



# **Energy Agencies in Europe**

*Results and perspectives*

Annexes

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The document was written by Marie Leprêtre and Vassilia Argyraki, and edited by William Gillett.

The authors wish to thank warmly the representatives of energy agencies who gave their time and contributed to the elaboration of this report, sometimes years after their agencies were established.

DG ENER: [http://ec.europa.eu/dgs/energy/index\\_en.htm](http://ec.europa.eu/dgs/energy/index_en.htm)

EASME: <http://ec.europa.eu/easme/en/executive-agency-small-and-medium-sized-enterprises-easme>

## Annexes

## Annex 1: Responses received to quantitative questionnaire

	Number of questionnaires received per IEE eligible country	Number of Local and Regional energy agencies (incl. Islands) identified by ManagEnergy in IEE eligible countries	Percentage of responses
Austria	3	12	25%
Belgium	0	4	0%
Bulgaria	4	6	67%
Croatia	5	5	100%
Cyprus	1	1	100%
Czech Republic	1	5	20%
Denmark	3	11	27%
Estonia	1	1	100%
Finland	0	5	0%
France	13	63	21%
Former Yugoslav Republic of Macedonia	0	1	0%
Germany	7	57	12%
Greece	1	6	17%
Hungary	1	1	100%
Iceland	1	1	100%
Ireland	10	12	83%
Italy	10	25	40%
Latvia	2	2	100%
Lithuania	1	1	100%
Luxembourg	0	1	0%
Malta	1	1	100%
Netherlands			
Norway	1	1	100%
Poland	6	10	60%
Portugal	11	19	58%
Romania	7	8	88%
Slovak Republic	0	3	0%
Slovenia	5	7	71%
Spain	15	33	45%
Sweden	4	12	33%
United Kingdom	6	16	38%
<b>TOTAL</b>	<b>120</b>	<b>330</b>	<b>37%</b>

## Annex 2: SAVE agencies “Charter of Cork 1998”

The energy agencies Charter was launched officially during the 1998 Annual Meeting of the Local and Regional Energy Management Agencies held in Cork, Ireland. The text of the Charter is as follows:

### Charter of the Regional and Local Energy Management Agencies in Europe

We, the undersigned elected representatives responsible for administering an Energy Management "Agency" at a regional, municipal or intermediate level,

#### 1. Whereas:

- *energy management (meaning energy efficiency and energy savings and the utilisation of local or renewable energy sources) is a basic component of sustainable development;*
- *the solutions to most global environmental problems, and in particular the efforts to combat climate change, lie above all in energy management;*
- *approaching energy problems from the angle of demand from consumers, be they households, companies, or public authorities, is essential to have a significant influence on their choices and behaviour in order to limit wastage while improving the quality of life and the standard of living;*
- *owing to the large number of players involved and their wide dispersion the corresponding policies and actions must be decentralised to a regional, urban or intermediate level;*
- *even though they may not be under any legal obligation, it is the civic duty of the public authorities at the abovementioned levels to pursue a voluntary and responsible energy management policy not only for themselves, but also and above all for citizens and for companies;*
- *in order to instil a maximum sense of responsibility in citizens, companies (and in particular SMEs) and interest groups, they should be informed, made aware, and encouraged to take part and become involved, including in the decision making process;*
- *in order to work efficiently and avoid duplication it is essential that the various levels of public authority (central government, region, province, county, department, district, municipality, etc.) become involved and work in perfect synergy;*
- *in order to make rapid progress it is very important to exchange experience, in particular between regional and local authorities in different Member States in order to disseminate examples of best practice and the most efficient technologies as widely as possible,*

2. hereby declare that the Energy Management Agency for which we are responsible has aims and a modus operandi that are compatible with the above considerations, namely:

- *its principal aim is to promote energy efficiency and renewable energy sources;*
- *its area of operations corresponds to a subnational administrative and policy level;*
- *it has political support from the regional and/or local authority or authorities within its area of operations;*
- *its constitution confers upon it genuine autonomy in relation to existing bodies. In particular it has its own budget and administrative board;*
- *its administrative board includes representatives of a variety of players involved in energy management, and in particular local elected representatives and representatives of consumers and local companies;*
- *it has an operations team with at least two permanent members, together with the necessary logistical facilities (headquarters, premises, etc. ...) needed for its tasks and for maintaining its image as an impartial body in terms of energy options.*
- *its strategy is first and foremost directed towards energy demand from consumers, meaning households, public authorities and SMEs.*
- *its activities are diverse and concern, in particular, energy planning, consumer information and advice, assistance with setting up, funding, monitoring and evaluating energy management projects, and disseminating the results obtained.*
- *it has sufficient will and means for forging cooperation with other European agencies.*

