



Long-term engagement strategy for every focus country on the web-based platform

Increasing capacities in cities for innovative financing in energy efficiency

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1. Introduction

With WP4 the CITYnvest project aims at setting up a capacity building programme in ten different European countries. One key element of the capacity building programme is the organisation of national events where innovative financing models are presented and their applicability is discussed with local experts and stakeholders.

The focus countries have been identified through joint efforts of the Climate Alliance Working Group on Financing, CEMR network and the experience gained by the consortium partners within the Covenant of Mayors initiative, and the capacity building needs identified. The ten selected focus countries are the following:

1. France
2. Italy
3. Hungary
4. Romania
5. Austria
6. Latvia
7. Lithuania
8. Belgium
9. Spain
10. The Netherlands

Deliverable *D4.4 Long-term engagement strategy for every focus country on the web-based platform* summarises the process followed for the different countries to maximize the engagement of local authorities in the CITYnvest project and in the CITYnvest web-portal.

2. Strategy building blocks

In this section the building blocks of the strategy followed to maximize the engagement of stakeholders in the CITYnvest project are explained.

The strategy consists of four main blocks:

- 1) Understanding the context
- 2) The main event
- 3) Post event evaluation
- 4) Follow-up initiatives

Block	Description
<p>1) Understanding the context</p>	<p>For each focus country a preparatory document was prepared. The document summaries the local context and analyses the state of the art of financing energy efficiency building renovations in the different countries. The background documents have been included in deliverable D4.1.</p> <p>Guidance material for the focus countries was prepared (D3.9). Each country has a dedicated page on the CITYnvest website where all the information about the events organised in the country can be found. The focus countries pages have been used to encourage access to the CITYnvest website in the different countries.</p>
<p>2) The main event</p>	<p>In each focus county an event was organised. The events targeted different stakeholders (local authorities, ESCO's, building sector etc). During the events the CITYnvest tools and experience in the pilot regions were presented and discussed.</p> <p>Representatives of the CITYnvest pilot regions shared their experiences together with local cases and the presentation of the cases included in the analysis of the 26 case-studies performed in WP2.</p> <p>Representatives of local authorities in the different countries were invited to the event. The channels of Climate Alliance and CEMR were use. Where possible, strategic partnerships were formed together with country-based stakeholders. The partnerships scope was twofold: on the one hand the local partners were needed to reach out more local authorities and other local stakeholders; on the other hand the partnerships supported the inclusion of CITYnvest events in already planned and on-going processes.</p>

	For an overview of the events organised (including follow-up activities) see deliverable D4.2.
3) Post event evaluation	<p>After the event all the presentations and an event report including the most relevant discussion points were sent to the participants and registered people who could not attend the event.</p> <p>An evaluation form was sent to the participants and responses were collected and analysed.</p> <p>A page dedicated to each workshop was created on the CITYnvest website, with information in English and where possible in the local language. The pages were widely disseminated and used in all communication activities towards the different target countries groups.</p> <p>When possible, follow-up phone calls were made with selected local authorities' representative to better understand the on-going realities in the different countries and design possible follow-up activities.</p>
4) Follow-up initiatives	<p>Follow-up activities were organised in many of the focus countries. The format of these activities varies from country to country and has been defined based on the feedback collected via the phone calls and the forms.</p> <p>A comprehensive guidance (D4.3) booklet summarising all key development steps for the launch of large scale energy efficiency building renovations in the focus country has been prepared and shared with the local authorities engaged in the different countries. Both printed and digital versions of the booklet have been sent to over 2000 local authorities' representatives all over Europe.</p> <p>To ensure that CITYnvest results will be used also after the end of the project and to reach out to a higher number of local and regional authorities, the main CITYnvest reports have been made available through the Covenant of Mayors website in the resource library.</p>

2.1 ANNEX

As annex to this deliverable the results of the post-event evaluation are reported, for the key countries where a closer follow up was carried out also the results of the follow-up activities are included.

Country: France

41 participants attended the main event, of which: 13 representatives of local authorities. Only 21% of participants gave feedback with the evaluation form, expressing general satisfaction on the information provided on financial instruments and the barriers to implement them. All participants were satisfied about the workshop structure, contents and speakers. Almost all responders declared that they would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYinvest seminar, and some of them recognised their limited knowledge.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to France was sent to all registered people.

