

Support to the renovation wave - one stop shop in Wallonia

Final Report

Technical Support Instrument

Supporting reforms in 27 Member States



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TABLE OF CONTENTS

1. OVERVIEW OF THE PROJECT	1
1.1. OBJECTIVE OF THE PROJECT	1
1.2. SUMMARY OF PROJECT ACTIVITIES	2
1.3. KEY RESULTS AND RECOMMENDATIONS	3
1.3.1. Summary of Key Recommendations	7
2. INTERACTION WITH STAKEHOLDERS	8
2.1. STEERING COMMITTEE MEETINGS	8
2.2. ADVISORY COMMITTEE MEETINGS	8
2.3. MEETINGS WITH WALLOON STAKEHOLDERS	9
2.4. MEETINGS WITH OTHER EUROPEAN ONE STOP SHOPS	12
3. INDICATORS	13
3.1. PROJECT MONITORING INDICATORS	13
3.2. PROPOSED OUTCOME AND IMPACT INDICATORS	14
4. LESSONS LEARNED	16
4.1. CONTENT	16
4.1.1. Energy Renovation as a topic	16
4.1.2. Required scale for Renovation and OSS	16
4.1.3. Target groups	16
4.1.4. OSS setup and business model	17
4.2. TSI SUPPORT PROCESS	ERROR! BOOKMARK NOT DEFINED.
4.2.1. ToR requirements	Error! Bookmark not defined.
4.2.2. The role of the DG officer	Error! Bookmark not defined.
4.2.3. Availability of data	Error! Bookmark not defined.
4.3. INTERACTION WITH THIRD PARTIES	17
4.3.1. Policy makers	17
4.3.2. External stakeholders	17

TABLE OF ACRONYMS

ACER	<i>In French - Alliance Climat Emploi Rénovation</i>
BPIE	Buildings Performance Institute Europe
CPAS	Public Social Services Centres <i>In French - Centres Publics d'Action Sociale</i>
DG REFORM	Directorate-General for Structural Reform Support
EC	European Commission
ELENA	European Local Energy Assistance
EU	European Union
EPC	Energy Performance Certificate
FTE	Full Time Equivalent
KPI	Key Performance Indicator
LIFE	Programme for Environment and Climate Action
LTRS	Long Term Renovation Strategy
OSS	One Stop Shop
PLRE	Local Renovation Platforms <i>In French - Plateformes Locales de Rénovation Énergétique</i>
SC	Steering committee
SIARE	Integrated Support Service for Energy Renovation. <i>In French - Service Intégré d'Accompagnement à la Rénovation Énergétique</i>
SPW	Public Service of Wallonia <i>In French - Le Service Public de Wallonie</i>
SWCS	Walloon Social Credit Society <i>In French - Société wallonne du crédit social</i>
ToR	Terms of Reference
TSI	Technical Support Instrument

1. OVERVIEW OF THE PROJECT

1.1. OBJECTIVE OF THE PROJECT

The objective of this assignment is to assist the Walloon authorities in designing and developing one stop shops (OSS) in order to stimulate the energy renovation of homes within the region. Renovating buildings was singled out as a key initiative to drive energy efficiency and thus to deliver the EU's climate objectives, set out in the European Green Deal Communication in 2019. Pursuant to this Communication, the Commission published "A Renovation Wave for Europe" strategy in 2020 to drive energy renovation across all building types, with a goal to double renovation rates and foster deeper renovation within the next 10 years.

Building renovation was also recognised as assisting in EU economic recovery after the COVID-19 pandemic, and also to improve energy security and reduce reliance on energy imports, particularly fossil fuels from Russia in light of its unprovoked attack on Ukraine in 2022 and the ongoing war there. Other multiple benefits from building renovation include:

- Local employment creation;
- Increased comfort;
- Increased building value;
- Reduced incidence of mould and condensation within homes;
- Improved internal air quality;
- Improved health of occupants;
- (In business premises) improved productivity.

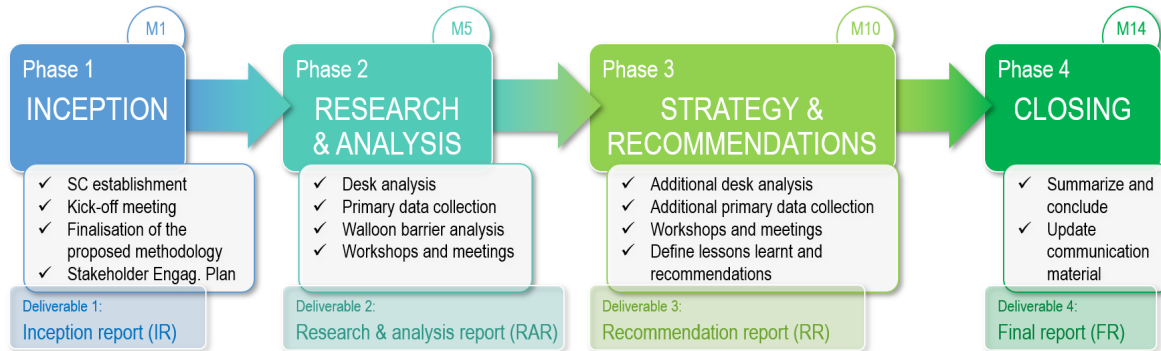
Accordingly, the development of an active and well-resourced one-stop shop service in Wallonia to encourage deep energy renovation of homes will help deliver the region's climate goals as well as providing social, health, well-being and economic benefits to Wallonia and its residents. Many of these benefits are identified in the Region's Long Term Renovation Strategy (LTRS), while others have been identified in reports such as the Joint Research Centre's "Untapping multiple benefits: hidden values in environmental and building policies"¹.