3. hereby decide to accede to this Charter, through which we commit ourselves:

- *to ensuring that our Agency pursues its aims and modus operandi as described above.*
- *to becoming members of the "SAVE Agencies Network" and to enjoying the benefits deriving from that membership, such as the use of the logo developed by the Commission, to receiving information from it and to being associated with its various energy management activities on the same basis as the agencies that the Community has helped to create.*

### Annex 3: Questionnaire 1 (quantitative survey)

1. What is the name and acronym of your organisation?

*Please precise it in your local language and in English.*

\*  (compulsory) (between 3 and 125 characters; count: 0)

2. In which country is your organisation established? \* (compulsory)

3. What level does your organisation operate on? \* (compulsory)

- Regional  Provincial  Local

4. Please estimate the population of the area that your organisation aims to reach. (optional)

- Less than 100,000 people
- 100,000 to less than 200,000 people
- 200,000 to less than 500,000 people
- 500,000 to less than 1 million people
- Above 1 million people

5. In which year was your organisation set up? (optional)

- Before 1990
- 1990-1995
- 1995-2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013


## 6. How many people work at your organisation?

Please enter the number of full time equivalents (FTE).

6.1. How many **experts** (engineers, communication experts, economists, project developers, education experts, etc.)? (optional)  ▲  
▼  
(at most 1 answers)

6.2. How many **support staff** (admin, IT, accountant, etc.)? (optional) (at most 1 answers)  ▲  
▼

7. What is the legal status of your organisation? \* (compulsory)

- Public authority (agencies that are part of the public administration: regional, provincial and local levels)
- Non-for-profit independent legal entity, which receives a mandate from local authorities to carry out their activities 
- Private non-for-profit organisation ( Association, NGO, Foundation, etc.)
- Other



9. What was your organisation's total running budget (in euros) in 2010 in average (i.e. all income including operational costs such as project funding, grants and functioning costs to cover premises rent, salaries, overheads)?

 (optional)

10. What was your organisation's total running budget (in euros) in 2011 in average (i.e. all income including operational costs such as project funding, grants and functioning costs to cover premises rent, salaries, overheads)?

 (optional)


11. What was your organisation's total running budget (in euros) in 2012 in average (i.e. all income including operational costs such as project funding, grants and functioning costs to cover premises rent, salaries, overheads)?


 (optional)

12. Please estimate the percentage (over the last 3 years) of the budget that was from public grants or from specific contracts:

12.1. National/Local grants  (optional)

12.2. EU grants:  (optional)

12.3. Provide tailored technical advice (consulting)  (optional)

13. Has your organisation received an Intelligent Energy Europe (IEE) funding?  (compulsory)

Yes - IEE establishing grant

No - but we receive other EU funding

Yes - IEE project grant

No - We receive no EU funding

1. Based on your experience, if the EU was to provide support to the creation of energy agencies in an area where none has been established, should its format be kept?

Would you say that the EACI's IEE grant for establishment of energy agencies is adequate?

 (optional)

It is adequate

It is not adequate

2. Based on your experience, if the EU was to provide support to the creation of energy agencies in an area where none has been established, should its format be kept?

Would you say that the structure of the IEE grant (Annex 1 of the Grant Agreement) is appropriate for establishing  new  energy  agencies?

*Please only tick the features which you think are appropriate.*

 (optional)

Management - recruitment and training of staff

Energy planning


Implementation of concrete projects for the promotion of EE and RES



Trainings, raising awareness, education...


European cooperation and capacity building



3. What will be the main source of funding of your organisation for the 2 coming years?


*Please only reply if relevant to your organisation. Total must sum to 100%.*



3.1. EU grants:  (optional)


  
5 %   
10 % 



3.2. National programmes:  (optional)


  
5 %   
10 % 



3.3. Regional programmes:  (optional)


  
5 %   
10 % 



3.4. Provincial programmes:  (optional)


  
5 %   
10 % 



3.5. Local programmes:  (optional)

  
5 %   
10 % 



3.6. Collaboration agreements:  (optional)


  
5 %   
10 % 



3.7. Membership fees:  (optional)

  
5 %   
10 % 



3.8. Tenders:  (optional)

  
5 %   
10 % 

3.9. Technical assistance (energy audits, advice, etc.):  (optional)

  
5 %   
10 % 

3.10. Other  (optional)

  
5 %   
10 % 

4. If you have ticked "other" in the 3.10 question above, could you please specify which will be the new source of funding of your organisation for the 2 coming years? (optional)

