

# **SURVEY**

## **Survey Findings Report**

*Training Needs Assessment*

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Supported by:



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## **1.BACKGROUND AND OBJECTIVES**

### **1.1 Context**

The objective of the TRAINREBUILD project is to design a comprehensive value chain strategy to generate a change in the thinking of public and private building owners regarding the link between energy efficiency and value related to building ownership. The project aims to encourage retrofitting in a wide range of residential buildings, spanning from individual to multi-family houses and from private to social housing. There are two core groups targeted by the TRAINREBUILD project:

- ⤴ Property owners associations and associations of professionals in the building sector;
- ⤴ Officials from local authorities that are responsible for the retrofitting of buildings in some Covenant of Mayors (CoM) cities.

It promotes an integrated approach based on training by technicians and professionals whose daily work has an impact on the design, selection, approval, installation, operation, maintenance, sales and marketing of sustainable building systems.

Its long-term purpose is to create a significant European dimension to foster market transformation in the building sector and to develop a scale effect to reach the EU 2020 goals.

The project will unfold in the following three phases:

- ⤴ Survey of Best Practices in training and Training Needs Assessment;
- ⤴ Capacity Building for Professionals;
- ⤴ Training Deployment and Transfer of Service Package to Property Owners.

The Training Needs Assessment whose results are presented in this report is preliminary and conducive to the design of the training and the service package for property owners.

### **1.2 Purpose of the Training Needs Assessment**

To better understand the scope and objectives of the Training Needs Assessment, we provide a synthetic overview of the activities, which will be implemented during subsequent work packages.

While the ultimate targets are property owners, the project focuses on the two large aforementioned core groups, and foresees activities that have a common approach and similar contents but with specific adaptations depending on the role of the core groups in the multi-stakeholder value chain.

*Associations - Property Owners, Building Managers and Building Professionals.*

One of the main activities of the programme is to train the staff of property

owners associations and to increase the knowledge of individual property owners. The staff trained within national associations of property owners (also associations of property owners in condominium) will in turn train their members with the aim of promoting the retrofitting of residential buildings using RES and EE technologies.

Training of trainers is intended to prepare the staff who will be engaged in delivering face-to-face seminars targeting individual members of their association of property owners or building managers, or possibly other colleagues, who will in turn deliver the seminars. During the project lifetime, 7 pilot face-to-face seminars for individual property owners are foreseen as well as 7 “train the trainers” sessions.

The training packages will be collated in a tool-kit, which will be invaluable for trainers as it will provide them with best practice examples on technologies and financial incentives across the EU, while it will also be adapted to national needs: it will also include a country specific list of possible sources of building professionals where property owners can get specific advice to retrofit their property.

#### *Local authorities*

The project mainly targets municipalities that are already signatories of the CoM, or that intend to implement EE and RES actions at local level. The activities include training for local authority staff to develop strategies and incentives and to run awareness-raising campaigns to motivate citizens to introduce the use of RES and EE technologies in their homes. The use of RES and EE in social housing will complete the training programme.

No training of trainers is foreseen for local authorities, 5 seminars will be organised in HU, BG, RO, FR and PT, each with 25-30 participants for a total of approximately 125 staff trained.

#### *Training design: development of programme, contents and tools*

The process will be carried out through the organisation of three laboratories that will contribute to the development of a comprehensive “value chain strategy”. The three laboratories will work jointly to prepare the training material, which will include a tool-kit, reflecting the multi-dimensional and multi-stakeholder approach of the project, and a “service package” for property owners, part of the legacy of TRAINREBUILD.

The laboratories will contribute to the development of the training package and tool-kit in prioritising for property owners which financial tools to adopt and in prioritising for Cities what their contribution towards retrofitting should be. The following are envisaged as part of the project work-programme:

- ⤴ One for building professionals such as architects and surveyors (WP4) to obtain the views of building professionals on best practices for energy efficiency measures in their Member States (WP4);
- ⤴ One for financial professionals to maximise the participation of banks

- in support of training programs, encourage more financial institutions to serve as intermediaries for public funded projects and to leverage greater private financing for public programs (WP3);
- ⤴ One for staff of selected local authorities in charge of retrofitting (WP5) to identify bottlenecks and improvements which could be made towards pilot training in cities that are signatories of the Covenant of Mayors (WP5).

**The purpose of our training needs assessment is to integrate the work done by the laboratories, to feed the design of the training programmes by providing feed-back gathered directly from the core-groups on knowledge and skills needed, perceived obstacles and expected outcomes. The assessment, however, is closely interwoven into the laboratories, whose results will provide the input for the design and planning of the courses through the direct involvement of building professionals, local authority officers and financiers.**

## **2. TRAINING NEEDS ASSESSMENT METHODOLOGY**

Cedefop defines the training needs analysis as follows: "A systematic analysis of present and future skills needs against the skills available to implement an efficient training strategy.

A training needs analysis rests on: (a) identification of skills needs (b) assessment of skills available in the workforce and (c) appraisal of skills gaps and shortages;

A training needs analysis can be conducted at individual, organizational, sectorial, national or international level; it may focus on quantitative or qualitative aspects (for example, the relevant type of training) and should ensure that training is delivered in an effective and cost-efficient manner."

Our TNA is aimed at gathering the point of view of the respondents in order to take into account their needs and suggestions in order to design the best possible training, the seminars and the supporting tools. It provides indications on

- ⤴ preferred areas of intervention and preferred subjects of training sessions and training packages;
- ⤴ preferred length of training sessions;
- ⤴ perceived opportunities and obstacles;
- ⤴ interest generated by the project in the institutions interviewed.

### **2.1 The interviews and the questionnaire**

Over 100 institutions were identified during the planning phase, of which 62 were interviewed by the partners. Only 59 interviews were processed because 2 were received after the set deadline and at the time the

processing of statistical data was already well advanced. One was not uploaded correctly in the database. The associations were chosen from those active at national and at EU level in order to obtain feed-back that could be considered sufficiently representative of the positions and visions of the stakeholders we are addressing with our project. The organizations chosen were representative of property owners, building managers and building professionals (chartered surveyors, architects, engineers) on the private side and associations of municipalities, municipalities and energy agencies for the local authorities side.

The questionnaire was divided in 5 sections:

*Section 1:* to gather information on the organisation interviewed, its structure and its mission;

*Section 2:* to gather the needs perceived by the organisation interviewed vis-à-vis the subjects to be dealt with;

*Section 3:* to understand which are the best possible ways to reach the members/citizens according to the respondents' experience;

*Section 4:* to gather preliminary information on successful examples of actions that the respondents have carried out or know about;

*Section 5:* what will happen in the next phase of the project, opportunities to be involved for the respondent organisation.

The questionnaire has a common structure but was adapted to suit the two core groups and also the EU-level interviews.

It also contained guidance for the interviewer, was translated into all project languages and sent by e-mail in advance to the interviewee. The completion of the interview took an average of 50 minutes.

The questionnaire structure and the questions were shared and discussed by all partners.

The interviews were carried out between February and early April 2011.

## **2.2 The database**

The partners translated into English the interviews carried out and uploaded the answers to the interviews onto a specially created on-line database which is accessible through the project web-site. Statistics on closed questions and ranking questions were thus automatically generated while qualitative questions were analyzed one by one.

The organizations interviewed have now been categorized, their contact details stored and can be contacted in order to involve them in the subsequent phases of the project. Furthermore, the data stored is directly available to the partners leading the other Work Packages.

### 3. RESULTS

#### 3.1 Section 1: Profile of the respondents

Bearing in mind that our target group is the individual property owners, the organizations interviewed were representative of the following categories:

Property owners: associations of property owners;

Building Managers: associations of building managers;

Building Professionals: associations of architects, engineers, builders, surveyors and various types of consultants for the building sector;

Municipalities: individual municipalities;

Energy agencies: individual energy and climate agencies or associations thereof;

Local authorities: individual local authorities or associations thereof.

