



Deliverable D.2.2

How to operate Advice and Support Units for the promotion of Renewable Energies and Energy Efficiency in buildings of rural areas

Examples from
Pieria, Greece and Allgäu, Germany

June 2007

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1 Introduction and goals

It is part of the ambitious RURASU agenda to promote not only the implementation of new DASUs but also to give an additional push to the existing Units in Germany and Greece. It is obvious that this further development is only possible with a profound and comprehensive analysis of the status quo. This analysis best can be obtained by a bilateral exchange between the partners from Greece and Germany who come from very different background and work in very differing environments. Consequently, different strategies have been elaborated and experiences have been made. These experiences have been exchanged in an intense session on the Kick- Off Meeting and brought into a joint agenda for further development in both DASU regions. The implementation of this agenda has started and first results are obtained. The work will be continued during the second half of the project and beyond. It is taken care that the valuable results of this process are brought to knowledge to the new DASUs and other interested organisations as well.

2 Further development of DASU work in Pieria, Greece

2.1 Description of the region

The Greek Design Advice Support Unit (DASU) is established in Katerini-capital of Pieria prefecture by Pieriki Anaptixiaki S.A., LHTEE/AUTH and IASA/NKUA. Pieriki Anaptixiaki S.A. provides administrative authority, while LHTEE/AUTH and IASA/NKUA provide technical and scientific support. The establishment of the Greek DASU was supported by the EU-project REASURE.

Pieria geographically and administratively belongs to the Region of Central Macedonia, and borders with the Areas of Imathia (to the North), Kozani (to the West) and Larisa (to the South). The total number of inhabitants is around 125,000 (1999). The Prefecture of Pieria has a variable landscape, combining a coastline of around 80 kilometres, and two high mountains; Mt. Olympus (highest mountain of Greece 2918 metres) and Mt. Pieria. The Prefecture of Pieria is dominated by the Mediterranean climate, mainly characterised by a hot and dry summer and a mild winter. Due to this fact, solar energy potential is considered as a basic RES, although the applied techniques in order to have solar energy gains vary from place to place due to the different landscapes from coasts to mountains and the variability of altitudes (0 to 3000 metres). As main income source the inhabitants of Pieria have agriculture and services (mainly tourism).

2.2 Further development framework

Based on the requirements of the further development and on the actual needs that occurred during the up to now operation of the Design Advice and Support Unit in the region of Pieria, six main axes have emerged:

1. Public Relations and media work
2. Specialised consultations
3. Further Training of the in-house personnel
4. Links to existing energy and non-energy related bodies
5. Publication of DASU's actions
6. Possible further finance

It should be pointed out that the six axes' boundaries are not totally clear and clarified. For that reason, a number of overlaps occur, as it can be seen in the following detailed analysis of each axis. Moreover, it should be stated that some of the axes are part of other RURASU's Work Package deliverables.

2.2.1 Public Relations and media work

First of all, the DASU has to define its Public Relation (PR) goals, updated after the continuous operation and within the framework of the RURASU project. Effective Public Relations is more than just sending out press releases, although for our case such a process proved to be rather helpful. A normal approach can bring very impressive results, whereas highly targeted Public Relations can produce some remarkable business returns, although returns for such bodies (as DASUs) are not always business related. So the first approach of the adapted strategy is that time and money could be more effective. In general the Strategic Public Relations Plan is the following:

- PR Mission - what is wanted to be achieved as a final result and when?
- PR Objectives - what are the key elements that make up the final goal?
- PR Strategies - an analysis of the strategic option for achieving these objectives
- PR Tactics - detailed actions which give the strategies the chance of succeeding
- PR Timescales, Responsibilities and Controls - who is going to do what by when?