Follow up has been done via e-mail by the French Association of the Council of European Municipalities and Regions (AFFCRE). Because of limited responses, follow up phone calls have been done by CEMR. In particular a short list of four representatives of local authorities was suggested by AFFCRE. Only two feedback were collected: from SPEE Picardie and from Bordeaux Métropoles.

In addition to the information collected after the event and the emails exchanges, the phone calls revealed that an “informal network” is already active in France around the topic financing energy efficiency building renovations. This consists of regular exchange among different regions that have one-stop-shop structures in place or are very active in the field, for instance Picardie, Ile de France, Bordeaux and Nantes Region.

In terms of capacity building to support the launch of new projects, both the email exchanges and the phone calls have revealed that a number of new projects will be launched soon in France. The CITYinvest case-studies have been identified as a very good inspirational material.

- On public buildings renovation: in the Region of Bordeaux, a one stop shop will be soon introduced both for local governments and for private building owners. The structure is that of a public-private financing with *Bordeaux Métropole*, ENGIE, energy service provider and European Investment Bank.

- On private buildings renovation, it is reported that the region of Nouvelle Aquitaine and the region of Ile de France will soon be accredited by the *Banque de France* for third-party financing with their respective operators ARTEE and Energie posit'IF. The Centre and Occitan Regions, as well as the *Bordeaux Métropole*, are also making rapid progress on the subject. On the other hand, the Grand Est Region seems to be in a situation of political lock-in on the subject.

In terms of discussions with policy makers, it is reported that there is a working group chaired by the Ministry of Housing and Sustainable Homes where all territorial initiatives (including SPEE Picardie, ARTEE Agency in Bordeaux and Energie posit'IF for the Ile de France Region) meet and to regularly exchange on financing options for private buildings energy renovations. The Ministries for

Environment and Finance have been contacted by a Public Energy Efficiency Service (SPEE Picardie) with other French third-party financing operators to set up a national debt fund dedicated to energy renovations. This would allow outsourcing the weight of public refinancing, taking it out of the balance sheet. It would also allow a Public Energy Efficiency Service to go for green bonds for the extension of their activities. At the time of the post-event evaluation, everything was put in standby waiting for more concrete answers from the central government.

Several exchanges took place with AFFCRE to check the opportunity to participate to a future event organise by them. In particular, it has been discussed the opportunity to have a dedicated session on cooperatives. However, no specific event suitable for a CITYnvest workshop was found. On the other hand, several dissemination actions have taken place in France (for a detailed list see final report WP6). Although not only targeted to French local authorities these dissemination actions have reached out several French local authorities and financial institutions.

Country: Italy

Over 100 persons were registered for the workshop. All participants to the main workshop were also invited to the follow-up webinar. 20 representatives of local authorities were called for the follow-up.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYnvest reports and to the CITYnvest page dedicated to Italy was sent to all registered people.

Almost 90% of the responders to the evaluation form found the information provided about financing instruments and barriers rather useful or very useful, 78% said they were interested in developing/applying innovative financing solutions after the workshop. 14.8% said that they were rather interested. However, 53% said that their knowledge on these solutions is still limited, while 39% said their knowledge is sufficient, and 7% consider themselves experts. 52% of the responders already have a specific project in mind which they will start developing after the workshop. 64% said that they need more information to get started (8 out of the 13 who have a specific project in mind). This means that further capacity building is necessary.

A short-list of 20 local authorities was made after the event and these were called to collect more detailed information.

12 of 20 persons who were called had looked at the CITYnvest website with the guidance material. 4 had nothing to add, 3 asked for specific documents for the different steps, 4 asked for continuity in the arguments and logic of the documents. Most of the phone calls responders declared that the networking component of the main event was a clear added value for them.

In terms of capacity building to support the launch of new projects, both the evaluation forms and the phone calls have revealed that a number of new projects will be launched soon. More in details, 8 projects were under preparation or under development at the time of the follow-up calls.