To facilitate reading the results in the following sections, results will be presented according the following categories:

**Building Sector** comprising associations of Property Owners, Building Professionals and Building Managers for a total of 34 interviewed organizations.

**Public Sector** comprising municipalities, local authorities and energy agencies for a total of 28 interviewed organizations.

6 of the interviewed organizations were representative of the building sector at EU level.

A total of 26 face-to-face interviews were carried out.

Please refer to deliverable 2.3 “List of respondents organizations” for a synthetic overview of the characteristics of all interviewed organizations (Annex I).

Our research focused on the building sector in BE,DE, ES, FR, GR, IT and the UK, and on the public sector in BG, FR, HU, and RO, as foreseen in our proposal.

#### Geographical distribution

Country	Number of Interviews
BELGIUM	4
BULGARIA	5
GERMANY	4
SPAIN	7

EUROPEAN UNION	6
FRANCE	11
GREECE	4
HUNGARY	4
ITALY	4
PORTUGAL	4
ROMANIA	6
UK	3
<b>TOTAL</b>	<b>62</b>

The higher number of interviews in France is due to the fact that France is the only country where the project addresses both the Building and the Public Sector.

Associations vary in size, type of organization (from 20 up to 25,000 members, from 930 to no branches) and in typology of members. The associations interviewed belong to the following groups:

- ⤴ Property Owners associations: 17 interviews;
- ⤴ Building Professionals: 14 interviews;
- ⤴ Building Managers: 3 interviews.

All associations provide information or technical services linked to legislation, fiscal and technical matters of interest to their members.

Less than 1/3 do not carry out specific activities in the area of energy.

All municipalities interviewed (17) are members of the Covenant of Mayors. In actual fact, 2 interviews relate to two different departments of the same municipality, hence the number of Municipalities is 16. The average size is about 35,000 inhabitants.

Only one has already developed its Sustainable Energy Action Plan (SEAP). Most of the municipalities are involved in activities relating to RES and EE in buildings, whether it is for the management of their own buildings or in initiatives targeting citizens.

Six energy agencies were also interviewed, plus 5 other organizations representing other types of local authorities, agencies and their associations.

### **3.2 Section 2: Training needs**

**Question 1: Four key areas where an enhancement of trainers' skills would be needed were identified, based on the assumption**

**that these represent the most interesting and valuable topics for the target group (individual property owners). Please indicate how important you rate them.**

Please note that for all questions that asked for a ranking, we applied the following criteria to assess the results:

- understanding the positive and negative peaks (which area/subject was ranked first or second more frequently) ;
- analysing overall scores by attributing from 5 to 1 points or 10 to 1 points to each choice (depending on the ranking required).

**Key area**

- ⤴ Relevant EU and national legislation;
- ⤴ Technologies and approaches to retrofiting;
- ⤴ Financial incentives;
- ⤴ Communication skills.

**Building Sector:**

	<b>Legislation</b>	<b>Technologies</b>	<b>Incentives</b>	<b>Communication</b>
<b>%Cannot be excluded</b>	27,03%	18,92%	40,54%	29,73%
<b>%Very important</b>	29,73%	37,84%	43,24%	24,32%
<b>%Important</b>	32,43%	37,84%	5,41%	24,32%
<b>%Not very important</b>	8,11%	5,41%	8,11%	13,50%
<b>% Can be excluded</b>	2,70%	0,00%	2,70%	8,11%

For the Building Sector, the key area which is judged to be the most important is that of "Financial incentives" (40,54% cannot be excluded and 43,24% very important).

Keys area "Legislation" and "Technologies" are on exactly the same level. By weighting the possible answers from 5 to 1, they get the same overall score.

"Communication skills" are thought to be useful but not as important as the other key areas (highest % of "can be excluded" and "not very important" but also 29,73% of "cannot be excluded").

**Public Sector:**

	<b>Legislation</b>	<b>Technologies</b>	<b>Incentives</b>	<b>Communication</b>
<b>%Cannot be excluded</b>	8,33%	30,43%	41,67%	4,17%
<b>%Very important</b>	37,50%	26,09%	33,33%	54,17%
<b>%Important</b>	41,67%	30,43%	20,83%	37,50%

<b>%Not very important</b>	8,33%	8,70%	0,00%	0,00%
<b>%Can be excluded</b>	4,17%	4,35%	4,17%	4,17%

For the Public Sector the most relevant key area is that of "Financial Incentives" followed by "Communication skills" and "Technologies", which are very close to each other. "Legislation" is thought to be the least important.

For both sectors, the feedback is positive vis-à-vis the key areas that the projects intends to address. For both sectors "Financial Incentives" is at the top while the Public Sector shows a stronger interest in "Communication" because of the fundamental role that CoM Municipalities have to play in the design of citizens' raising awareness campaigns. "Technologies" are felt as extremely important by both sectors.

**Which of the subjects below would you deem necessary to deal with in these areas and during the training session?**

As a general remark, it must be highlighted that some of the respondents suggested additional subjects that are extremely relevant to their countries specific situation and will be taken into due consideration. The project expressly foresees the adaptation of the training and of the tools for all countries covered by the project partners.

**Question 2: Relevant EU and national legislation**

**Building Sector**

*Suggested subjects*

1. EPBD and/or EPBD recast. How does the directive work: what are the key requirements in the Directive that need to be explained?
2. Energy Services Directive
3. Eco-design of the Energy Using Products (EuP) Directive
4. State of adoption of particular directives by your country: how is the directive implemented and followed?
5. National Energy Efficiency Action Plan of your country.
6. Energy Certification of buildings in your country
7. Co-generation
8. Energy end-use
9. Eco-design for energy using appliances
10. Energy labelling for household appliances
11. Construction and urban law
12. Condominium Law

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>1st</b>	35,48	0,00	4,55	29,03	25,00	12,50	4,55	0,00	5,26	5,88	6,25	7,14

<b>2nd</b>	6,45	12,00	4,55	19,35	10,71	25,00	9,09	0,00	0,00	5,88	15,63	10,71
<b>3rd</b>	9,68	8,00	0,00	16,13	21,43	18,75	9,09	12,00	15,79	11,76	6,25	17,86
<b>4th</b>	6,45	8,00	22,73	9,68	10,71	12,50	4,55	16,00	5,26	0,00	28,13	7,14
<b>5th</b>	6,45	8,00	9,09	9,68	0,00	9,38	13,64	12,00	15,79	11,76	3,13	28,57
<b>6th</b>	9,68	16,00	4,55	6,45	14,29	0,00	9,09	0,00	15,79	5,88	15,63	10,71
<b>7th</b>	3,23	8,00	9,09	9,68	3,57	15,63	13,64	16,00	5,26	17,65	3,13	7,14
<b>8th</b>	9,68	12,00	13,64	0,00	7,14	3,13	18,18	24,00	15,79	11,76	3,13	3,57
<b>9th</b>	12,90	16,00	0,00	0,00	3,57	3,13	13,64	8,00	5,26	5,88	6,25	0,00
<b>10th</b>	0,00	12,00	31,82	0,00	3,57	0,00	4,55	12,00	15,79	23,53	12,50	7,14

It must be noted that when the list of items to be ranked is long, the attention of the respondent concentrates mainly on the first 5 items. Consequently, the ranking in the first 5 positions is more meaningful than the ranking from the fifth to the tenth.

The preferred subjects in the legislation key area for the Building Sector are:

- ⤴ State of adoption of particular directives by your country: how is the directive implemented and followed? ;
- ⤴ Energy Certification of buildings in your country;
- ⤴ EPBD and/or EPBD recast. How does the directive work? What are the key requirements in the Directive that need to be explained? ;
- ⤴ National Energy Efficiency Action Plan of your country;
- ⤴ Construction and urban law.