5. Some energy agencies would like to change their legal status, while others are happy with it. Which of the following statements is closest to your agency's position? \* (compulsory)

- My agency is happy with its legal status and has no plan to change it
- My agency is happy with its legal status but may change it in future (e.g. if legislation changed)
- My agency is not happy with its legal status but cannot change it
- My agency will change its legal status
- My agency has changed its legal status

1. What would be your "ideal" future funding? (optional)


- Mainly publicly funded
- Mainly privately funded
- Don't know

2. Which four of these beneficiaries do you spend the most time working for?  
*Please do not rank options which are not relevant.*

2.1. Public authorities (Regional, Provincial, Local) (optional)

2.2. Public (citizens, consumers, technicians) (optional)

2.3. Industry (SMEs, large companies) (optional)

2.4. Utilities (public and private)  (optional)

2.5. Third sector (NGOs, charities) (optional)

2.6. Educational and research bodies (universities, schools) (optional)

2.7. Financial institutions (optional)

3. Which stakeholder groups have representatives on your organisation's management board?  
*Please tick all that apply. (optional)*

- |   |                                 |   |   |
|---|---------------------------------|---|---|
| <input type="checkbox"/> Local authority      | <input type="checkbox"/> public | <input type="checkbox"/> Public (associations of citizens, consumers or house owners) | <input type="checkbox"/> Research bodies (universities, etc.) |
| <input type="checkbox"/> Provincial authority | <input type="checkbox"/> public | <input type="checkbox"/> Industry (SMEs, large companies)                             | <input type="checkbox"/> Financial institutions               |
| <input type="checkbox"/> Regional authority   | <input type="checkbox"/> public | <input type="checkbox"/> Utilities (public and private)                               | <input type="checkbox"/> Do not have a management board       |
| <input type="checkbox"/> National authority   | <input type="checkbox"/> public | <input type="checkbox"/> Third sector (NGOs, charities)                               |   |

4. Has the management board's political commitment changed over time? (optional)

- Yes  No

5. To your knowledge, has the establishment/activity of your agency influenced the creation of new energy agencies in your neighbourhood/country? (optional)

- Yes  No

6. In general, are you informed about any new energy agency? (optional)

- Yes  No

7. Do you know of any energy agency or equivalent organisation having closed down or being inactive in your country? (optional)

## Activities

1. Which 5 of these activity types does your organisation spend most time working on in the past 2 years? And how would you rank these in order of importance from 1 = "most

important" to 5= "least important"?  
*Please tick up to 5 options.*

1.1. Technical advice to public authorities

(optional)

1.2. Networking with local actors (businesses, local authorities)

(optional)

1.3. Raising awareness or educate children in schools

(optional)

1.4. Raise awareness on RUE or RES

(optional)

1.5. Apply for EU projects

(optional)

1.6. Organise training for technicians or engineers

(optional)

1.7. Organise events, workshops, seminars, etc

(optional)

1.8. Help local actors with fundraising

(optional)

1.9. Assist for the improvement of energy performance in buildings

(optional)

1.10. Integrate energy in the urban planning

(optional)

1.11. Accelerate implementation of RUE/RES activities

(optional)

1.12. Energy Performance Contracting (EPC)

(optional)

1.13. Assist/develop Sustainable Energy Action Plans (SEAP) or other similar plans or activities

(optional)

1.14. Assist/develop ESCO-type activities

(optional)

1.15. Teach university courses / Draft (university) curriculum

(optional)

1.16. Provide "exhibitions" for raising awareness and/or increasing knowledge on RUE/RES ("Touch & see" activities)

(optional)

2. Have your activities led you to developing capacity building of public authorities and other local stakeholders? (optional)

Yes

No

Build Private Public Partnerships (PPP)

Mobilizing Energy Service Companies (ESCOs)

Develop sustainable Energy Action Plans

Promoting/training for green procurement

Using EU financial instruments

4. Have the objectives of your organisation changed over time? (optional)

Yes

No

5. Within the next three years, do you think your organisation will need to change its activities substantially, or will they remain the same? (optional)

Change substantially

Change a little bit

Remain the same

Don't know

6. How many local authorities have you convinced to sign the Covenant of Mayors? (optional)

7. How many Sustainable Energy Action Plans (SEAPs) have you assisted to develop? (optional)

8. What are the EU funding facilities your organisation has addressed or could address in a near future (2014-2020)? (optional)