- 3 projects in public buildings are planned, for which more information is requested on
 - o available financing instruments

- o bundling of buildings
- o bundling with other investments, e.g. street lighting
- o accounting rules/stability pact
- o insurance aspects

- Another project is planned about transforming historical public buildings for social purposes, such as elderly care homes and social housing

- 4 projects are planned in private condominiums; participants said they needed more information on financing instruments

In terms of capacity building needs, the evaluation forms and the phone calls done showed that there is a general request for:

- a step-by-step guide on how to get started with energy retrofits
- more in depth technical training
- more information on revolving funds
- more information on technical assistance

Following the main event organised in Milan and the phone calls with selected participants, the CITYnvest team decided to organise a webinar on the topic EU support for technical assistance.

The webinar format was chosen to give the opportunity to local authorities located all over the country to attend. The webinar agenda was designed to answer the capacity building needs: “more information on technical assistance”, and partially “more in depth technical training” with the presentation of the scheme being implemented in the LEMON (H2020 – PDA) project.

The webinar took place in October 2017. 69 people registered for the webinar. A follow-up email with the webinar recordings and the link to the CITYnvest tools and guidance material was sent to all registered people.

Following up on this email, few participants asked more information on the PDA process and application in Italian and more project examples in Italian.

Country: Hungary

118 participants attended the main event, but only 32 participants completed the evaluation form. Overall the responders expressed their general satisfaction on the information provided on financial instruments and the barriers to implement them. All participants were satisfied about the workshop structure, contents and speakers. Almost all responders declared that they would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYnvest seminar, but at the same time they recognised their limited knowledge.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYnvest reports and to the CITYnvest page dedicated to Hungary was sent to all

registered people.

Phone calls have been done with local authorities' representatives that attended the event. The event reports as well as links to the CITYinvest tools have been also shared with NGOs active at local level in Hungary. The follow-up, due to language barriers, was conducted by REFLEX. The main outcome of the phone call was that there is very little awareness about innovative financing schemes for energy efficiency renovations, especially for small municipalities outside Budapest.

Based on the outcome of the phone calls done and following up on some exchanges between Climate Alliance and REFLEX (third linked party responsible for the Hungarian event) it was decided that the best way to reach out to municipalities outside Budapest was to participate to the Climate Start Award ceremony where a number of local authorities interested in climate and energy actions are gathering every year. The event was not taking place in Budapest, but in a smaller city (Sopron). Such location allowed to also reaching local authorities outside the capital city.

CITYinvest organised a small workshop and a networking moment where participants had the occasion to know what CITYinvest has to offer and to exchange ideas and ask questions about the CITYinvest tools directly with the project coordinator.

The presentations held during the event and the links to the CITYinvest webpage were shared with all event participants. After the event a short feedback collection exercise has been carried out.

Most of the local authorities representatives who attended the event were satisfied with the information provided, however they still consider the replication of the models analysed in CITYinvest challenging. Contacts were made also with representative of the national government, who attended the event and presented the support in terms of technical assistance they offer to local authorities for the preparation of competitive bids for the LIFE programme.

Based on the interest and needs demonstrated by the local authorities reached, REFLEX has showed interest in including the topic "financing energy efficiency projects" in the activities the association is carrying out in the country on a regular basis and in the frame of the Covenant of Mayors National Approach for Hungary.

Country: Romania

60 participants attended the event but only 11 provided feedback with the evaluation form. The responders were overall satisfied with the event organisation, the information provided on financial instruments and the barriers to implement them. 4 responders indicated to be particularly interested in the replication of the Rhodope case, while the others said to not have any project in mind.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to Romania was sent to all registered people.

After the event Climate Alliance tried to follow-up with phone calls but the language barrier made impossible to contact any local authority. The CITYinvest event in Romania was part of the set of events on a regional approach – 7 events, one in a different region. CITYinvest event was the first

one. A second event took place in Braşov (see <http://finacongroup.com/energoinvest.html>). The planning included events in Iaşi, in Cluj, Timişoara, Craiova, Constanţa and then again in Bucharest. However due to financial issues the event planning was changed and most of the events did not take place.