However, at present the renovation support service in Wallonia is too fragmented and not geared towards the level of challenge and ambition that the Regional Government has expressed in its energy, climate and renovation strategies. This project seeks to identify the underpinning requirements that could more readily meet these ambitions and the means whereby the Government can put in place a service to deliver on these goals.

¹ <https://publications.jrc.ec.europa.eu/repository/handle/JRC120683>

1.2. SUMMARY OF PROJECT ACTIVITIES

The project was undertaken in 4 phases over a 14-month period: July 2022 to November 2023, illustrated schematically in the figure below.



- **Phase 1 – Inception.** The focus during this phase was establishing a steering committee (SC), comprising DG REFORM, SPW, Cabinet Henri (representing the current ruling political party), and the project team. Introductions were made at the kick-off meeting, where details of the workplan were reconfirmed, priorities of the client and key deadlines noted and the schedule of future meetings agreed. The key deliverable was the inception report (in September 2022), which took on board the minor revisions to the original workplan that were agreed by the SC.
- **Phase 2 – Research and Analysis.** Through a series of meetings and workshops with key stakeholders, both within Wallonia and with operators of OSSs across Europe, a detailed picture was garnered regarding the current state of the art in OSSs, and the drivers and barriers to increased uptake of OSS services identified. This included extensive data collection and analysis. During this phase, the client SPW requested that, rather than the term “one stop shop”, the project focused on delivering an “Integrated Support Service for Energy Renovation (abbreviated to SIARE in French - *Service Intégré d’Accompagnement à la Renovation Energétique*). The key deliverable of this phase was the research and analysis report, submitted in December 2022.
- **Phase 3 – Recommendations.** Based on the research and analysis undertaken in phase 2, a series of options and costings for the SIARE was developed and presented to the SC. These were elaborated following further interaction with stakeholders through workshops, webinars, electronic exchanges and one-to-one discussions. Following incorporation of the committee’s comments, the report was submitted in May 2023 as the key deliverable for this phase.
- **Phase 4 – Closure.** The closing phase comprises three key elements:
 - A summary of the project outputs and findings (i.e. the present report).
 - Elaboration of communication material whereby the project results can be widely disseminated (detailed in section 5 of this report).
 - A final event (scheduled for 19 September 2023) in Wallonia to formally present the results to a wide audience of key stakeholders and interested parties.

The current report also includes the reports produced for phases 1-3 attached as annexes.

1.3. KEY RESULTS AND RECOMMENDATIONS

Wallonia's Long Term Renovation Strategy (LTRS) sets targets for the quantity and quality of building renovation, namely:

- The vast majority of the housing stock must be renovated by 2050, with a shorter term goal of renovating 75% of the least energy efficient homes in the Energy Performance Certificate (EPC) F and G classification;
- On average, dwelling must reach an average EPC A label, i.e. nominally carbon-free.

Achieving these objectives requires, in the medium term:

- Multiplying the volume of projects by at least 3 to 4 and
- Increasing the average depth (i.e. level of energy saving) of renovations.

To trigger this wave, a series of key measures should be activated, including the development of an Integrated Energy Renovation Support Service (SIARE).

Wallonia's existing renovation support schemes are fragmented, resulting in renovations that are too few and too shallow. Supporting all households represents a colossal challenge - the resources to be mobilised, amount to 250-500 M€/year. Massification of support should make it possible to increase service quality by standardising and/or pooling certain elements, thereby optimising costs. In addition, further development of support systems should make it possible to get vulnerable (including energy poor) households on board. **In short, a transformation of the institutional landscape of support for renovation is required.**

This study identified three broad types of OSS service offering:

- [Level 1: Advice](#) – The first level is reactive - advising and informing households on request.
- [Level 2: Coordination](#) – This level assists the renovator and accompanies him/her in their interactions with the various professionals and the administrative processes.
- [Level 3: all-inclusive \("A to Z"\)](#) – This level offers complete management of the renovation project. Support includes project management and the provision of (third-) financing solutions. Householders have a single point of contact that drives the renovation project forward.

A key conclusion is that there needs to be a rapid transition from the current offerings (mainly at level 1 and 2) towards the all-inclusive level 3, namely an Integrated Energy Renovation Support Service. This cannot be achieved overnight, but steps towards this vision can and should be taken with immediate effect. The Government of Wallonia should therefore adopt and communicate, at the earliest opportunity, a clear vision on the organisation of support, to offer a lasting, stable framework, and to provide continual support and leadership to all actors involved in the development of solutions.