### **Public Sector**

1. EPBD and/or EPBD recast. (How does the directive work? What are the key requirements in the Directive that need to be explained?)
2. Energy Services Directive
3. Eco-design of the Energy Using Products (EuP) Directive
4. State of adoption of particular directives by your country: how is the directive implemented and followed?
5. Thermal regulations
6. National Energy Efficiency Action Plan of your country.
7. Energy Certification of buildings in your country
8. Co-generation
9. Energy end-use
10. Eco-design for energy using appliances
11. Energy labelling for household appliances
12. Construction and urban law
13. Condominium Law

%	1	2	3	4	5	6	7	8	9	10	11	12	13
<b>1st</b>	33,33	16,67	16,67	25,00	23,08	52,94	16,67	10,00	9,09	0,00	11,11	13,33	12,50
<b>2nd</b>	16,67	25,00	16,67	25,00	30,77	11,76	22,22	30,00	9,09	0,00	0,00	0,00	12,50
<b>3rd</b>	25,00	33,33	0,00	8,33	38,46	11,76	5,56	10,00	27,27	37,50	11,11	26,67	25,00

<b>4th</b>	0,00	8,33	33,33	16,67	0,00	11,76	27,78	0,00	9,09	12,50	22,22	20,00	12,50
<b>5th</b>	8,33	8,33	0,00	8,33	0,00	5,88	16,67	10,00	9,09	12,50	11,11	20,00	12,50
<b>6th</b>	0,00	0,00	0,00	0,00	7,69	0,00	5,56	10,00	9,09	0,00	11,11	13,33	18,75
<b>7th</b>	8,33	0,00	0,00	8,33	0,00	0,00	5,56	10,00	18,18	0,00	11,11	0,00	6,25
<b>8th</b>	0,00	0,00	16,67	0,00	0,00	0,00	0,00	10,00	9,09	12,50	11,11	0,00	0,00
<b>9th</b>	8,33	0,00	0,00	8,33	0,00	0,00	0,00	0,00	0,00	12,50	0,00	6,67	0,00
<b>10th</b>	0,00	8,33	16,67	0,00	0,00	5,88	0,00	10,00	0,00	12,50	11,11	0,00	0,00

The preferred subjects in the legislation key area for the Public Sector are:

- ⤴ National Energy Efficiency Action Plan of your country;
- ⤴ Energy Certification of buildings in your country;
- ⤴ Condominium law;
- ⤴ Thermal regulations;
- ⤴ Construction and urban law.

There is a common interest of both sectors towards “Energy Certification of Buildings in your country”, in the “National Energy Efficiency Action Plan in your country” and in “Construction and urban law”, proving that in this key area a country focus is absolutely necessary, as was expected.

### Question 3: Financial incentives

#### Building Sector

##### Suggested subjects

1. Sources of information at MS level
2. Sources of finance/fiscal incentives
3. The cost of retrofitting and its pay-back
4. Preferential loans
5. Subsidies
6. Grants,
7. Third party financing
8. Tax rebates
9. Tax deductions,
10. Trading (White/Energy Certificates),
11. VAT reductions
12. Public funding intermediaries
13. Guidelines for lending and finance related to energy-saving and production during the retrofitting of buildings and residencies
14. Pay As You Save
15. Slip incentives between landlords and tenants (i.e. share economies made on saving costs or sharing the cost of renovation)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
<b>1st</b>	21,05	58,06	23,08	3,33	13,79	10,00	10,00	7,14	6,90	6,25	10,71	0,00	0,00	5,88	8,33
<b>2nd</b>	26,32	16,13	11,54	16,67	10,34	13,33	0,00	14,29	13,79	6,25	7,14	7,69	22,22	5,88	8,33
<b>3rd</b>	5,26	3,23	15,38	10,00	13,79	20,00	10,00	10,71	10,34	12,50	10,71	7,69	11,11	0,00	8,33
<b>4th</b>	0,00	3,23	7,69	20,00	17,24	20,00	5,00	10,71	10,34	12,50	7,14	7,69	5,56	11,76	0,00

<b>5th</b>	0,00	3,23	3,85	10,00	20,69	10,00	15,00	10,71	20,69	0,00	3,57	7,69	0,00	23,53	16,67
<b>6th</b>	5,26	0,00	0,00	10,00	3,45	10,00	25,00	14,29	6,90	6,25	17,86	7,69	5,56	11,76	12,50
<b>7th</b>	5,26	0,00	19,23	10,00	0,00	0,00	10,00	17,86	17,24	6,25	10,71	30,77	22,22	0,00	8,33
<b>8th</b>	0,00	3,23	3,85	6,67	13,79	10,00	10,00	7,14	10,34	0,00	17,86	7,69	16,67	11,76	12,50
<b>9th</b>	15,79	9,68	7,69	10,00	6,90	3,33	10,00	3,57	0,00	18,75	3,57	7,69	0,00	11,76	12,50
<b>10th</b>	21,05	3,23	7,69	3,33	0,00	3,33	5,00	3,57	3,45	31,25	10,71	15,38	16,67	17,65	12,50

The preferred subjects in the financial incentives key area for the Building Sector are:

- ⤴ Sources of finance/fiscal incentives;
- ⤴ Grants;
- ⤴ Subsidies;
- ⤴ Preferential Loans;
- ⤴ Tax deductions.

### **Public Sector**

1. Sources of information at MS level
2. Sources of finance/fiscal incentives
3. The cost of retrofitting and its pay-back
4. Preferential loans
5. Subsidies
6. Grants
7. Third party financing
8. Tax rebates
9. Tax deductions,
10. Trading (White/Energy Certificates),
11. VAT reductions
12. Public funding intermediaries
13. Guidelines for lending and finance related to energy-saving and production during the retrofitting of buildings and residencies
14. Pay-back
15. Pay As You Save
16. Slip incentives between landlords and tenants (i.e. share economies made on saving costs or share the cost of renovation)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
<b>1st</b>	30,00	38,89	50,00	10,00	26,67	23,08	28,57	18,18	27,27	27,27	25,00	33,33	25,00	7,69	30,00	22,22
<b>2nd</b>	30,00	38,89	12,50	30,00	26,67	0,00	21,43	9,09	0,00	18,18	12,50	0,00	25,00	30,77	20,00	0,00
<b>3rd</b>	10,00	5,56	18,75	20,00	20,00	23,08	21,43	9,09	18,18	9,09	12,50	22,22	16,67	15,38	10,00	22,22
<b>4th</b>	0,00	5,56	6,25	20,00	6,67	23,08	7,14	27,27	9,09	9,09	0,00	11,11	16,67	7,69	30,00	22,22
<b>5th</b>	10,00	0,00	0,00	20,00	6,67	7,69	0,00	0,00	27,27	9,09	12,50	0,00	8,33	23,08	0,00	11,11
<b>6th</b>	0,00	5,56	0,00	0,00	0,00	7,69	0,00	18,18	18,18	9,09	12,50	22,22	0,00	0,00	10,00	11,11
<b>7th</b>	0,00	0,00	6,25	0,00	13,33	7,69	0,00	18,18	0,00	0,00	12,50	0,00	8,33	15,38	0,00	0,00

<b>8th</b>	10,00	0,00	6,25	0,00	0,00	7,69	0,00	0,00	0,00	9,09	12,50	0,00	0,00	0,00	11,11
<b>9th</b>	10,00	0,00	0,00	0,00	0,00	0,00	21,43	0,00	0,00	9,09	0,00	0,00	0,00	0,00	0,00
<b>10th</b>	0,00	5,56	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	11,11	0,00	0,00	0,00	0,00

The preferred subjects in the financial incentives key area for the Public Sector are:

- ⤴ Sources of finance/fiscal incentives;
- ⤴ The cost of retrofitting and its pay-back;
- ⤴ Subsidies;
- ⤴ Third party financing;
- ⤴ Guidelines for lending and finance related to energy-saving and production during the retrofitting of buildings and residencies.