- ELENA Facilities
- European Energy Efficiency Fund (Recovery Fund)
- Mobilising Local Energy Investment (MLEI)
- European Regional Development Fund (ERDF)
- Cohesion Fund
- European Social Fund

## Needs

1. Would you say you have reached a sufficient size to operate in your area and involving your target groups? (optional)

- Yes
- No

2. Would you say there is a need for more IEE funded energy agencies? (optional)

- Yes
- No

3. Would you say there is a need for more energy agencies around your area of competency? (optional)

- Yes
- No
- Don't know

4. Do you foresee your organisation being sustainable in the next 3 years? \* (compulsory)



Yes

No

## EU collaboration

1. To the best of your knowledge, which of the following local, regional, national and EU initiatives or networks does your agency participate in, if any?  
*Please tick all that apply. (optional)*

- |  |  |
|--|--|
| <input type="checkbox"/> Local or regional networks of Energy stakeholders | <input type="checkbox"/> Enterprise Europe Network                                 |
| <input type="checkbox"/> National Association/ of energy agencies          | <input type="checkbox"/> Other EU networks (eg Islenet FEDARENE, Energie - cities) |
| <input type="checkbox"/> Covenant of Mayors                                | <input type="checkbox"/> We do not participate in any network                      |
| <input type="checkbox"/> Managenergy                                       | <input type="checkbox"/> Don't know  |

2. In your opinion, what are the main benefits of participating in an EU network?  
*Please tick all that apply (optional)*

- |   |  |
|---|--|
| <input type="checkbox"/> Develop EU projects in common                      | <input type="checkbox"/> Influence the decisions taken at EU level           |
| <input type="checkbox"/> Exchange of experience/best practices/ Study tours | <input type="checkbox"/> Develop cooperation with SMEs (technology transfer) |
| <input type="checkbox"/> Motivation of local stakeholders                   | <input type="checkbox"/> Don't know  |
| <input type="checkbox"/> Promotion of the city/region at EU level           | <input type="checkbox"/> None  |

3. Would you be keen to further discuss the implementation of your agency with the EACI in order to help in the process of assessing the impact of energy agencies or equivalent organisations in the EU? (optional)

Yes

No

## Annex 4: Questionnaire 2 (qualitative survey)

### Assessment of the Energy Agencies\* or Equivalent Structures\*\* - EACI's Questionnaire No2 - June 2013



Intelligent Energy Europe programmes I and II provided a Key Action to enable the creation of new Energy Agencies. In May 2013, the EACI has launched a first survey intended for local and regional Energy Agencies\* and Equivalent Structures\*\* in order to follow up the creation of all Energy Agencies (IEE, SAVE and maybe others) and their impact in Europe.

**Following on from this, you are now kindly requested to fill in this second questionnaire**, the aim of which is to provide the EACI with the qualitative information necessary to draw up an overview of the local context, priorities, activities and needs of local and regional Energy Agencies and equivalent structures in Europe.

#### Legal statement

By filling the present survey, you give your agreement to the EACI to use the information as it deems fit, in particular, for statistical and reporting purposes. The EACI shall use the information according to basic professional standards and respecting the principle of confidentiality of the data that has been submitted to it. Should it be any personal data amongst the information provided, it will be treated in accordance with Regulation (EC) No 45/2001 of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data (OJ L 8, 12.01.2001, p. 1).

\* An **Energy Agency** is a non-for-profit independent, autonomous organisation, which receives a mandate and support from public local authorities to provide information/advice and technical assistance to energy users (public authorities, citizens, companies, etc.), and contribute to the development of local sustainable energy markets.

\*\* An **Equivalent Structure** might be an institutionalised energy team within the public authority administration, or another non-for-profit legal entity dealing with sustainable energy issues at local level.

Questions marked with an asterisk \* require an answer to be given.

## 1. General information

General information about your organisation

1.1. What is the name and acronym of your organisation?  
Please precise it in your local language and in English.

\*

1.2. In which country is your organisation established? \*

- |                                      |                                    |                                   |
|--------------------------------------|------------------------------------|-----------------------------------|
| <input type="radio"/> Austria        | <input type="radio"/> Germany      | <input type="radio"/> Netherlands |
| <input type="radio"/> Belgium        | <input type="radio"/> Greece       | <input type="radio"/> Norway      |
| <input type="radio"/> Bulgaria       | <input type="radio"/> Hungary      | <input type="radio"/> Poland      |
| <input type="radio"/> Croatia        | <input type="radio"/> Iceland      | <input type="radio"/> Portugal    |
| <input type="radio"/> Cyprus         | <input type="radio"/> Ireland      | <input type="radio"/> Romania     |
| <input type="radio"/> Czech Republic | <input type="radio"/> Italy        | <input type="radio"/> Slovakia    |
| <input type="radio"/> Denmark        | <input type="radio"/> Latvia       | <input type="radio"/> Slovenia    |
| <input type="radio"/> Estonia        | <input type="radio"/> Lichtenstein | <input type="radio"/> Spain       |
| <input type="radio"/> Finland        | <input type="radio"/> Lithuania    | <input type="radio"/> Sweden      |
| <input type="radio"/> France         | <input type="radio"/> Luxembourg   | <input type="radio"/> UK          |
| <input type="radio"/> FYROM          | <input type="radio"/> Malta        |                                   |