In order to maximise energy, carbon and financial benefits at an early stage, SIARE should prioritise owner-occupiers of single-family dwellings with labels F and G.

Increasing the volume of deep energy renovations requires mobilising all means to:

- (1) Trigger more renovation intentions;
- (2) Reduce the abandonment rate and
- (3) Maximise the depth and quality of renovations.

The proposed prioritisation involves activating a total of 315,000 renovations by 2030. Given the drop-out rates in the support process, the number of households to be “activated” is on average 3.5 to 5 times higher. The massification of housing renovation requires more streamlining and standardisation of support systems at the regional level but also more personalisation of the support-supported relationship at the local level. Furthermore, it is crucial to integrate sociological, psychological and communication considerations into the design of the integrated service.

Strengthening the quality of support services means developing support for all aspects of a renovation project and ensuring that the support meets all the needs of households, including works and post-works control if necessary.

The service offer should focus on deep energy renovation to trigger real savings, experiment with performance approaches (energy performance contracting), and the integration of financing solutions. It should activate multiple renovations by pursuing a strategy of renovation by district in collaboration with local authorities, and by developing standardised offers.

The challenges of structuring the sectors are key to the success of SIARE because such a service will only be truly effective if the supply of labour and materials is able to keep up with demand. The sector is currently suffering from a shortage of skilled labour and the gradual deployment in the renovation of "low-carbon" techniques and technologies will require an increasing level of skills. Faced with this shortage, which also affects sustainable building materials, a sharp increase in demand would increase these difficulties. Consequently, the structuring of the sectors (works and materials) is a basic condition for the achievement of ambitions.

Thus, the Regional Government must aim to create a dynamic and attractive renovation market for businesses, in order to support their growth (in number and size). The SIARE should also aim to reduce the transaction costs of companies by relieving them of certain non-productive tasks (awareness raising, quotes on immature requests, etc). This should ultimately reduce the cost of the work.

Positioning oneself as a coordinator of the entire renovation process makes it possible to activate the first levers for structuring the offer, which are relatively simple to implement and have already been able to prove themselves within several European one-stop shops. The SIARE has the following advantages for professionals:

- (1) Reduction in the cost of acquiring customers;
- (2) Management of the relationship with the household;
- (3) Administrative follow-up, and
- (4) Support in the technical complexity of the renovation energy.

Building on the key success factors of the 300 territorial platforms for energy renovation in France, a three-level model seems appropriate for the Walloon Region:

- [*The Regional Government*](#) - strategist and guarantor of the framework, budgets, consistency and adequacy of the SIARE model to the challenges of the various stakeholders.
- [*A regional implementation structure*](#) - in charge of the federation of actors throughout the territory, the coordination of local systems, the experimentation of the level 3 services and the mutualisation of a range of services for local operations (IT, marketing, etc.)
- [*Local operations*](#) - responsible for activating demand and supply, delivering the services to the homeowners, and collaborating with social actors to deliver services to homeowners facing energy poverty situations.

The implementation of SIARE takes place within a complex, fragmented renovation landscape, within which the Government of Wallonia is struggling to establish itself as a true driving force. Furthermore, this implementation will have a significant impact on the current institutional support landscape - energy counters, local renovation platforms (PLRE) - and could compete with private initiatives. The very essence of SIARE is the activation of the complementarities of all stakeholders - companies, social actors, support actors, administrations - via advanced cooperation, hence it is essential that it secures their support.

Boosted by regional steering and coordination, a strong territorial network should facilitate proximity and trust with citizens. As a target, at least thirty local structures will be needed to adequately cover the entire region. They may be made up of decentralised reception points allowing the reception of households and the identification of needs, in order to relieve the main local support structure.

Resource Requirements

The volume of resources required puts the success of the system at risk. Triggering these renovations could require mobilising as much as 6,700 FTEs by 2030, which is considerably more than the personnel levels in existing European one stop shops. This volume of FTE poses a significant risk to the success of SIARE as it questions the real ambitions that it is possible to aim for, with regard to the means that can be mobilised.

An action plan should be implemented to secure the availability of these resources. It will be a matter of working as a priority to make support more efficient, in order to drastically reduce the volume of resources necessary for its implementation and to prepare a recruitment strategy.

The resources to be mobilised for the implementation of this massification of support amount to 1.6 billion euros between 2024 and 2030: 400 million euros for support for non-vulnerable households, 800 million euros for vulnerable households, 400 million for other operating costs. This represents 10% of the 16.5 billion euros of energy renovation investments to be triggered.

The current support staff (energy counters, PLRE) constitute a first base of resources allowing to initiate the dynamic by amplifying the initiatives in place. According to this schedule, the human resources to be mobilised are nearly 700 FTE in 2026, increasing to 6,700 FTE by 2030.