The essential factors of the PR strategy requires to undertake the following:

- Conduct a situation analysis - establish current PR resources
- Set objectives - these need to be sustainable, measurable, achievable, realistic and timed
- Identify target audience(s)
- Define key messages
- Determine a strategy

- Choose tactics - what methods of communication are going to be used
- Fix a timeline - identify priorities
- Carry out an evaluation - objectives must be properly evaluated, which will enable the programme to be refined accordingly
- Budget accordingly

The outcomes of the aforementioned factors are five steps that were adapted in the PR strategy of the Greek DASU:

- Plan strategy
- Match it with business objectives
- Communicate with staff
- Evaluate the outcome
- Learn and improve

In order to achieve successful Public Relations a two-axes model was adapted; planning and on-going evaluation. For that reason PR campaign is strategically planned, the audience identified, objectives set and the evaluation benchmarks put in place, in order to increase prospects of success. Even for a crisis can be planned and managed. Having the appropriate systems in place - such as approval procedures, spokespeople and statements - more effective and responsive communications can be made. Issuing press releases that regard job creations, new appointments, promotions and an organisation's position on new legislation, are mostly successful PR activities.

An important factor for the implemented Public Relations strategy is Human Relations, a central topic for the perception of the organisation. The effects of PR ambassadors is to communicate the right messages internally and externally.

Whatever the nature of the PR activity planned is - internal communication, event management or investor relations - it should be written down (Deliverable D6.3 of RURASU project). Clear definition of goals in a comprehensive document will help to establish what action is required and a time-frame in which it can be achieved. For that reason, RURASU project has such a work-package (WP 6) and a related deliverable (D6.3).

In general, the following topics are in effect PR adapted issues:

Communication with staff

In the quest to enhance corporate reputation, workforce is not overlooked. Constant, clear and positive communication with staff can help to develop staff commitment.

Work with a consultancy

Independently to the nature of the strategy, it is needed to hire the services of a skilled PR professional or consultancy.

Although in-house PR functions already existed, external services of a consultancy with specific expertise is required. Important for success is that even the best (and most expensive) consultancies will need to be briefed properly by the DASU, which includes making sure it understands expectations.

Media management

The basic point, is to create relations with leading reporters. The relationship should be a two-way process - if media know they can come to DASUs for a quote on an issue, you are more likely to have their ear when you have a story to pitch.

Take a long-term view

Commitment at every level is essential for the success of any PR strategy. Make sure senior management is on board and encouraged to play an active role.

As with most strategic plannings, a PR campaign should be co-ordinated and be sustainable - short bursts of PR activity might reap a few rewards, but long-term effects are more important.

The objectives are mapped against a programme of planned activities and shall measure the progress.

2.2.2 Specialised consultations

PIERIKI ANAPTYXIAKI S.A., in co-operation with the academic institutions of IASA-National and Kapodestrian University of Athens and Aristotle University of Thessaloniki, has established two new strands regarding consultations:

- RES in heat
- Major RES projects

RES in heat

The specific strand is related to the general subject of the RURASU project. Special care is given to this subject, when a consultation is conducted by the academic partners. In more detail, the objective of the strand is to create a building as a system linked to its surrounding environment, and subject to a range of interactions affected by seasonal and daily changes in climate and by the varying requirements of occupants in time and in space. To the region of Pieria, RURASU project refers; the highest energy consumption is for space heating and hot water.

In order to reduce the required energy or provide part or whole of it by the use of Renewable Energy sources or systems, consultations are including an important analysis on heating systems. A main obstacle on the materialisation of these consultations is that such kind of solutions can be implemented difficultly mainly because of the lack of professionals with experience on RES, lack of knowledge on existence of RE systems and high quality materials and the willing of people to use them. For that reason, a detailed plan has been conducted with the final goal to support of use RES. The core of the plan is shown in Figure 1. As the figure illustrates the dissemination of the knowledge and the promotion of the Renewable Energy System, especially in heat systems are of great importance. In full cooperation with PR strategy (see Chapter 1) and through contact with the local people consultancies are more effective.