1.3. What is your contact email address? \* (minimum 8 characters)

1.4. What is your telephone contact number?

1.5. Which level does your organisation operate on? \*


- Regional  Provincial  Local

1.6. In which year was your organisation set up? \*

- Before 1990  2005  2010  
 1990-1995  2006  2011  
 1995-2002  2007  2012  
 2003  2008  2013  
 2004  2009

1.7. What is the legal status of your organisation?

- Public authority (agencies that are part of the public administration: regional, provincial and local levels)  Private non-for-profit organisation (Association, NGO, Foundation...)  
 Non-for-profit independent legal entity, which receives a mandate from local authorities to carry out their activities  Other

 1.8. If you answered "Other" to the previous question, please specify the legal status of your organisation. \*

1.9. Would you say this legal status is fully appropriate for your activities?

Why? Why not?

*Please allude to the advantages and/or drawbacks of your legal status.*

## 2. Sustainability of your Organisation

Sustainability of Energy Agencies

2.1. If applicable, could you provide us with some successful example(s) of your organisation persuading decision makers to support and commit to your activities?

2.2. What do you foresee in the next 3 to 5 years, for your organisation in terms of triggering investments for RES & RUE project, with local authorities in particular (projects planned, financing schemes identified, developing cooperation with the financial sector, etc.)?

*Please allude to any activities (running or foreseen) which will enable the sustainability of your organisation through supporting investments activities.*


## 3. Multilevel government coordination

3.1. Has the management board's political commitment changed over time?  
Please explain.

3.2. What are the political/governance levels impacting the management of your organisation?

- National
- Regional
- Provincial
- Local


 3.3. How?

 How do the different political levels of governance impact the management of your organisation?

3.4. Please explain how you manage to collaborate with the different levels of governance that are involved, in particular with regards to the competencies of each level and your own objectives?

3.5. Has your organisation received an IEE grant for establishment in the past? \*

- Yes  No

 3.6. Is the structure promoted via the IEE grant for establishment adapted to your local context in terms of **administrative structure** required by the programme (public independent agencies)? What are the positive aspects and drawbacks?



3.7. Is the structure promoted via the IEE grant for establishment adapted to your local context in terms of **commitment and support from public authorities**? What are the positive aspects and drawbacks?



3.8. Is the structure promoted via the IEE grant for establishment adapted to your local context in terms of **project monitoring and autonomy**? What are the positive aspects and drawbacks?



3.9. Is the structure promoted via the IEE grant for establishment adapted to your local context in terms of **communication**?  
What are the positive aspects and drawbacks?

#### 4. Objectives and activities



4.1. How would you briefly describe the current objectives of your organisation?


4.2. **How and why** have your objectives changed over time?

4.3. Are your objectives **likely to change** in a near future? **Why?**

4.4. What are the activities of your organisation?

Please tick as many as **appropriate**.

- |  |  |
|--|--|
| <input type="checkbox"/> Technical advice to public authorities  | <input type="checkbox"/> Network with local actors (businesses, local authorities)       |
| <input type="checkbox"/> Raise awareness or educate children in schools  | <input type="checkbox"/> Raise awareness on RUE or RES                                   |
| <input type="checkbox"/> Help local authorities to apply for EU projects   | <input type="checkbox"/> Organise training for technicians, engineers or energy managers |
| <input type="checkbox"/> Organise events, workshops, seminars, etc.  | <input type="checkbox"/> Help local actors with projects financing                       |
| <input type="checkbox"/> Assist for the improvement of energy performance in buildings   | <input type="checkbox"/> Integrate energy in the urban planning                          |
| <input type="checkbox"/> Accelerate implementation of RUE/RES projects/investments   | <input type="checkbox"/> Energy Performance Contracting (EPC)                            |
| <input type="checkbox"/> Develop Sustainable Energy Action Plans (SEAP) or other similar plans or activities                           | <input type="checkbox"/> Assist/develop ESCO-type activities                             |
| <input type="checkbox"/> Promoting Green Public Procurement (GPP)  | <input type="checkbox"/> Teach university courses / Draft (university) curriculum        |
| <input type="checkbox"/> Provide "exhibitions" for raising awareness and/or increasing knowledge on RUE/RES ("Touch & see" activities) | <input type="checkbox"/> Other   |


 4.5. If you answered "Other" to the previous question, please specify the other activities your organisation carries out:

4.6. Are there activities you would like to further develop/slow down?


Which ones? Why?