Country: Austria

Over 100 people registered for the workshop. An evaluation form was distributed among the workshop attendees and 28 responses were collected. Of these 70% were from local authorities' representatives. Based on the results of the workshop evaluation forms participants were very satisfied with the workshop format and overall organisation. 75% of the attendees considered the overall content of the event "rather useful" and 25% "very useful". 75% considered the local examples presented "rather useful". Only 25% indicated that the examples from Austria presented during the workshop were not useful. Although 40% considered their knowledge of financing schemes for energy efficiency building renovations sufficient after the event, the majority of the participants (57%) declared to have no specific project in mind to be implemented in the near future. The few participants with concrete projects indicated to be working on a school building renovation project, for which the financial plan was already approved at the time of the event: 50% financed by the Region and 50% financed via a municipal loan.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to Austria was sent to all registered people.

Phone calls were conducted with a shortlisted number of local authorities' representatives. The main outcome of the phone calls in terms of capacity building needs has been in the field of technical assistance both to better know how to get started with ELENA applications and how to create more in-house capacity using national support schemes.

In terms of concrete projects, responders indicated to be currently working on:

- Refurbishment projects for primary and secondary school buildings. At the time of the phone calls these projects were in the planning phase and different financing options were being explored: loans, regional funding and own municipal budget. Next to these projects in the same municipality large scale investments have been already made in thermal renovations, bioenergy and electro-mobility.
- Technical assistance scheme Obersteiermark Energy Agency: Support to municipalities through ad hoc consultations: technical measures, contracting tenders.
- ELENA: 50% of public lighting has been converted to LED. Application was prepared in cooperation with the Hausbank since the municipality found difficult the preparation of the application file, especially because it is in English.

The main barriers identified are:

- Launching EPCs is still a challenge for many Austrian municipalities mainly because the projects in the countryside are too small and energy costs too low to make the investment worthwhile.

- Pooling of buildings across municipalities boundaries has been tried out, but has proved to be difficult mainly due to different political views and ambitions of the different municipalities that often want to work with their local businesses.
- Applying for European subsidies is considered difficult. Due to the project size and the issue of pooling, achieving large projects volumes (EU schemes thresholds) is complicated.

Several exchanges and discussions took place between Climate Alliance and Klimabündnis Österreich, in order to define the most effective way to ensure a concrete follow-up on the project activities.

The final decision was not to organise a second standing alone event but to capitalise on the trainings and workshops Klimabündnis Österreich (KBO) organises on a regular basis. The trainings programme is spread all over the country. The different KBO team members involved in the training organisation have been provided with all the CITYinvest tools and report and have been asked to include a component on financing using the CITYinvest material in the different training sessions organised.

Country: Latvia

69 participants attended the main event workshop of which 32 were representatives of local authorities. 49% of participants gave feedback with the evaluation form, and the large majority expressed general satisfaction on information provided on financial instruments and barriers to implement them. 31 participants would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYinvest event, and the majority recognised to have sufficient knowledge to do it. 15 participants had already a specific project in mind to start developing. The large majority was very satisfied about the workshop content and format.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to Latvia was sent to all registered people.

The follow-up activities have been managed through the Association of Local Authorities in Latvia (LALRG) because of language barrier since most of the local representatives are able to respond only in their native language.

In addition to the information and/or exchanges among the workshop participants, few meetings/seminars have been organized by the LALRG or with LALRG representatives as participants in seminars organized by other institutions. These exchanges built upon the information and experience gained at the CITYinvest main event and facilitated the cooperation between the stakeholders at local and national level.

More specifically the CITYinvest capacity building website pages, including the guidance material, and the case-studies report were positively mentioned by LALRG during a series of meetings and seminars on energy topics organised and/or attended in Latvia. In particular:

- Meetings of the Technical committee of the LALRG (3 meetings, 20-30 participants each meeting).

- Meetings of the Network on Municipal housing policy (Norway Grants project implemented by LALRG) (2 meetings, 30-40 participants in each meeting). Network on Municipal Housing Policy was one of the networks of local governments established and operating within the Norway Grants financed project “Smart governance and performance improvement of Latvian municipalities” (2013-2016)¹
- Series of seminars organized by state-owned development finance institution ALTUM on preparation of projects, project documentation (LALRG representatives participated in 2 seminars).

In terms of concrete projects envisaged or started after the workshop in the local authorities, no specific projects have been undertaken by the local authorities contacted in the specific area of energy renovations.