Of course the Public Sector is more keen to understand third party financing and lending mechanisms while the Building Sector is more interested in being more aware of incentives that can be used directly by property owners (grants, preferential loans and tax deductions). It must be noted that the Public Sector is more interested than the Private Sector in the investment pay-back and that both sectors are interested in the sources of finance, not at MS level but in those which are open to any type of source, even from outside their countries.

## **Question 4: Technologies and Methodologies**

### **Building Sector**

#### *Suggested subjects*

1. Types of typical building construction in Member States
2. Common problems in buildings in Member States (building pathology)
3. Typical energy efficiency improvements in Member States
4. Passive House Basics
5. Heating Systems and Energy Supply
6. Ventilation Systems
7. Air tightness
8. Windows
9. Heating technologies with renewable energies (Solar Energy Utilization, etc.)
10. Incorporating innovation into retrofit solutions to improve the buildings' energy performance
11. How to get the best quality equipment and stay within budget
12. Understanding the capability of the building structure and overcoming structural limitations of the existing building

%	1	2	3	4	5	6	7	8	9	10	11	12
<b>1st</b>	31,82	20,00	10,71	4,76	16,67	3,70	4,00	4,17	3,45	16,67	25,93	21,43
<b>2nd</b>	9,09	8,00	21,43	9,52	6,67	7,41	8,00	16,67	17,24	4,17	14,81	28,57
<b>3rd</b>	18,18	8,00	10,71	14,29	30,00	3,70	8,00	4,17	10,34	8,33	22,22	14,29
<b>4th</b>	22,73	20,00	10,71	9,52	0,00	3,70	8,00	4,17	13,79	16,67	7,41	7,14
<b>5th</b>	0,00	12,00	14,29	4,76	13,33	7,41	8,00	4,17	10,34	4,17	7,41	7,14
<b>6th</b>	0,00	12,00	3,57	14,29	6,67	7,41	20,00	4,17	6,90	12,50	11,11	7,14
<b>7th</b>	9,09	8,00	7,14	19,05	10,00	37,04	4,00	25,00	10,34	12,50	0,00	10,71
<b>8th</b>	4,55	4,00	7,14	4,76	10,00	14,81	24,00	12,50	6,90	0,00	3,70	3,57
<b>9th</b>	4,55	0,00	0,00	0,00	3,33	14,81	4,00	20,83	13,79	12,50	7,41	0,00
<b>10<sup>th</sup></b>	0,00	8,00	14,29	19,05	3,33	0,00	12,00	4,17	6,90	12,50	0,00	0,00

The preferred subjects in the technologies key area for the Building Sector are:

- ⤴ Understanding the capability of the building structure and overcoming structural limitations of the existing building;
- ⤴ How to get the best quality equipment and stay within budget;
- ⤴ Heating technologies with renewable energies (Solar Energy Utilization, etc.);
- ⤴ Typical energy efficiency improvements in Member States;
- ⤴ Types of typical building construction in Member States.

### **Public Sector**

1. Types of typical building construction in Member States
2. Common problems in buildings in Member States (building pathology)
3. Typical energy efficiency improvements in Member States
4. Passive House Basics
5. Heating Systems and Energy Supply
6. Ventilation Systems
7. Air tightness
8. Windows
9. Heating technologies with renewable energies (Solar Energy Utilization, etc.)
10. Incorporating innovation into retrofit solutions to improve the buildings' energy performance
11. How to get the best quality equipment and stay within budget
12. Understanding the capability of the building structure and overcoming structural limitations of the existing building

	1	2	3	4	7	8	9	10	11	12	13	14
<b>1st</b>	30,00	18,18	26,32	30,00	5,88	18,18	10,00	9,09	29,41	21,43	13,33	37,50
<b>2nd</b>	10,00	18,18	26,32	30,00	23,53	18,18	10,00	18,18	23,53	28,57	13,33	0,00
<b>3rd</b>	10,00	18,18	21,05	20,00	23,53	18,18	40,00	9,09	23,53	14,29	0,00	12,50

<b>4th</b>	30,00	27,27	5,26	0,00	11,76	9,09	20,00	27,27	5,88	14,29	13,33	0,00
<b>5th</b>	10,00	0,00	10,53	0,00	11,76	18,18	10,00	18,18	5,88	7,14	13,33	0,00
<b>6th</b>	0,00	9,09	5,26	0,00	11,76	0,00	0,00	18,18	0,00	0,00	20,00	12,50
<b>7th</b>	0,00	0,00	5,26	0,00	0,00	0,00	0,00	0,00	0,00	14,29	13,33	12,50
<b>8th</b>	10,00	0,00	0,00	0,00	11,76	0,00	0,00	0,00	5,88	0,00	6,67	12,50

The preferred subjects in the technologies key area for the Public Sector are:

- ⤴ Typical energy efficiency improvements in Member States;
- ⤴ Heating technologies with renewable energies (Solar Energy Utilization, etc.);
- ⤴ Heating Systems and Energy Supply;
- ⤴ Incorporating innovation into retrofit solutions to improve the buildings energy performance;
- ⤴ How to get the best quality equipment and stay within budget.

The analysis shows that good practice examples are very important for both sectors (Typical energy improvements in MS) and also advice on the choice of technologies in relation to budget. Then, there is also a common interest in heating technologies.

## Question 5: Communication skills

### **Building Sector**

#### *Suggested subjects*

1. Training delivery methods: mixing lectures, case histories and e-learning
2. Making effective presentations
3. Public speaking
4. Resolving conflicts by asking the right questions
5. Active listening: understanding the customer/members needs
6. Main steps in the design of a communication campaign
7. Channels and tools: events, information material and web
8. Style and language (addressing technical issues with a non-technical target audience)
9. Improving customer service (to members) through improved communication
10. Evaluation of the results of a communication campaign/action

%	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>1st</b>	4,17	13,04	8,00	9,52	37,04	22,58	17,39	0,00	17,86	5,00
<b>2nd</b>	25,00	13,04	8,00	9,52	3,70	32,26	17,39	7,41	17,86	15,00
<b>3rd</b>	4,17	21,74	24,00	9,52	25,93	25,81	17,39	18,52	7,14	0,00
<b>4th</b>	8,33	0,00	20,00	9,52	11,11	3,23	21,74	14,81	25,00	5,00
<b>5th</b>	20,83	17,39	12,00	4,76	11,11	3,23	0,00	25,93	10,71	15,00

<b>6th</b>	20,83	17,39	16,00	14,29	3,70	3,23	0,00	3,70	10,71	15,00
<b>7th</b>	8,33	13,04	0,00	33,33	3,70	6,45	0,00	11,11	3,57	25,00
<b>8th</b>	8,33	4,35	12,00	9,52	3,70	3,23	26,09	18,52	7,14	20,00

The preferred subjects in the “Communication” key area for the Building Sector are:

- ⤴ Making effective presentations;
- ⤴ Training delivery methods: mixing lectures, case histories and e-learning;
- ⤴ Active listening: understanding the customer/member needs;
- ⤴ Channels and tools: events, information material and web;
- ⤴ Public speaking.