4.7. Are there activities which are not undertaken/have been discontinued due to lack of funding?


- Yes
- No

 4.8. If yes, which ones?

- Technical advice to public authorities
- Network with local actors (businesses, local authorities)
- Raise awareness or educate children in schools
- Raise awareness on RUE or RES
- Help local authorities to apply for EU projects
- Organise training for technicians, engineers or energy managers
- Organise events, workshops, seminars, etc.
- Help local actors with projects financing
- Assist for the improvement of energy performance in buildings
- Integrate energy in the urban planning
- Accelerate implementation of RUE/RES projects/investments
- Energy Performance Contracting (EPC)
- Develop Sustainable Energy Action Plans (SEAP) or other similar plans or activities
- Assist/develop ESCO-type activities
- Promoting Green Public Procurement (GPP)
- Teach university courses / Draft (university) curriculum
- Provide "exhibitions" for raising awareness and/or increasing knowledge on RUE/RES ("Touch & see" activities)
- Other

 4.9. If you answered "Other" to the previous question, please specify the activities that have not been undertaken/have been discontinued by your organisation due to lack of funding?

#### 4.10. Why?

 Please specify the reasons why your organisation lacked of funding for such activities.

4.11. To the best of your knowledge, could you make a qualitative assessment of your activities in terms of local development?

Please enter an **average number** giving us a **result indicator for each activity carried out by your organisation in the past three years.**

Please only fill in where **appropriate**.

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19

4.11.1. Number of local authorities helped with project financing (i.e. investments triggered)

4.11.2. Number of networking events you participated in (or organised) with/for local actors yearly.

4.11.3. Number of public authorities and local stakeholders your organisation gives assistance to (yearly)

4.11.4. Number of projects implemented for RES and/or RUE (yearly)

4.11.5. Number of other projects implemented yearly (in transport, for instance)

4.11.6. Number of local jobs created: directly or indirectly through other activities (yearly)	<input type="text"/>
4.11.7. Number of interventions for raising awareness/educating children yearly (in schools, etc.)	<input type="text"/>
4.11.8. Number of events, workshops, seminars, etc. organised to raise awareness (yearly)	<input type="text"/>
4.11.9. Number of energy SMEs created directly or indirectly by your organisation (yearly)	<input type="text"/>
4.11.10. Number of SMEs advised on energy efficiency or renewables (yearly)	<input type="text"/>
4.11.11. Number of EU projects applications/implementation (yearly)	<input type="text"/>
4.11.12. Number of trainings organised for technicians, engineers or energy managers (yearly)	<input type="text"/>
4.11.13. Number of interventions for energy performance in buildings yearly (measurements, etc.)	<input type="text"/>
4.11.14. Number of urban plans integrating energy priorities thanks to your activities (yearly)	<input type="text"/>

4.11.15. Number of Energy Performance Contracting (EPC) undertaken

4.11.16. Number of Sustainable Energy Action Plans (SEAPs) or other similar plans or activities your organisation assisted/developed (yearly)

4.11.17. Number of ESCO-type activities your organisation assist/develop (yearly)

4.11.18. Number of actions promoting Green Public Procurement (GPP)

4.11.19. Number of educational exhibits provided for raising awareness and/or increasing knowledge on RUE/RES ("Touch & see" activities)

4.11.20. Other significant activities

4.12. If you have selected 'other relevant activities' in the previous question, please comment on the nature of these activities and on the indicator you provided.