SIARE's value proposition can make it possible to generate income from activity by:

- (1) Invoicing part of the level 2 and 3 support to households able to pay and
- (2) Capturing part of the productivity gains accruing to companies, with a fair distribution of value.

If the implementation of flat-rate billing of support services to households able to pay raises no doubt as to its feasibility, asking partner companies for a partial retrocession of their additional margin points will have to be the subject of in-depth exchanges with industry partners, so as to ensure (1) that additional gains are indeed created thanks to an adapted value proposition and (2) that the distribution of value is equitable, and allows partner companies to grow and to invest in training.

In the short term, the Regional Government will need to intervene to finance the launch of SIARE, with first of all:

- (1) The amplification of support systems;
- (2) The creation of the regional coordination and management structure and
- (3) The structuring SIARE, which will require large investment expenditure (technical and market studies, information system).

Thus, over the next 3 years, approximately €80 million would need to be released to launch SIARE, in line with the target volumes.

Assistance in financing SIARE development could be sought by mobilising European funds, including:

- An ELENA grant to finance the launch costs;
- A line of credit with the EIB to finance capital expenditure. The EIB has, among other things, solid experience in providing financial support to one-stop shops/third-party financing companies;
- Applying for LIFE program calls for projects. In particular, LIFE-2023-CET-OSS can finance 95% of the costs of implementing an integrated energy renovation service.

To sustain SIARE in the medium term, a regional fund should be set up, which can be funded taking into account the various benefits and income streams generated by the investment programme. To ensure the sustainability of what is implemented, the regional institutional and financial support must be made structural and resilient to political cycles, so that subsequent decisions can only contribute to strengthening the ambition, the effectiveness and the efficiency of the SIARE.

The vision and ambition that Wallonia has set itself in terms of massification of support for renovation, and more broadly the objectives and strategic orientations of the renovation strategy, should be formalised in a decree that will lay down a strong legal basis on which the government will be able to build the implementation of a regional fund providing structural and long-term security for the public resources necessary for the massification of (support for) energy renovation.

If SIARE achieves the targeted objectives, 0.7 million tonnes (Mt) of CO₂ equivalent will be avoided each year from 2030, i.e. 12% of annual GHG emissions from the residential sector. By 2030, all the renovations triggered will avoid 1.2 Mt of CO₂ equivalent.

As a reminder, the targets for reducing GHG emissions defined for 2030 in the Walloon Long Term Renovation Strategy (LTRS) are set at -55% for 2030 compared to 1990 (7 Mt of CO₂ equivalent). Currently, to meet these objectives in 2030, 3.1 Mt of annual emissions need to be reduced. Thus, the renovations initiated by the SIARE would make it possible to achieve 23% of the 2030 LTRS objectives.

In addition, the benefits of the budgets mobilised (for support and investments) are multiple:

- Social benefits (improvement of living and health conditions);
- Economic (reduction of energy bills, real estate value of goods, macro-value economic of the activities generated, avoided impacts of climate change), and
- Environmental (reduction of energy consumption and GHG emissions).

For each euro invested in energy renovation, these multiple benefits amounts to between 1 and 5 euros.

1.3.1. SUMMARY OF KEY RECOMMENDATIONS

Starting from the current support landscape, the following actions should be considered by the Walloon authorities in order to establish conditions necessary to put in place an integrated support service for energy renovation of residential buildings and contribute to Wallonia's energy, climate, and renovation objectives:

1. Adopt a strategic approach with operational regional management of the energy renovation support ecosystem, to coordinate, pool, standardise and monitor. These missions can be delegated to a public structure (existing or to be created);
2. Amplify project management assistance from A to Z (i.e. all-inclusive) as delivered by local renovation platforms, by:
 - a. Formalising a sustainable and scalable framework,
 - b. Doubling of resources in 2024 vs 2023, and double again in 2025.

As a target, at least thirty local structures will be needed, with a size of ~200 FTEs each by 2030.
3. Ensure, through their training, that renovation staff adopt a position of "selling" comprehensive energy renovation.
4. Implement support in project management for households that need it. These services will ideally be initiated and deployed by a regional public-private structure to better associate the sector and capitalise on the existing momentum, in particular through the Reno+ initiative.
5. Implement a strategy for detecting, activating and supporting vulnerable households, by structuring the partnership with social support actors (CPAS and associations) and by mobilising the budget necessary for the realisation of this partnership.
6. Structuring support processes and tools in such a way as to support the upskilling of energy renovation professionals and strengthen the attractiveness of the market.
7. Mobilising the resources available in EU funding programs, in particular Horizon Europe, ELENA and LIFE.

