interventions are generally high, both in joint actions and in individual projects. If we also consider the present financing-economic crisis period, the urban retrofitting and regeneration interventions have as one of the key problems the insolvencies. Therefore, Spain needs to develop and deploy the proper financial instruments for the energy retrofitting interventions in the urban regeneration processes, where corporations might have access to finance, but especially the owners might have access to the financial products apart from mortgage loans, provided with the necessary warranties for all the involved agents.

5.2. The Netherlands

Public, private and civil stakeholders are involved in energy efficiency in the Netherlands. Private companies recognize the market potential of the existing housing stock since there are hardly any large-scale new construction plans for homes. Public-private partnerships have been created to develop concepts, applied knowledge, demonstration projects and to make progress. However, due to the huge variation in the energetic quality of houses, already applied energy efficiency measures and energy consumption, the demand is very diverse and requires tailoring. Most large construction companies that are making efforts in providing the supply, have a background in large scale projects and focusing on a more industrial approach and economies of scale regarding energy efficiency measures. Therefore, supply and demand do not align. Next to that, large construction companies and homeowners are not accustomed to each other and/or organized to work with each other.

Civil organization focus on creating awareness about energy efficiency and climate, and facilitation of (local) initiatives. However, they were as well the first trying to match supply and demand for energy efficiency measures.

Housing associations have been, and are still, an important stakeholder as they provide a (industrial, larger scale) demand for energy efficiency measure. Other semi-public organizations like distributions system operators are influenced by those measures and are actively involved in this transition.

Almost none private and/or civil stakeholders are (anymore) involved in urban regeneration. This is mainly because urban regeneration as a policy domain is nowadays almost disappeared (as described in deliverable 2.1 – Urban regeneration framework report), resulting in a decrease of market orders.

5.3. Croatia

In Croatia, barriers for EE in the urban regeneration can be tackled through engagement with stakeholders in multi-level cooperation. Legislative development in last few years was rapid, thus creating some problems and uncertainties for investors, but at the same time, harmonization with EU legislation introduced new opportunities and framework. New buildings and houses can no longer obtain the building permit unless its main design contains energy efficiency measures ensuring at least energy class B. Few new stakeholders were introduced in this legal framework alignment: CEI as the key coordinating body for energy efficiency, EPEEF became major factor in funding EE and RES projects, with number of projects increasing from year to year.

Property rights are still an issue in many cases in Croatia, which engages local government units which aspire to implement EE projects or/and urban regeneration. This can be tackled in cooperation with APN and through legislation, which is actually still being developed. Cultural heritage is another case in which only cooperation of relevant stakeholders, combined with increased knowledge through training activities can make a difference. EE measures are so far being developed and defined for building, but not for urban regeneration, and attention should be paid to developing and suggesting solutions that could improve possibilities of planning, financing and managing EE measures in urban regeneration.

So far, lack of funding on local level also contributed to lack of projects, because developers did not find EE measures to be feasible for them in such circumstances, with local government units struggling to find funds through EU programmes or EPEEF, which was of great help. Undeveloped ESCO market can be viewed also as potential in this case, cooperating with financial entities such as commercial banks, creating a market for implementation of EE measures with no funding from the owner of the buildings. Such development would also foster awareness of residents and contractors, as well as building management companies, such as GSKG, Monel and others. Properties, which are owned by the public sector and have a high consumption, can restore the building without their own participation (ESCO).

In order to raise awareness and create positive attitude towards EE measures in urban regeneration, which would lead to greater interest in education about EE and reduce share of partially and badly implemented measures, training and demonstrating is very important. With every new, successfully implemented energy efficiency project, awareness of residents, tenant communities and tenant representatives raises.

Further significant development in Croatia is a national register with the legal obligation for all the stakeholders to enter the implemented EE measures and the energy costs after the retrofiting. This register helps a lot to demonstrate the effects of EE measures and helps the awareness raising activities and also helps for tracking the progress of EE sector in Croatia.