4.13. Have your activities changed since the creation of your organisation? (Y/N)

*Please explain how and/or why.*

4.14. Have your activities changed over the past 5 years? (Y/N)

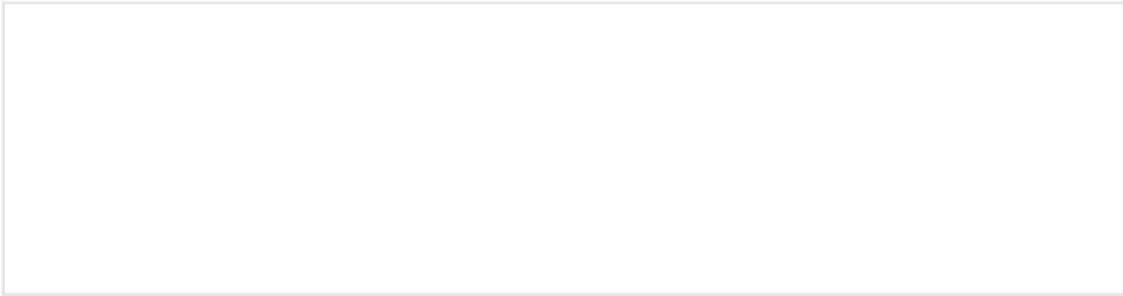
*Please explain how and/or why.*

## 5. Needs

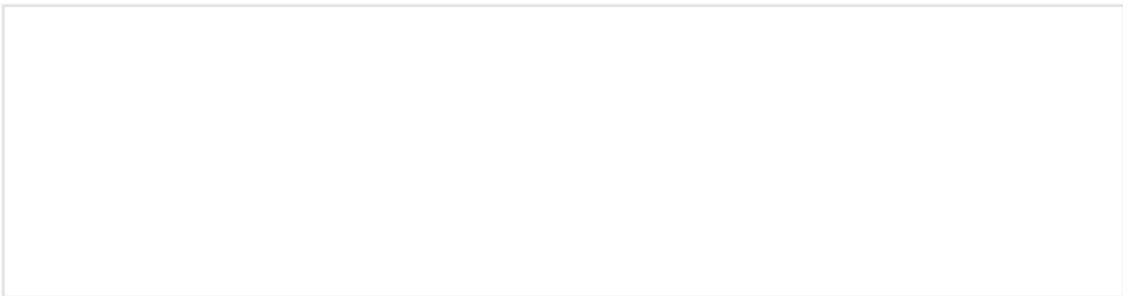
5.1. What are the advantages and drawbacks of being mostly funded by the public sector (i.e. local, regional, national and EU level)?

*Please explain.*

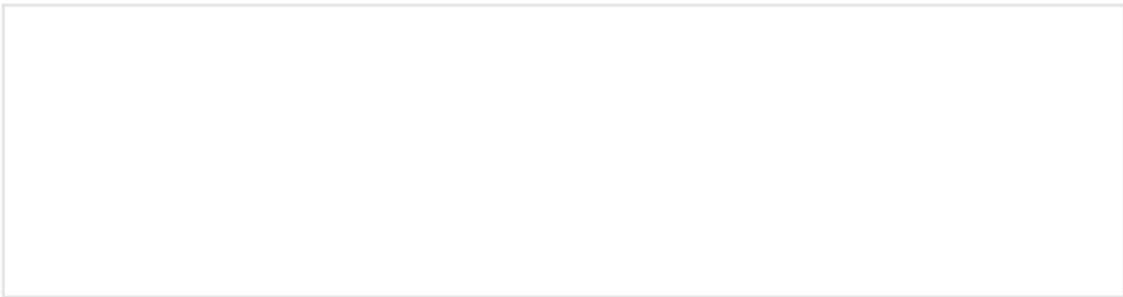
5.2. How do you think the activities of your organisation will be financed in the next 3 to 5 years?  
Will you try to increase the public and/or EU contribution to your budget?  
Why? Why not?



5.3. What could an organisation such as yours expect from the European Commission in terms of funding in the sector of energy efficiency and development/access to renewable energy sources?  
*You can provide us with some good practices as well as with some ideas for the future.*



5.4. What particular difficulties/needs has your organisation encountered so far?  
*Please feel free to provide us with some insights in terms of management, financing, development or other.*



## 6. EU collaboration



6.1. What are the 3 countries which you remember benefitting from throughout **knowledge transfer** in general?

This shall apply for **best practices** as well. (at most 3 answers)