2. INTERACTION WITH STAKEHOLDERS

The sections below provide a listing of the various meetings held throughout the project, arranged under the following headings:

- Steering Committee
- Advisory Committee
- Walloon Stakeholders
- European one stop shops

2.1. STEERING COMMITTEE MEETINGS

Date	Participants/Audience	Objectives/Outcome
28/07/22	Steering Committee	To steer the project by reviewing progress, agreeing next steps, reviewing draft deliverables, signing off final versions of deliverables etc
6/09/22	“	
5/10/22	“	
9/11/22	“	
14/12/22	“	
18/01/23	“	
15/02/23	“	
15/03/23	“	
12/04/23	“	
03/05/23	“	
07/06/23	“	
06/09/23	“	
19/09/23	“	

2.2. ADVISORY COMMITTEE MEETINGS

Date	Participants/Audience	Objectives/Outcome
14/12/22	Steering Cttee +	To share progress and seek wider views on proposals at various stages of the study
15/03/23	Representatives of the two	
07/06/23	other political families (Cabinet Collignon, Cabinet Borsu); Reno+; the energy platforms; the Guichet de l’Energie Wallon; SWCS	

2.3. MEETINGS WITH WALLOON STAKEHOLDERS

This study was conducted at the same time as the “Alliance Climat Emploi Rénovation” (ACER) initiative in Wallonia. Consequently, it was agreed with the Steering Committee that it would be most beneficial and time-efficient for stakeholders to interact with them through the ACER activities, where possible and relevant.

The ACER Alliance is a series of workshops (for 2 years: 2022-2024) that brings together the different local stakeholders in the field of buildings energy renovation. ACER works on 4 different fronts: Demand, Offer, Financing and Public Buildings. The aim of these workshops is threefold:

1. **Make link** between all the Walloon stakeholders;
2. **Provide feedback and recommendations to policy makers;**
3. **Bring out** the possible (short and long term) **actions and operationalise them** if possible (with the help of the Walloon Government or not).

This was a good opportunity to introduce this project in a dedicated taskforce (in the Demand side of the ACER) and it helped on different points:

- Recommendations and attention points given by the practitioners about the (preliminary) direction and results of the study;
- Appropriation of the results by the stakeholders, especially the one that are directly implicated in the implementation of the SIARE;
- Link between the stakeholders and the administration/cabinet.

Consequently, a number of the meetings detailed below were held within the frame of the ACER activities.

Organisation, date, subject	Summary
<p>Liège Énergie 14-09-22 OSS scenarios</p>	<p>Need to better support candidate renovators by creating cross-functionality between the different players. The energy demand market is saturated, prices are set by sellers and it is difficult to find labour in Wallonia. To facilitate the process, it is necessary to develop tailor-made aid, such as relays, coaches or renovation managers, and to create a clear framework for all actors. The platform must also be able to work with vulnerable people and collaborate with social workers. Finally, it is important to keep the citizen at the centre of the effort and to ensure the efficiency of the management of deadlines.</p>
<p>Copro Brussels 16-09-22 Creation of a OSS for Wallonia</p>	<p>The interview relates to a project to create a one-stop shop for Wallonia. The objective is to offer a support service for energy renovation projects in buildings. According to the interviewee, setting up a one-stop shop would mobilise a lot of people and would not be effective. Rather, he advocates facilitators by sector. The interviewee also stresses the importance of the neutrality of the service offered. It also recommends the existence of a dialogue mechanism between owners and tenants and the establishment of incentives for co-owners. The interviewee insists on the need to support the most vulnerable households and suggests setting up a coach to help them with their renovation project. Finally, the interview addresses the issue of increasing the skills of trustees and highlights the difficulty of carrying out deep energy renovations in condominiums without financial incentives.</p>

Organisation, date, subject	Summary
<p>WTCB-CSTC-BBRI and RENO+ project; 19-09-22; RENO+ project</p>	<p>During the interview, the plans of the CSTC, a national research centre aimed at keeping the construction sector at the forefront and leading it into the future, were discussed. In particular, the launch of Reno+, an initiative aimed at accelerating the renovation of buildings by grouping works collectively and creating a regional OSS (an open operating system for renovation). It was also mentioned that the co-construction approach was adopted within the framework of this project, in collaboration with public and private partners. The results of the experiment are open source, which allows the community to benefit from the results obtained. Agile methodology is used for the project approach, which is also in motion. Finally, it is also discussed how they can work with other partners to avoid duplication and share results transparently.</p>
<p>CEESE-ULB 19-09-22 OSS Feedback</p>	<p>The speakers discussed the different forms that a one-stop shop (OSS) can take and noted that the facilitating/coordinates form was the most appropriate due to the limited means in Wallonia. The interview also touched on the tensions described in the Brisepierre report and the key elements to take into account in the design of a one-stop shop. The discussion focused on the aspects of identification at home and the examples of good practices to take them into account in the accompaniment of households. The speakers discussed the engagement of people and the need to take their needs into account. Finally, the interview touched on the work on disadvantaged groups and the elements to take into account when thinking about financing and subsidies. The speakers suggested solutions such as the creation of housing with a rent reimbursing the renovation work and the establishment of a life lease.</p>
<p>PLRE 20-12-22 PLRE: objectives, platforms</p>	<p>Second support committee for the launch of the energy renovation platform: reports on various quantified objectives in terms of household mobilization, quickscans, housing audits, labels, etc. The participants recognize that obtaining the A label will be very difficult. There is also a question of the administrative complexity of the call for projects (filling out a declaration of claim, difficulty of subcontracting, provision of various digital tools, etc.). There are many socio-economic profiles of households. Finally, the discussion focuses on the experience of two energy renovation platforms, Eriges and Corenove, each of which has its own specific methods and tools to mobilize households and help them in their energy renovation process.</p>
<p>Serafin Association, Energy Tomorrow 18-01-23 Third-party financing companies in France</p>	<p>The interview deals with the financing of the energy renovation of housing in France and the various actors involved in this process. STFs (third-party financing companies) directly support the work and offer zero-interest loans up to €100k. The service is chargeable for households who begin to repay once the work is completed. Third-party financing is possible through banks or third-party financing companies. However, third-party financing companies do not have access to interest-free loans. Financing is also done through national subsidies in the process of restructuring and energy saving certificates. The regions are also involved in financing. The interview also evokes conflicts and difficulties of collaboration between the different actors. Finally, the interview suggests ways to relieve households, in particular by contacting energy companies and agencies to gain access to zero-interest loans.</p>
<p>FOSSTER VEKA 25-01-23 Collaboration with VEKA and WVI for the creation of a digital tool</p>	<p>The interview is about a project that aims to create a digital tool to help homeowners carry out energy renovations. The project includes the analysis of customer journeys, the identification of target groups, the creation of a platform for entrepreneurs and the development of tools for financial determination. The project partners are VEKA, the Antwerp Management School and WVI. The project is expected to be completed within three years. The interviewee notes that there are 19 energy houses in Flanders and that they do not work in the same way. The interviewee is also interested in collaborating with partners in Wallonia and Brussels.</p>