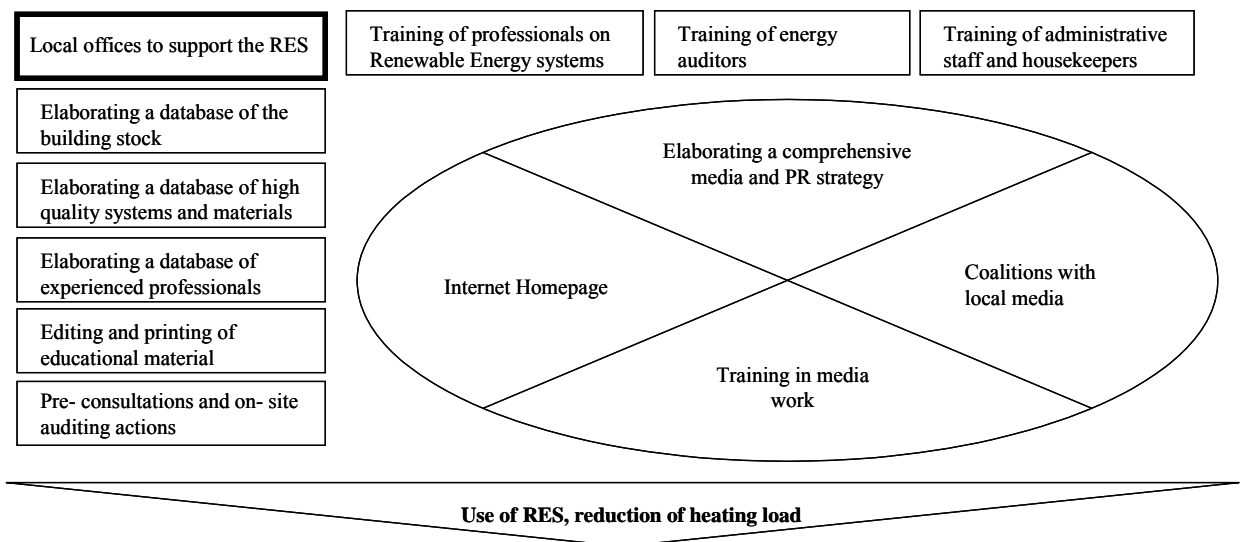


Figure 1: Core of the plan

Major RES projects

A second strand of great importance on consultations' sector is the one of major RES projects. This second strand evolved not only the need of consultation by potential investors of the area but also by the need of the DASU to attract the potentiality of elaborating major RES projects on the area of Pieria. Biomass, Wind and Water could be pointed out as the three latest RES sectors were consultations were conducted by the personnel of the Greek DASU. A further step from the scientific part of each consultation is provided, dealing with the possible funding of each project. For this reason, the DASU's personnel has searched for all possible funding types for this kind of projects by national funds, European funds or European and national co-funds. Collaborations with funding authorities have commenced in order to gather the required documents of the funding process.

2.2.3 Further training of the in-house personnel

It is important and vital to update the level of expertness and awareness of the DASU staff. The DASU, as a Learning Organisation, has adapted a Knowledge Management process involving capturing, developing, sharing and using information to create value in various forms, such as new products, new intellectual property or improved practices. Knowledge Management and the Learning Organisation represent important new approaches to the problems of competitiveness and innovation. The DASU is an organisation that is able to discover what is effective by reframing its own experiences and learning from that process; by developing the skills of the implicated individuals continuously.

The DASU cater for the special needs and aspirations of the individuals employed. This involves changes in the structure, culture and management style employed within the overall organisation. There is a shift away from the knowledge applied to tools, processes and products towards knowledge applied to human work. Productivity has become increasingly dependent on knowledge being applied to knowledge itself, i.e. on knowledge work. The individuals of the DASU involved in the Knowledge Management of the Learning Organisation are characterised as “knowledge workers” of the DASU, individuals with high levels of education and specialist skills combined with the ability to apply these skills to identify and solve problems. The DASU caters for the special needs and aspirations of this special group of individuals if they are to exploit their skills successfully and to retain their primary source of competitive advantage.

The ability to learn from the internal and external business environments gives the DASU organisation a constant state of readiness for change and sustains continuous improvement. Therefore, learning is becoming one of the essential tools for addressing improvement of the DASU corporate establishment and turn out to be a key source of competitive advantage.

The main motivation for such continuous learning as part of the DASU’s organisation framework is to continuously improve thereby ensuring superior performance and competitive advantage. Learning, therefore, relates to how DASU imbibe knowledge and other stimuli from their internal and external environments and how the acquired knowledge is applied to ensure continued improvement.

2.2.4 Links to existing energy related bodies and to other related bodies

The DASU is seeking continuously links to other energy related bodies that broaden the knowledge framework. Moreover, in that way co-operations are achieved and the clients’ potential is increased. The possible links with existing bodies are categorised regarding the country where the potential cooperative energy body is established:

1. European Commission.

The DASU is always available to the requests of the European Commission and keeps up with all news and updates on energy related subjects.