### **Public Sector**

#### *Suggested subjects*

1. How to design the SEAP section on citizen involvement (relevant only to municipalities which are members of the Covenant of Mayors - CoM)
2. How to design a citizen awareness campaign (message, means, eventual incentives)
3. How to manage and monitor a citizen awareness campaign
4. How to evaluate the results of a citizen awareness campaign
5. Training delivery methods: mixing lectures, case histories and e-learning
6. Making effective presentations
7. Public speaking
8. Resolving conflicts asking the right questions

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>1st</b>	55,56%	36,36%	18,18%	10,53%	20,00%	5,56%	11,76%	11,76%
<b>2nd</b>	11,11%	31,82%	27,27%	0,00%	10,00%	22,22%	0,00%	11,76%
<b>3rd</b>	0,00%	18,18%	22,73%	21,05%	20,00%	5,56%	11,76%	11,76%
<b>4th</b>	11,11%	4,55%	18,18%	26,32%	0,00%	16,67%	11,76%	11,76%
<b>5th</b>	0,00%	9,09%	0,00%	26,32%	20,00%	16,67%	11,76%	11,76%
<b>6th</b>	5,56%	0,00%	4,55%	0,00%	10,00%	22,22%	17,65%	17,65%
<b>7th</b>	0,00%	0,00%	4,55%	15,79%	5,00%	5,56%	23,53%	17,65%
<b>8th</b>	16,67%	0,00%	4,55%	0,00%	15,00%	5,56%	11,76%	5,88%

The preferred subjects in the “Communication” key area for the Public Sector are:

- ⤴ How to design a citizen awareness campaign (message, means, eventual incentives) ;
- ⤴ How to manage and monitor a citizen awareness campaign;

- ⤴ How to design the SEAP section on citizen involvement;
- ⤴ Training delivery methods;
- ⤴ How to evaluate the results of a citizen awareness campaign.

Preferences in Key area "Communication" differ markedly: associations feel they would need more support in relation to personal skills, while of course for the Public Sector learning more on how to develop and manage awareness raising campaigns is fundamental

**Question 6: In the event that your organization participates in the training, in your opinion what would the professional background of the staff to be trained be?**

**Building Sector**

This question had an extremely varied range of answers with no clear prevalence of one target group of participant over the other. Many organizations said that they would have liked to train staff with all types of background. Only a slight preference went to staff with an economic or technical background.

This indicates that the need of improving the skills of their staff to tackle all the issues connected to refurbishment with RES and EE technologies is perceived to be wide. The indications and requests arising from the TNA have to be streamlined to fit the actual project resources. On the other hand, an effort towards a clarification of the profile of the participants in the training of trainers must also be made.

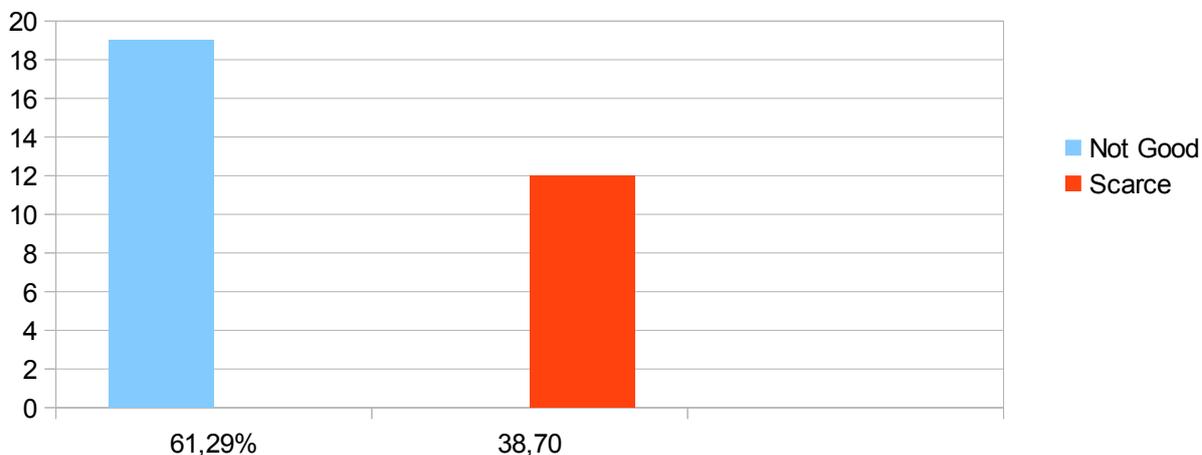
**Public Sector**

Also the Public Sector responded by indicating a wide variety of professional figures spanning from town planning to communication, from finance and accounting to technicians. This also proves that the need for training in the Public Sector also extends over a wide variety of professional roles and this will have to be taken into account in the design of the training sessions.

**Question 7: How would you rate the level of knowledge of individual property owners**

### Q.7 Level of Knowledge

#### Building Sector

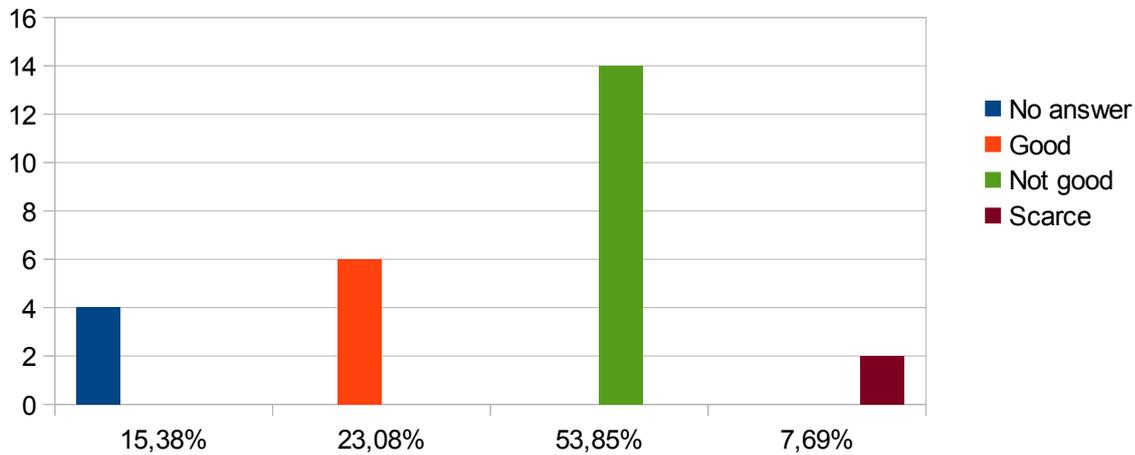


It is very clear that all associations agree that the level of knowledge of individual property owners is far from being sufficient. It was always rated as not good or scarce, indicating clearly that there is a need to act and provide independent and understandable information on what measures property owners should take to retrofit their assets and how these solutions can be procured. The complexity of the work necessary to retrofit buildings, the lack of knowledge on the best available cost-effective technologies, the lack of information on the available funding schemes and how to access them are clearly the main reasons for property owners' reluctance and scepticism towards retrofitting.

#### **Public Sector**

### Q.7 Level of Knowledge

#### Public Sector



Though the level of knowledge is judged to be mainly not good or scarce there is a percentage of local authorities with a more positive perception who think that the level of knowledge of property owners is good (7,69%). The results of course indicate that the need for raising citizen's awareness of the issue is also fundamental for the Public Sector.