Organisation, date, subject	Summary
<p>FEDARENE 06-02-23 Regional Energy Agencies</p>	<p>It was noted that to stimulate private investment in the energy sector, public financing is necessary, the European fund ELENA is available, on the condition of having a leverage effect of 10. The agencies of the energy are mainly financed by public funds and are not profitable. The interview also focused on the history and economic models of regional energy agencies, as well as programs to combat fuel poverty. To ensure sustainability of energy retrofit programs, policy, market orientation and potential impact on local entrepreneurs are important factors. The interview also touched on ongoing projects such as 'managEnergy', which focuses on community energy and the development of energy agencies.</p>
<p>Joint Research Centre 08-02-23 feedback on the scenarios</p>	<p>In this interview, several topics were discussed regarding energy renovation, including recent changes such as the revision of the EPBD and the launch of the Renovation Wave, as well as rising energy prices. The high demand for energy renovation works is a consequence of these changes, but there are concerns about the ability to meet this demand in terms of quality and cost. The aim is to guarantee quality while avoiding excessive price increases due to the lack of available labour and materials. The importance of OSS was also discussed, which must be adapted locally to meet the needs of each region, and financing, which is crucial in influencing negotiations with banks. For vulnerable households, the OSS should simplify processes and facilitate contracting with contractors for renovation works. Finally, regulations, such as the PEB and the MEPS, will probably be more important in stimulating renovation than the OSS itself.</p>
<p>CINEA - European Climate Infrastructure and Environment Executive Agency 02-03-23 GU implementation and CINEA financial support</p>	<p>The interview addresses various points on the establishment of an energy renovation service in Wallonia. It is not recommended to make two different OSS to avoid conflicts of interest and to simplify the realization of the project. It is better to focus on the services provided rather than on the targets. The establishment of a "tripartite" (project owner, project manager and contractor) is recommended to avoid conflicts of interest. The ideal mesh would be a hybrid between local for the social side and provincial for the technical side of the Single Window. It is important to justify support subsidies as a leverage effect. The implementation is eligible for the CINEA topic for financial support of one million euros. Finally, the idea of coupling the service to the CPAS is interesting, but the density of staff remains a reservation.</p>
<p>Forem 08-03-23 Organization of Local Employment Agencies (LEA)</p>	<p>The framework of local employment agencies (LEAs) is interesting in terms of governance:</p> <p>Territorial network: There are 239 LEAs, which allows close proximity to citizens.</p> <p>Local anchorage: Local structures are in the form of non-profit organizations whose the board of directors is made up of local players. The advantage is the proximity to the local environment and the collaboration with the local administration. The weakness is the possible lack of clarity on the responsibilities (between the CA, the Forem and the SPW).</p> <p>Scalability: The budget and the specifications are regional. The workers of the local systems are seconded from the Forem (8 basin managers and a regional coordination in charge of harmonization). Scaling up therefore poses no regulatory constraint but would raise difficulties in terms of the public budget.</p>
<p>Liège Energy 10-03-23 vulnerable households</p>	<p>The conclusion of the interview is that the actors involved in the renovation projects do not talk to each other enough and that there is a need to create a space where people can come with their renovation projects. It is important to bring together the right technical and social profiles for effective support. The delegation of project management is key for vulnerable households and regional coordination is essential.</p>
<p>Cabinet Collignon (Minister of Housing)</p>	<p>The interview discusses the renovation of public housing in Wallonia, emphasizing that it will not be easy. The definition of the target public in a precarious situation raises questions, as well as the complexity of the renovation depending on the</p>