2. Domestic bodies.

These bodies are established within Greece (they can have possible international activities). The types of bodies in this category are described in the following:

- a. Local bodies. These types of bodies are related to other central bodies that could be helpful in various kinds of sectors. Such kind of sectors could be licensing of energy projects, funding of projects etc.
- b. Funding bodies of energy projects. As a number of funding projects are active in Greece, the DASU has already created a network with the funding bodies, responsible for the materialisation of this project. These kinds of bodies are placed either in Athens or Thessalonica and have special departments for the specific, energy related projects. This type of bodies is usually related to a number of local bodies (described in type a).
- c. Other energy related bodies. There is an important number of other energy bodies that DASU is in touch with. These are: Energy Agencies, Institutions, Universities, Colleges, and Energy Centers. The DASU is available for cooperation with all of them, after examining all the specifications.
- d. Central Authorities. Link to related ministries and bodies is very helpful, especially in the sector of funding.

3. Foreign bodies.

These bodies are established outside Greece, but they can have possible activities within Greece. The types of bodies in this category are the following:

- a. Scientific Partners. Mainly referring to the two academic partners of the DASU, in order to collaborate in energy scientific analyses which could lead to potential future projects.
- b. Potential Project Partners. Referring to all DASU partners, links with other foreign bodies in the sector of energy that could lead to possible future cooperation.

4. Non-energy related bodies.

The DASU, is seeking links to existing bodies not in the sector of energy. The reason for this action is to define the DASU as an "energy vehicle"; which is a permanent consultant in energy related subjects, also for non-energy related bodies. These links are

mainly on local level, as DASU is covering, at first level, the Prefecture of Pieria. Characteristic examples of the up to now links are: Prefecture, Chambers (Commerce, Technical etc.), Municipalities, Schools, and Clusters.

The DASU has already organised workshops were members of the aforementioned bodies have participated, with two level objectives:

- a. At first level; to distribute information on the existence of the DASU
- b. At second level; to proceed to possible co-operation or to possible consultation or studies.

2.2.5 Publication of DASU's actions

The continuous actions of the DASU are always published (as a consequence to chapter 1). The publications are realised in two axes:

- Mass Media. The actions of the DASU are always published. Publicity of all actions (even non scientific) is very important as the continuous existence and operation of the DASU is justified. Such publicity attracts potential clients or potential RES projects, offering the local citizens the option to be consulted at local level and by academic experts. For achieving publicity, DASU has hired a Mass Media expert, responsible for all the required actions. Moreover, a network with the local media has been established, covering newspapers, radios, TV channels, and web based newspapers. Special care is given to newspapers as it is proved that they are the most important mean for the dissemination of the DASU actions.
- Conferences. The actions of the DASU are published at Conferences in Greece and worldwide. The actions are divided in two strands of conference publications:
 - Scientific. Results of scientific analyses conducted by the researchers of the DASU, from the three institutions that compromise the Pieria DASU, Pieriki Anaptixiaki S.A., National and Kapodestrian University of Athens (IASA) and Aristotle University of Thessaloniki. These scientific analyses are conducted either for the purposes of European Commission co-financed projects or for individual projects.
 - Operation and Management. Results on the operation and management of the DASU are published at conferences, in order to present a successful process of establishing, operating and managing a Design Advice and Support Unit or an Energy Agency in general. In that way, actions co-funded by the European Commission are disseminated (as required by the general policies) and successful examples are also published.

2.2.6 Possible further finance

Apart from the existing framework within which the DASU is working a numerous possible further financing activities have been identified. The most important are:

- Consultations on major projects. As already mentioned in Chapter 2, the DASU is conducting consultations related to major RES projects. This action will generate possible further finance for the DASU.
- Consultancy on finance. In correlation with the existing funding projects, DASU is offering general consultancy on the types and actions of existing funding projects, in national and European level. Additionally, the DASU will undertake the whole process of funding. The process includes: the completion of the application file (according to the requirements), the monitoring of the construction, the composition of the required reports, the monitoring of observation.
- Extended studies. The DASU is undertaking extended studies in retrofitting and rehabilitation of existing buildings mainly of the public sector. Moreover, studies in private buildings of important volume are undertaken.
- National Projects. DASU is participating in national projects in the sectors of RES and energy efficiency. Moreover, based on the links already described in Chapter 4, the DASU is always ready to participate either alone or as member of a consortium to related energy projects.
- EC projects. The DASU is continuously informed on the existence of RES and Energy Efficiency projects funded by the European Commission. For that reason, a link with the Commission is already established (described in Chapter 4).