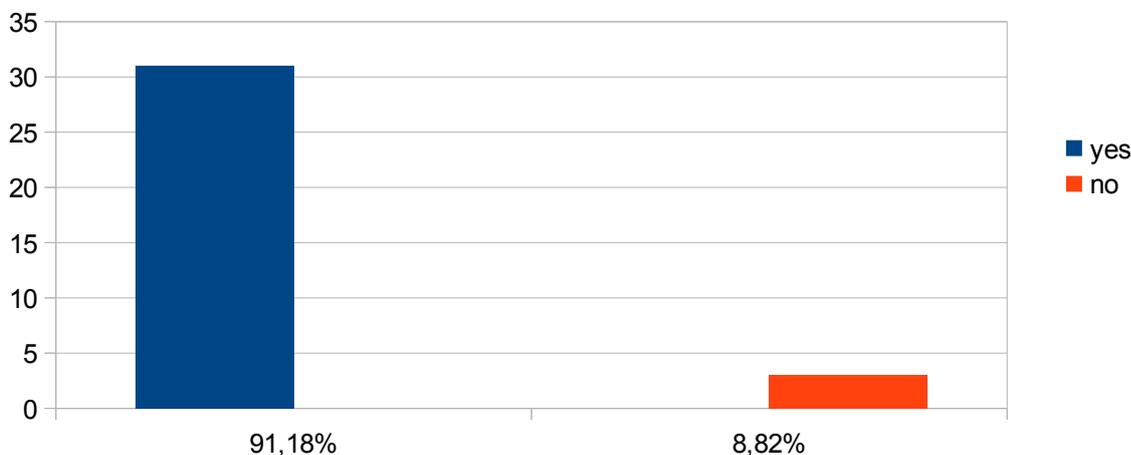
### **3.3 Section 3: Reaching the members/citizens**

**Question 8: Would you consider the organization of face-to-face seminars a good way to reach your members at national level? Are workshops a good way to involve municipality staff? YES/NO**

#### **Building Sector**

## Q.8 Face-to-face training and seminars

### Building Sector



Most of the associations agree that the organization of face-to-face training or seminars are a good way to reach their associates, whether they be individual property owners or professionals. This is also confirmed by the description of the means normally used to reach their members.

Those who say that they do not deem seminars an interesting way to reach their members would be more keen on intensifying staff training and using other ways to reach their members.

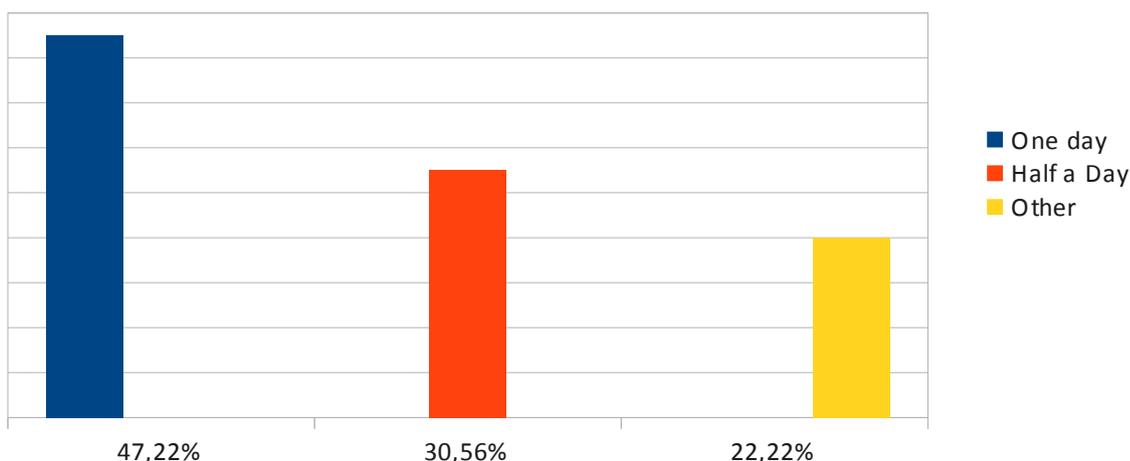
### **Public Sector**

All respondents belonging to the Public Sector agree that face-to-face training and seminars are a good way to involve municipalities and, more in general, local authority staff. The approach of the project as far as the training is concerned is different. In the case of Building Sector, the training of trainers will produce a “cascade effect” with the organisation of seminars targeting property owners that can be repeated as many times as necessary, while the training for local authorities is aimed at preparing staff to better tackle the issues of legislation, financial incentives and technologies and making them capable of designing campaigns or initiatives to involve citizenship. In the latter case, no training of trainers is envisaged by the project. Rather there will be face-to face training of approximately 125 local authority staff in 5 countries , of which 3 are new Member States.

### **Question 9: How long would you suggest the face-to face training should last?**

### Q.9 Duration of trainings

Building sector



This is a key question, and its interpretation varied considerably among the respondents. Most of those who chose one day training were thinking of the organization of a large impact event, such as a conference. Most of those who chose "Other" were thinking of organizing several information seminars during less than half a day to cover the whole country. Some associations stressed that they think that the training of trainers should last more than one day because they feel a need to go more in depth in many of the key areas that the project intends to address.

The perspective changes depending on the type of association interviewed: associations of Property Owners need to have their staff prepared to organize seminars or conferences to reach property owners directly while many associations of building professionals and building managers intend to reach those members who are professionals and not the property owners directly. Hence, their request focuses on a less informative type of approach but on events that aim to improve the professional skills of those attending.

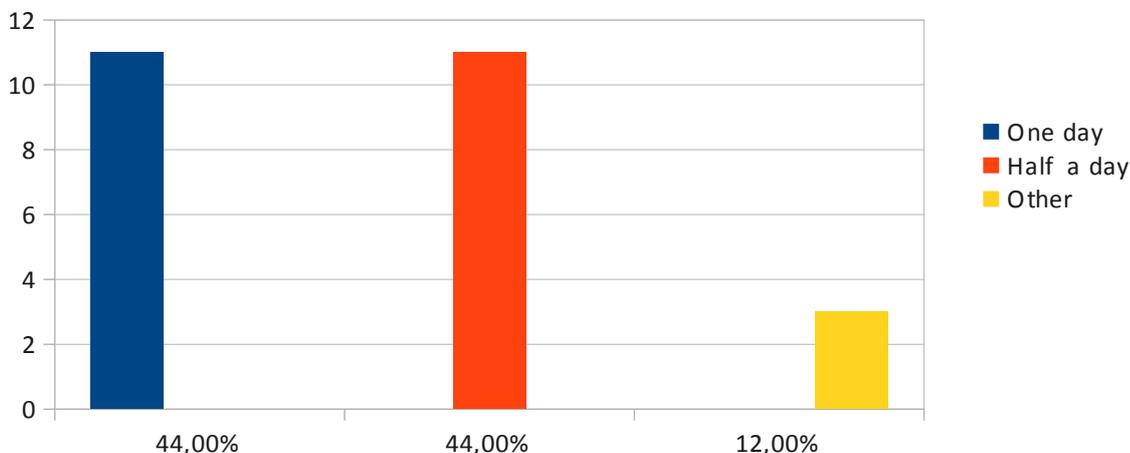
Seminars are expected to have on average 30 participants but never more than 50 participants. Those who opt for conferences are suggesting larger numbers of participants (200-300).

Many suggest longer durations and a more limited numbers of participants for the training of trainers.

**Public Sector**

Q.9 Duration of training

Public sector



The Public Sector preference is equally split between a one-day and a half-day duration, only very few (12%) propose alternative durations. The request would be for longer sessions, lasting more than 1 day.

**Question 10: How many seminars would you suggest organizing in your country? of which size?**

The answer to this question is connected to the interpretation given to the previous questions Q.6 (Which professional background?) and Q.9 (How long should the seminars last?).

In the Building Sector, it can vary from the request of longer training of trainers for several different staff categories, to the intention of organizing many short seminars or a few large events, depending on the size, geographical coverage and internal organization of the association (some are large with full national coverage while others are medium to small in size).

In the Public Sector, the training sessions should also be directed at 4-5

different categories of staff, hence many respondents ask for seminars targeting each staff category (town planning vs communication), suggesting the organization of a high number (5-10) of workshops, each lasting one day or half a day and covering one key area. Many of the respondents do not specify the number but simply as many as necessary to involve all target groups.