Organisation, date, subject	Summary
13-03-23 More general discussion with the office of the minister of housing on the renovation	location and the type of housing. It is necessary to consider the advisability of renovating and not renovating everything, as well as finding alternatives for dwellings where renovation does not make sense. Land value and reuse of recyclable materials are also mentioned. To achieve an effective renovation, it is necessary to put in place a collective reflection and to consider the long-term decarbonization of the building stock. This also implies an individual approach and reflection on urban centers. Regulatory challenges related to fire safety are also highlighted.
TechnofuturTIC Competence Center in Gosselies 20-03-23 Digital Public Spaces	Discussion on the territorial network of Digital Public Spaces and their organization. A non-profit organization can open a Digital Public Space if it meets the specifications, adapting to the local environment.
Energies Demain 20-05-23	Discussion in workshops on the OSS - the financing of renovation via third-party financing mechanisms - the quality framework of professionals - responsibilities and insurance

2.4. MEETINGS WITH OTHER EUROPEAN ONE STOP SHOPS

Date	Participants/Audience	Objectives/Outcome
9/1/2023	Retrofit Works (UK)	Contribute to phase 3 report (strategy and recommendations) by conducting stakeholder interviews with other European one-stop-shops. Questions included: Informing clients, implementation and structure, finances, stakeholder engagement, performance and follow-up, lessons learned.
11/1/2023	ReformAnerr, Spain	As above
20/01/2023	Picardie / Hauts de France, France	As above
23/1/2023	Oktave, France	As above
23/1/2023	BedreBolig, Denmark	As above
26/01/2023	SuperHomes, Ireland	As above
31/1/2023	HEERO, France	As above

3. INDICATORS

3.1. PROJECT MONITORING INDICATORS

The table below lists the key performance indicators (KPIs) set out by the project team in response to DG REFORM's request for service, together with the final outcome column.

KEY PERFORMANCE INDICATORS

PHASE 1: INCEPTION

KPI	Target value	Outcome
<ul style="list-style-type: none"> The beneficiary has provided comments in the draft IR 	<ul style="list-style-type: none"> Zero demands of revision 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> The perspectives of key stakeholders are considered 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> All relevant stakeholders agreed with client and included in discussions, workshops, interviews and/or webinars
<ul style="list-style-type: none"> The methodology meets the beneficiary's needs and expectation 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> Confirmed at Steering Committee meetings
<ul style="list-style-type: none"> Timely Organization of the kick-off meeting and qualitative delivery of the Inception Report 	<ul style="list-style-type: none"> Inception Report completed on the scheduled date and validated with zero comments from DG Reform 	<ul style="list-style-type: none"> Delayed, by 2 weeks, as agreed at initial kick off meeting, due to summer holiday season

PHASE 2: RESEARCH & ANALYSIS

KPI	Target value	Outcome
<ul style="list-style-type: none"> The research provides actionable insights for Phase 3 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> Achieved – see deliverable 2 (Research & Analysis Report).
<ul style="list-style-type: none"> Number of interviews with local actors 	<ul style="list-style-type: none"> 15 	<ul style="list-style-type: none"> 9 interviews achieved. 6 further interviews rescheduled to phase 3.
<ul style="list-style-type: none"> Number of interviews with EU actors 	<ul style="list-style-type: none"> 10 	<ul style="list-style-type: none"> 7 interviews conducted during phase 3
<ul style="list-style-type: none"> Number of workshops 	<ul style="list-style-type: none"> 3 	<ul style="list-style-type: none"> 3
<ul style="list-style-type: none"> Number of webinars 	<ul style="list-style-type: none"> 3 	<ul style="list-style-type: none"> 3. N.B. It was agreed at the November steering committee meeting that the webinars will be moved to phase 3.
<ul style="list-style-type: none"> The research raises the interest of stakeholders (# of participants to workshops and webinars) 	<ul style="list-style-type: none"> > 20 participants to the workshop, > 30 participants to the webinars 	<ul style="list-style-type: none"> 35 participants: workshop 1; 20 participants: workshop 2; 25 participants: workshop 3.
<ul style="list-style-type: none"> The beneficiary understands and appropriates the learnings 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Confirmed during steering committee on December 14

KEY PERFORMANCE INDICATORS		
PHASE 3: STRATEGY & RECOMMENDATIONS		
KPI	Target value	Outcome
<ul style="list-style-type: none"> An OSS model is proposed, describing different roles of relevant actors 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> Achieved – deliverable 3 (phase 3 report) and Steering Committee meeting 7/6/23
<ul style="list-style-type: none"> Recommendations are shared with the Walloon government (with objectives and planning) 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> As above
PHASE 4: CLOSING		
KPI	Target value	Outcome
<ul style="list-style-type: none"> Quality of the final report 	<ul style="list-style-type: none"> Zero demands of revision 	<ul style="list-style-type: none"> To be completed after submission of the final report and final event (deliverable 4)
<ul style="list-style-type: none"> The methodology meets the beneficiary's needs and expectation 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> As above
<ul style="list-style-type: none"> Timely Organization of the final meeting and qualitative delivery of the Final Report 	<ul style="list-style-type: none"> Final Report completed on the scheduled date and validated with zero comments from DG Reform 	<ul style="list-style-type: none"> As above
<ul style="list-style-type: none"> Knowledge capitalisation 	<ul style="list-style-type: none"> 100% Lessons learned and recommendation derived are approved 	<ul style="list-style-type: none"> As above