6. GENERAL CONCLUSIONS

Considering that each country has its own structure and organization, both in energy efficiency (EE) and urban regeneration (UR) processes, all of them have many aspects in common.

- Stakeholders structure:

- Public administrations that define the national or regional laws, regulations, standards and policies (both in EE and UR).
- Supra-local public bodies that deploy the energy and housing policies.
- In terms of practice or planning execution, the local entities articulate the particular processes and operations, as they are closely linked to aspects of urban planning, authorizations and permits for carrying out the works, as well as the proximity to key partners, owner- citizens.
- The corporations can be classified according their specific conditions:
 - Housing (mostly public or semi-public, i.e. Housing Associations).
 - Energy (public bodies and private energy supply and distribution companies, but mostly under public regulation).
 - Financing (private).
 - Local development (mostly public or semi-public).
 - Non-profit and NGOs (citizen relation management and integrated operation facilitators).
 - RTOs (public or semi-public).
- Joint citizens, neighbourhood associations and social groups of the intervention areas are common. However there is not generally civil participation on regional or national level in relation to urban regeneration policies.

- Stakeholders interrelation:

- On energy efficiency there is a complete alignment with the policy objectives among stakeholders, but their implementations relays on the specific interventions, because each framework is subject to property regulations, urban model and climatic conditions.
- On urban regeneration, the interrelation of the stakeholders is much more complex and that is why there are not so many experiences. There are only pilot cases experiences and declaration of commitment among all kind of stakeholders, because the different property regulations are the key issue to define any intervention on each country.
 - **SPAIN:** There are not real urban regeneration experiences because the law promoting the approach (3R Act) is really new, but new pilot cases and exploring interventions are starting to take place.
 - **THE NEDERLANDS:** Not many experiences have taken place, but the large amount of Housing Associations (75% in all) will make it easier to plan and to develop new models for intervention.
 - **CROATIA:** Due to their recent historical development there are not yet references for regeneration interventions, only block to block energy retrofitting experiences.

7. Making productive use of the stakeholder mapping and analysis

This deliverable has presented a description of stakeholders and their role in energy efficient urban regeneration processes. In the next stages of the project, FosterREG will work on the collaboration between stakeholders involved in energy efficiency in concrete urban regeneration projects. These stakeholders can come from the local, regional and national level and from the public, private and civic realm, and this report, gives a good introduction and provides key information to identify the stakeholders that could play a role in the development and implementation of solutions to reach better integration of energy efficiency in urban regeneration projects.

This report provides input for the selection and invitation of stakeholders to the FosterREG collaboration process, which will be carried within next Work Package 3. The first step within this WP3 will set the stage in which the specific policy challenges and opportunities in each national cluster are identified and relevant stakeholders are selected. The formulation of the specific policy challenge(s) will primarily be guided by the stakeholders that play the key roles in the integration of energy efficiency in urban regeneration projects. The initial policy challenge formulation will then be updated and validated in the first workshop of WP3 with these stakeholders: setting the stage. The second step in future process is the gap analysis, in which a comparison between the desired future and the current state-of-play leads to identification of main gaps to be closed. This gap analysis also provides insight in whether or not the right stakeholders are at the table in order to close these gaps. If needed additional stakeholders identified in this report will be used to be added to the collaborative process. Finally, in the third step of WP3 solutions and actions to overcome the gaps will be developed in collaboration with stakeholders. The collaborative development of solutions and strategies will identify specific actions that should be taken by specific stakeholders, e.g. legislative actions should be taken by national bodies while financial actions might involve public/private financial stakeholders. In this final stage of the process the D2.2 Stakeholder Mapping overview will assist in the identification of stakeholders that are needed for implementation of the solutions.

Appendix 1. List of identified stakeholders and their involvement in energy efficiency urban regeneration processes – SPAIN / THE NETHERLANDS / CROATIA

In order to comply with data protection regulations, contact details of these stakeholders have been removed from the published version.



This project has received funding from the *European Union's Horizon 2020 research and innovation programme* under grant agreement No 649846

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