**Question 11: Which other tools would you suggest using to complete the campaign?**

1. on-line documentation
2. paper documentation
3. interactive multimedia
4. videos
5. help-desk

**Building Sector:**

	1	2	3	4	5
<b>1st</b>	66,67%	48,00%	18,18%	35,71%	35,29%
<b>2nd</b>	29,63%	40,00%	27,27%	14,29%	11,76%
<b>3rd</b>	0,00%	4,00%	27,27%	7,14%	47,06%
<b>4th</b>	0,00%	4,00%	18,18%	21,43%	0,00%
<b>5th</b>	0,00%	4,00%	9,09%	21,43%	5,88%

The ranking suggests the following order of preference:

- ⤴ on-line documentation;
- ⤴ paper documentation;
- ⤴ interactive multimedia;
- ⤴ videos;
- ⤴ help-desk.

The preferences goes to quite classic documentation either in print or down-loadable from web-sites, but not characterized by high interactivity or videos. The creation of a help desk is also seen as very valuable on average.

**Public Sector:**

The question was changed to

“Which other tools would you suggest to the municipalities staff in their daily work?”

	1	2	3	4	5
<b>1st</b>	54,17%	18,18%	33,33%	5,00%	19,05%
<b>2nd</b>	16,67%	22,73%	28,57%	25,00%	19,05%
<b>3rd</b>	12,50%	22,73%	14,29%	25,00%	14,29%
<b>4th</b>	8,33%	18,18%	23,81%	20,00%	19,05%
<b>5th</b>	8,33%	18,18%	0,00%	25,00%	28,57%

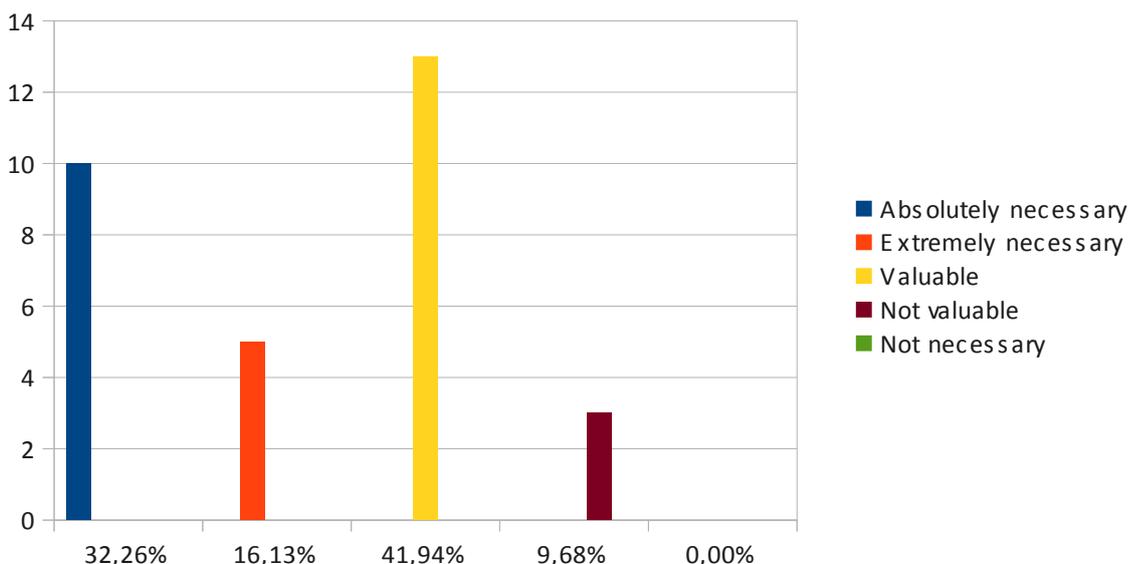
The ranking suggests the following order of preference:

- ⤴ on-line documentation;
- ⤴ paper documentation;
- ⤴ interactive multimedia;
- ⤴ videos;
- ⤴ help-desk.

The Public Sector would welcome more interactive tools rather than paper documentation while on-line documentation remains at the top. Help desks and videos are not deemed as important.

**Question 12: How do you rate the development of a service package for individual property owners?**

**Building Sector:**



The development of a service packaged is welcomed by most of the respondents with high percentages who judge it to be from “Absolutely Necessary” to “Valuable”. Only 9,68% think it would not be valuable to develop it.

**Public Sector:**

Not included in local authority questionnaire

**Question 13: Which aspects of the following areas do you think could be more useful and appealing for individual property owners? Please rank in order of importance.**

1. Clarifying current legislation and responsibilities of property owners

2. Provision of technical advice on the best retrofitting solution
3. Provision of a roster of qualified suppliers
4. Support in the identification of financial incentives
5. Advice on investment pay-back

	1	2	3	4	5
<b>1st</b>	50,00%	18,18%	3,45%	11,76%	23,33%
<b>2nd</b>	11,76%	39,39%	3,45%	17,65%	33,33%
<b>3rd</b>	20,59%	21,21%	13,79%	32,35%	20,00%
<b>4th</b>	8,82%	18,18%	13,79%	32,35%	16,67%
<b>5th</b>	8,82%	3,03%	65,52%	2,94%	6,67%

The feedback on the possible components of the service package put advice on legislation at the top: it contrasts with preferences in training where legislation is deemed necessary but not as the most important key area. A possible explanation is that associations feel they are already prepared to deal with legislation issues, which is an area that they already cover for their members very well, while they believe this subject should be given an important role if a service package is offered to their members.

Advice on incentives is seen as useful but comes after technologies and investment pay-back. The offer of a service is made more attractive if it provides sound guarantees on the choice of technologies and on durable advantages for the Property Owners

The least interesting component turns out to be the management of a roster of reliable suppliers.

#### **Public Sector:**

Not included in local authority questionnaire.

#### **Question 14: Which obstacles would you see affecting its launch and effective delivery?**

- ⤴ General lack of interest from the members towards the subject;
- ⤴ Lack of qualified human resources within the organisation;
- ⤴ Lack of time to manage it within the organisation;
- ⤴ Promotional effort needed to launch it;
- ⤴ Difficulty to integrate it with existing services.

	1	2	3	4	5
<b>1st</b>	29,63%	38,71%	23,33%	7,41%	8,33%
<b>2nd</b>	14,81%	25,81%	23,33%	48,15%	0,00%
<b>3rd</b>	22,22%	12,90%	36,67%	7,41%	20,83%
<b>4th</b>	3,70%	16,13%	13,33%	25,93%	33,33%
<b>5th</b>	29,63%	6,45%	3,33%	11,11%	37,50%

The main problem perceived is the lack of qualified human resources which

confirms that training and support tools are needed. Another important issue is the lack of time within the associations to manage an additional service, while the difficulty of its integration with what is already offered to members is considered much less important. The lack of interest in the services is not perceived as an obstacle, meaning that most of the respondents see the service package as potentially interesting.

**Public Sector:**

Not included in local authority questionnaire.

**Question 15: Based on your experience, what is the best way to reach your members?**

**Building Sector**

The associations use very similar methods to reach their members which vary only slightly depending on their dimensions and on the characteristics of the countries where they operate.

All associations are used to organizing different types of meetings with their members, and produce publications either of an informative nature or of a more technical nature and scope (especially publications on national legislation on property, fiscal legislation, technical standards, etc.).

All use websites and online resources, but in some countries there are associations that also make use of social network communities and other new communication technologies such as Twitter, Facebook and RSSfeeds.

The publication of articles in the national press and participation in Radio/TV shows is also common.

The respondents confirmed that the complexity of the work necessary to retrofit buildings, the lack of knowledge on the best available cost-effective technologies and the lack of information on available funding schemes are clearly the main reasons for property owners' reluctance and scepticism towards retrofitting. Some also add that the economic crisis has worsened the situation, with no willingness on the part of property owners to invest.