3.2. PROPOSED OUTCOME AND IMPACT INDICATORS

The purpose of the outcome and impact indicators is to provide a means for the Commission and the Walloon authorities to monitor the outcome and impact of the project. Accordingly, the proposed indicators are:

- Secured financial resources (e.g. ELENA fund);
- Level of political support for the establishment of an integrated energy renovation service (SIARE) ;
- Level of funding allocated to SIARE;
- FTE employment in SIARE;
- No. of households registering an interest in the SIARE offer;
- No. of households undertaking an energy audit;
- No. of households completing an energy renovation;

- Proportion of energy renovations that are deep;
- Proportion of A rated housing in private housing stock;
- Investment in energy renovations (€);
- Carbon reduction achieved.

As the current EU-funded TSI project is due to close in November 2023, it is recommended that these objectives be formally adopted by the Walloon government and evaluated annually to 2030 as a means of measuring progress.

4. LESSONS LEARNED

Based on this project, this section outlines what worked well, and what could have been done to improve the process.

These elements have been split into the following categories:

- Content
- TSI support process
- Interaction with third parties

4.1. CONTENT

4.1.1. ENERGY RENOVATION AS A TOPIC

- **Energy renovation** (and OSSs in particular) **is a very important contributor to EU's climate and energy policy objectives, so DG Reform should continue to focus on it.** Many regional and federal governments across the EU would benefit from help on this topic.
- Care needs to be taken as it is a broad topic and the project could easily stray into related areas that are outside the scope of work. Hence, it is important to **set very clear boundaries** on the technical work. However, the equilibrium has to be found to keep the flexibility needed in order to adapt to client requests.

4.1.2. REQUIRED SCALE FOR RENOVATION AND OSS

- There are **no current EU initiatives with the level of scale identified in this project**, especially for deep energy renovation;
- The **need is vastly greater than** existing efforts.

4.1.3. TARGET GROUPS

- Local specificities should be quickly considered to improve the understanding of the context. E.g., there are **too few mechanisms targeting energy poverty** in Wallonia;
- **The construction sector remains insufficiently involved** in OSS. Demand and Offer challenges must be investigated jointly, as dependencies from one to another are strong.

4.1.4. OSS SETUP AND BUSINESS MODEL

- There is no standard view within the EU on how an OSS should be structured and operated .
- There is **no real consensus on the best OSS business model**, which depends significantly on the political vision (services free of charge vs. fee paying);
- Delivering value for **private contractors can be a real source of income** and should be investigated further (not within the scope of this assignment);
- In addition to displaying good technical knowledge, staff in the OSS should **develop strong selling skills** to encourage greater conversion rates.

4.2. INTERACTION WITH THIRD PARTIES

4.2.1. POLICY MAKERS

- **Quickly building a relationship of trust between the beneficiary and the project team** is essential. Fortunately, in this case, they already knew each other, and the collaboration started efficiently from the beginning.
- **Keep in mind political timing**: in this case, the project implementation took place close to the end of the legislature. Hence, the political actionability was limited and the project team struggled sometimes with political deadlines, which changed several times. At the same time, the pressure of the legislature end may have accelerated the appropriation process. It seems that the project results have been disseminated among the other political parties and could be incorporated into future programmes.
- It is **important to be aware of the power relations that will take place once the report is out**.
- **It is important to enable the administration to collaborate with policy makers**. This enables quick reality checks of the proposals: the technical team must integrate the political recommendations as well as possible and be proactive on this area (this was the case in this project).
- To ensure a good dissemination and collect feedback during the project, an Orientation Committee was established (not in ToR) to enable **other political colours to have access to the project progress** (cabinets and their administrations but also study centres).

4.2.2. EXTERNAL STAKEHOLDERS

- It is essential to **involve local stakeholders** in the process to collect their feedback about the recommendations, having them gathered (e.g., during workshops) but also during bilateral meetings. This encourages taking ownership of the coming changes. The approach in this project was to co-elaborate the proposals and feed the work with their insights.
- If possible, engage with an **external network to the project** where the workshops can take place (here: Alliance Climat Emploi Rénovation). This allows a **progressive stakeholder empowerment** which is light at the beginning of the project. It is important to have them informed

and to open their eyes to the challenges. This can lead to an ecosystem of stakeholders capable of implementing the recommendations.

- **Involving and engaging external stakeholders takes time and resources and needs proper planning.** This takes at least 2 months to do it correctly.



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