In terms of discussions with policy makers, LALRG is consulted on regular basis by national authorities (Ministry of Energy or Environment; Ministry of Economics, Ministry of Environmental protection and regional development) and asked to provide opinion (approval) on issues affecting local authorities, including energy efficiency. The provided opinions integrated also the conclusions of the CITYinvest workshop.

Based on the first workshop feedback and exchange with the LALRG, CEMR organised a follow up session in Riga on 10 May 2017, discussing innovative financial mechanisms for the energy efficiency projects in Latvia.

In particular, during the workshop it has been noticed that the ESCO market in Latvia is slowly developing, but there is not yet enough trust in this model and there is high demand to share best practices. For this reason, the follow-up session focused on knowledge transfer from other cases in Europe to Latvia. In particular, the renovation of multi-apartments buildings has been one of the major focuses of the debate. The conclusions of the follow-up session recommended to work on mind-set and behavioural changes of building users, more flexibility for the ESCO model in financial investment, standardize procedures for public procurement, shorter time for EU financial support: from EIB and EBRD, tailor-made financial instruments provided by ALTUM for municipalities, shorter timeframe to set-up contracts between heat suppliers and gas distributors, right conditions for housing policy including: (1) availability of public sector rental apartments; (2) conditions of state support regarding apartments.

32 participants attended the workshop of which 7 were representatives of local governments. Many participants (13) did participate to the first CITYinvest workshop in 2016. Similarly to the previous event, the event evaluation was carried out with the event evaluation forms.

75% of the participants gave feedback with the evaluation forms, and the large majority expressed general satisfaction on the information provided on the financial instruments and the barriers to implement them. 17 participants would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYinvest seminar, and

¹ Information on the project in English - <http://ms.lps.lv/en/>

More detailed information on the meetings of this particular network is in Latvian only - <http://ms.lps.lv/t3-pasvaldibu-sabiedrisko-pakalpojumu-un-majoklu-politikas-tikls/>

the majority recognized to have sufficient knowledge. 7 participants had a specific project in mind.

Country: Lithuania

68 participants attended the main event of which 43 representatives of local authorities. 43% of the participants gave feedback with the evaluation form. More than 60% of feedbacks show satisfaction on: information provided on the financial instruments and on the barriers to implement them. 30 participants would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYinvest seminar, however 20 participants recognized that they lack sufficient knowledge to get started. 13 participants had already a specific project in mind. The large majority was overall very satisfied about workshop content and format.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to Lithuania were sent to all registered people.

The follow up was managed through the Association of Local Authorities in Lithuania (ALAL) because of language barrier, since most local representatives are able to respond only in their native language. ALAL has selected out of 26 representatives of local authorities participating to the workshop, 10 representatives that have provided feedback via phone-calls.

In addition to the information and/or ad hoc exchanges, ALAL committees meetings were identified as a good opportunity to exchange and further disseminate the CITYinvest tools and reports.

In terms of concrete projects 9 of the local authorities contacted declared to have some concrete projects in the pipeline: mostly large scale renovations for entire block-buildings districts.

In terms of discussion with policy makers, 5 participants have been discussing with their national representatives on the barriers identified for innovative financing models for energy efficiency buildings renovation. In particular, they have been discussing with the Ministry of Environment and with some agencies like the Public Company Housing Energy Efficiency (BETA Agency). Most of the local authorities contacted recognised that such exchanges between the local level and the national level exist but mainly around the issues of multi-apartment building renovations, not in public building renovation.

Based on the first workshop feedback and exchange with the ALAL association, it was decided to organise a follow up session with a focus on innovative financial models for the energy retrofit of the municipal building stock. Indeed, in Lithuania several initiatives are available for multi-apartments buildings retrofitting, while the situation is less clear for the financing opportunities for public buildings.

25 participants attended the workshop of which 11 were representatives of local authorities. Similarly to the main event, the event evaluation was carried out with the event evaluation forms.

After the event a follow-up email with all the presentations held during the event, the links to the most relevant CITYinvest reports and to the CITYinvest page dedicated to Lithuania was sent to all

registered people.