- |   |                                      |  |
|---|--------------------------------------|--|
| <input type="checkbox"/> Austria                                  | <input type="checkbox"/> Germany     | <input type="checkbox"/> Norway          |
| <input type="checkbox"/> Belgium                                  | <input type="checkbox"/> Greece      | <input type="checkbox"/> Poland          |
| <input type="checkbox"/> Bulgaria                                 | <input type="checkbox"/> Hungary     | <input type="checkbox"/> Portugal        |
| <input type="checkbox"/> Croatia                                  | <input type="checkbox"/> Iceland     | <input type="checkbox"/> Romania         |
| <input type="checkbox"/> Cyprus                                   | <input type="checkbox"/> Ireland     | <input type="checkbox"/> Slovak Republic |
| <input type="checkbox"/> Czech Republic                           | <input type="checkbox"/> Italy       | <input type="checkbox"/> Slovenia        |
| <input type="checkbox"/> Denmark                                  | <input type="checkbox"/> Latvia      | <input type="checkbox"/> Spain           |
| <input type="checkbox"/> Estonia                                  | <input type="checkbox"/> Lithuania   | <input type="checkbox"/> Sweden          |
| <input type="checkbox"/> Finland                                  | <input type="checkbox"/> Luxembourg  | <input type="checkbox"/> United Kingdom  |
| <input type="checkbox"/> France                                   | <input type="checkbox"/> Malta       |  |
| <input type="checkbox"/> Former Yugoslavian Republic of Macedonia | <input type="checkbox"/> Netherlands |  |

6.2. Please comment on the nature of those knowledge transfer and best practices exchanges (see question above).

6.3. Are you involved in best practices or technology transfer with third countries (i.e. a country that is not a member of the Union)?

- Yes  No

 6.4. If so, which countries were involved?

Could you give us a few insights on the **nature of the transfers** that were carried out as well as some **results indicators** for such exchange practices (i.e. number of replications, etc.)?

6.5. Which other EU funding did you get?

Which activities are thus promoted within your organisation?

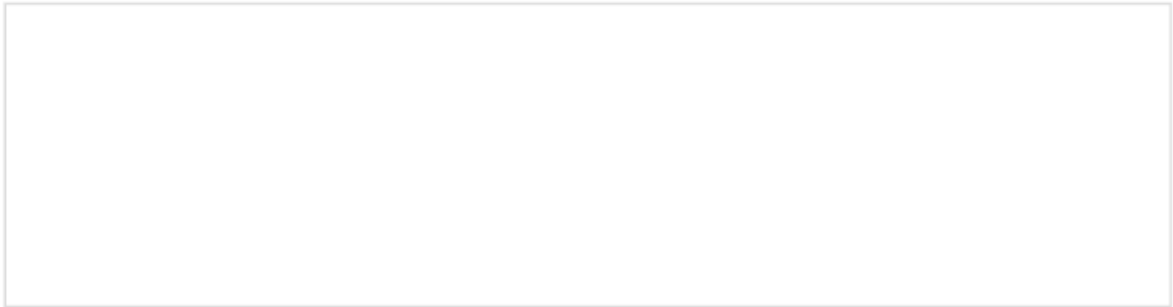
## 7. Impacts

Impacts of Energy Agencies

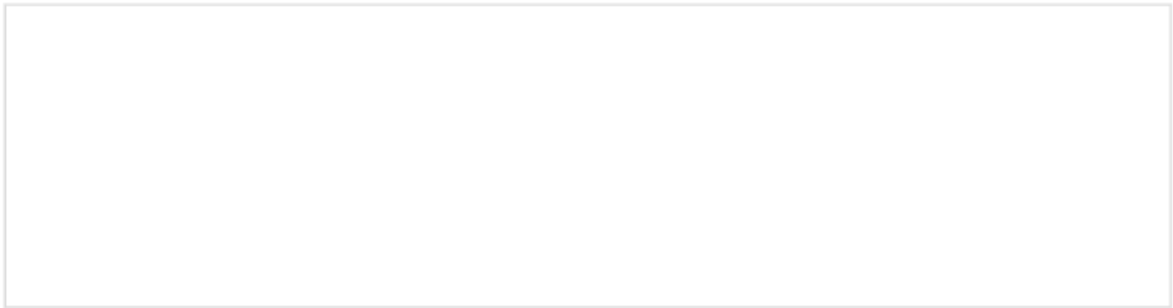
7.1. In a nutshell, how would you summarize the main achievement and impacts of your organisation so far?

7.2. Are you willing to share a local **success story** of your knowledge (i.e. project, action) and which would be of interest for us (i.e. energy and resource efficiency, development and access to renewable energy sources and helping energy agencies to invest in such activities) independently of the sources of financing which were at stake?

7.3. Could you provide us with an action/project which ended up **unsuccessful**, despite the initial commitment with regards to the objectives of your agency and the EU energy policy targets: what were the barriers? What would be your recommendations?

A large, empty rectangular text box with a thin grey border, intended for the respondent to provide details of an unsuccessful action/project, including barriers and recommendations.

7.4. Please feel free to add any overall comment.

A large, empty rectangular text box with a thin grey border, intended for the respondent to provide any overall comments.

# Annex 5: ManagEnergy map of energy agencies for 2014