**Question 15 (for the Public Sector): Based on your experience, what is the best way to support municipalities in the development of campaigns?**

**Public Sector**

Municipalities feel that there is a need for more resources, more communication training and also for enhanced collaboration with specialized organizations such as energy agencies.

***3.4 Identification of good practices***

The EU level desk research on Good Practices is completed by the positive cases indicated by the organizations interviewed for the TNA. Two questions were introduced, one on good project examples in the energy field and the other on positive examples of communication towards members of associations or citizens.

**Question 16: Are you aware of any existing initiatives regarding the energy efficiency of building environments that you would consider relevant, effective and interesting (e.g. awareness raising campaigns, workshops and training sessions, financial incentives, etc.)?**

Many projects in the area of energy were indicated. We gathered further information when the projects indicated were sufficiently structured and the following case-studies were added to the list of cases considered as good examples for the attainment of our project aims:

PATRES- Public Administration Training and Coaching in Renewable Energy Systems  
<http://www.patres.net>

REE\_TROFIT - Training on Renewable Energy solutions and energy Efficiency in reTROFITting  
<http://www.reetrofit.eu>

FNAIM – Fédération Nationale de l'Immobilier Projet 100.000 logements éco-Rénové et Batiment Grenelle  
[www.plan-batiment.legrenelle-environnement.fr](http://www.plan-batiment.legrenelle-environnement.fr)

DISPLAY CAMPAIGN – the best way to communicate your energy label  
<http://www.display-campaign.org/>

We are currently finalizing the analysis of all the good practices identified and will soon decide which ones will be included in our publication.

**Question 17: Are you aware of any existing initiatives targeted at property owners on other issues than energy efficiency that were very successful?**

As for existing initiatives targeting property owners, no specific project was highlighted but rather the use of different mixes of tools including newsletters, news alerts distributed via web or in a printed format, the organization of seminars and conferences, and the provision of advice and services on legislation, fiscal and technical matters.

Furthermore, no specific campaign was highlighted on the part of local authorities. The crucial role played by local authorities in raising citizens' awareness of issues such as rights, climate change and waste reduction was simply underlined.

### **3.5 Section 5: Follow-up**

This section was only intended to lay the basis for a continued relationship with the interviewed organizations and consolidate an initial core group of stakeholders to be involved in the following work-packages and that can be interested in further exploiting the projects tools and results.

#### **Question 18: Would you be interested in being kept informed on the project's activities?**

Associations: 100%  
Local Authorities: 100%  
Total: 100%

As one might expect, all the organizations are interested in being kept informed on the project's activities and will be included in the project mailing list.

#### **Question 19: Would you be interested in being invited to attend the pilot training session (if the participation rate allows it)?**

Property Owners:100%  
Local Authorities: 97,61%  
Total: 98,46%

Almost all are interested in the training sessions. Only one of the respondents in the local authorities category is not. The organization of the pilot training sessions and seminars will duly take into account the interest expressed.

#### **Question 20: Would you be interested in the European Training Forum activities?**

Associations: 91,3%  
Local Authorities:97,61%  
Total: 95,38%

Almost all the organizations are also interested in being informed of the European Training forum meetings and activities, and in principle in taking part. Only a total of 3 did not express interest.

## **4. CONCLUSIONS**

### **4.1 Conclusions**

The analysis of the questionnaires proved that all respondents feel that there is a need to act to make property owners change their behaviour towards the retrofitting of residential buildings with RES and EE, and that our project can seriously contribute to implementing such change.

The Building Sector associations interviewed are all eager to have some of their staff trained to better tackle this vast subject and to make specific services available to their members. The Public Sector is equally convinced of the necessity to act and is looking forward to an holistic approach that puts together financial and technical aspects with enhanced communication skills.

The service package to be developed at the end of the project for the Building Sector organizations, based on the training tool-kit, is also perceived as an opportunity. The interest in the subject is further corroborated by the fact that almost all respondents want to be kept informed of the main project activities and deliverables to be produced.

The target groups at which the training of trainers is aimed at, notwithstanding core common needs, have to be looked at carefully, possibly taking into account the needs expressed by the different categories of associations interviewed:

- ⤴ associations of property owners need to train their staff to organize seminars and to use the service package in order to reach the final target, or rather property owners, directly;
- ⤴ associations of building managers and of building professionals represent an intermediate link in the value chain. Their members expect from their associations services that are often of a less informative nature and that go into further depth on specific aspects (whether they be legislative, fiscal or technical).

In the Public Sector, it must be taken into account that municipality staff attending the seminars can come from different departments (town planning, social housing management, etc), and hence have different expectations and needs.

Currently almost all respondents (both private and public) offer services or organize seminars and events on RES and EE in buildings. All agree that the key issue is to raise the interest of property owners and make them understand that an increased energy efficiency of buildings does not just reduce energy expenses, but also has the potential to increase property values, both capital and rental.

Consumer information and confidence in environmental solutions and technologies play a vital role in reducing energy consumption and generating clean energy in building environments.

Actually, the interest shown goes beyond the project resources available, which can organize only a limited number of pilot training of trainers sessions and pilot seminars.

Modular training that can be better adapted to suit the needs which emerged in terms of both length and desired level of knowledge in each key area seems to be the best solution, enabling each association/local authority to organize longer or shorter training sessions and also to decide, on the basis of the target attendees, which subjects should be dealt with in more depth.

There is also a need to keep in mind that the associations interviewed have different ways of looking at the seminars targeting the general public. Many say that they prefer a format lasting less than half a day to be repeated various times across their countries, while some prefer one-day events with a conference-like approach and a large number of participants supported by good media coverage.

Key topics are incentives and technologies, while on legislation and communication the Building Sector and the Public Sector have different perceptions. The list of subjects proposed to the respondents was extensive and sometimes there were overlaps that made the ranking for some key areas more complicated ("Technologies" and "Legislation").

The material to be made available as a support should be downloadable in an electronic version and printable. No strong emphasis is put on the need for tools with a high degree of interactivity by the Building Sector, while some degree of interactivity would be appreciated by the Public Sector. Videos are not seen as a priority.

#### ***4.2 Key issues for the next phases***

In order to maximize project results and to make the training sessions and tools currently being developed exploitable outside the partnership, it is recommended that the following issues be taken into account during the design phase:

- ⤴ to clarify the scope and objectives of the train-the trainers sessions in order to better define the profile of the participants for the Building Sector;
- ⤴ to clarify the scope and objectives of the workshops in order to better define the profile of the participants for the Public Sector;
- ⤴ to make further efforts in defining how the "cascade effect" can take place after the training of trainers is delivered, to help the associations participating in choosing the best candidates and in designing the events to be organized on a local/national scale;

- ⤴ to further work on the key areas and related lists of subjects in which training is required following the indications given, and to further clarify doubts arising from overlapping definitions;
- ⤴ to design training sessions that are modular and offer a high degree of flexibility to suit diverse approaches and situations, even if with very strong common needs;
- ⤴ to take into due consideration feasibility vis-à-vis the project resources;
- ⤴ to better define what type of events and of what length can be organized besides the project pilot events;
- ⤴ to make the training toolkit modular in the same way as the training sessions, offering different levels of in-depth examination of the subjects treated;
- ⤴ to take into consideration the need for on-line resources and the requirement to inspire good practices, while giving a lower priority to interactive tools;
- ⤴ to start its preliminary design as soon as possible in order to be able to explore possibilities with the associations who will participate in the training sessions, in view of the interest shown towards the service package by the Building Sector;
- ⤴ to make sure that the communication aspect is taken into due consideration when developing materials and tools so that the approach and language is accurate and suitable for the target group, even if there is no great emphasis from the Building Sector on communication;
- ⤴ to make sure that the development of skills in the area of communication is sufficiently tailored for the Public Sector.