54% of the participants gave feedback with the evaluation form. Many participants have already participated to the first CITYinvest workshop in 2016. More than 60% of feedbacks showed satisfaction on the information provided, on the financial instruments and the barriers to implement them. 7 participants would be interested in developing and applying innovative financing instruments for energy efficiency renovations in buildings after the CITYinvest seminar, however many recognised that they lack sufficient knowledge. 5 participants had a specific project in mind, and 6 expressed the need of additional information in order to get started.

Country: Netherlands

As also explained in the workshop report for the country event dedicated to the Netherlands, the approach followed in this country was slightly different as the others. In particular, since this focus country was added in a later stage of the project development the workshop was used both to understand the context and to set some directions for the future. The CITYinvest workshop was included in the process of boosting the climate and energy local action in the Netherlands set-up by the Climate Alliance network in the Netherlands.

All workshop participants completed the evaluation form. The overall satisfaction for the workshop organisation, format and topics proposed was positive. 80% of the responders considered the CITYinvest models interesting and 80% of the responders declared to have already a concrete project in mind.

A follow-up feedback collection was carried out in collaboration with Klimaatverbond, the Dutch Climate Alliance network. A summary of the most interested points and pressing needs of the local authorities in the Netherlands is reported here:

- How to bundle projects and project beneficiaries
- How to prepare a financing plan for the whole urban energy strategy and not on a project basis
- The national government should better support the upscaling of energy efficiency building renovations
- More information about social housing energy retrofits and housing cooperatives should be made available.

Pilot regions countries: Belgium and Spain

The organisation of the national events in the countries hosting the pilot regions has followed a slightly different format than the other countries. A stronger focus on the pilot region example has been given as to facilitate the possible replicability of the pilot region example to other regions in the same country.

Belgium

Three workshops were organised: one covering Brussels Capital Region (in Dutch and French), one

covering Wallonia (in French) and one covering Flanders (in Dutch). Due to the specific situation of the country follow-up was conducted in Wallonia by GRE Liege as also part of the WP3 pilot region strategy (see WP3 for more info). No direct follow up was done in Flanders and Brussels since most of the CITYnvest targeting the EU local authorities took place in Brussels (Final conference, EUSEW event, CITYnvest advisory board meeting where representative of some Flemish cities were present (Ghent, Hasselt, Roeselare, Zoersel).

Spain

6 evaluation forms received as of 14th December 2017. Average results include:

- Interest of the information supplied: 2,5/4
- Readiness to prepare investment actions on buildings: 3,5/4
- Need for support to make it happen: 3,5/4
- Satisfaction of the aim-content of the event: 3/4
- Satisfaction of the logistics of the event: ¾

Although, information was provided by the organiser (INFO Murcia) to the attendees in different ways: printed promotional materials, e-version of the recommendations, e-access to communication pack, and to the Murcia region page on the CITYnvest website. No participants contacted the Murcia region team for further information. In addition to the workshop participants, the guidance material was sent to some members of the Covenant of Mayors in Spain (over 200 contacts) and to the members of the Covenant in the Murcia region (some 45 municipalities).

In terms of concrete projects the exchanges that Murcia region team had with some key contacts made at the event showed that:

- two investment projects in public buildings procured by the municipality of Cieza were launched ("Anuncio de formalización del contrato de obras de mejoras energéticas en el edificio del Ayuntamiento de Cieza, incluido en la Estrategia de Desarrollo Urbano Sostenible e Integrado "Estrategia Cieza 2025 Ciudad Integradora" & "Anuncio de formalización del contrato de obras de mejoras energéticas en el edificio de los antiguos juzgados de Cieza.", both published in regional OJ 14/12/17)
- investment project for public lighting in Alcantarilla (Anuncio de información pública del anteproyecto de Construcción y Explotación del contrato de concesión de obra pública de mejora y explotación del alumbrado público exterior del término /municipal de Alcantarilla, published in regional OJ 7/12/17).

In terms of policy needs the main points identified were:

- Need for a more effective use of public funds, especially ERDF
- Impact of Eurostat Note and its translation into a practical guidance
- Need to adapt support schemes to local realities (not all practices are replicable worldwide)
- Fostering cooperation of public bodies at different level: national, regional, local – multi-level governance.