2.3 Experience transfer

2.3.1 Realised experience transfer within the RURASU consortium

It is of vital importance to create a smooth running communication and information management system within the four DASUs participating in RURASU. This system should be a major case during establishment process and should be monitored throughout the operation, as it is important for the successful accomplishment of all actions.

The major problem that the participating DASUs are facing is the fact that they are based in different cities with different social, political and economic situations. Thus, the demands on the quality of the expected results are quite different and shall be evaluated separately for each DASU. These obstacles also have to be tackled when new DASUs outside the

RURASU consortium will be established. As all participating DASUs are based in rural areas these difficulties will still occur for future DASU establishments due to missing academic or consulting bodies in rural regions. The problem, in the Greek case, was solved early by the establishment of an on-line web communication system between the three partners, supported by regular visits to the DASU by the academic partners and, of course, telephone conferences. In that way the DASU operates perfectly. Another important point for the success is the communication on different levels in order to avoid delays due to hierarchy transfers of decisions. In that way three levels of communication were established:

1.Operational level

At this level the persons involved (functional personnel) in every day actions communicate in order to accomplish them successfully and on-time.

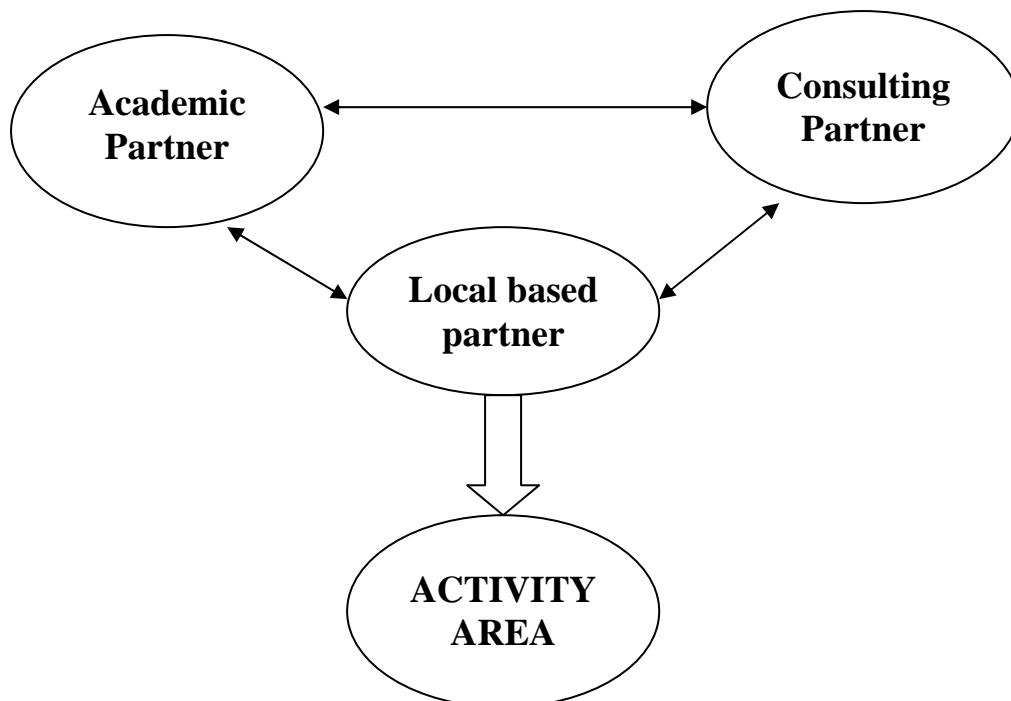
2.Management level

At this level the persons involved (management personnel) in subjects related to the general management of the DASU, communicate for managing decisions.

3.Directing level

At this level the persons involved (Presidents, CEOs, Rectors) communicate in the directing level of vital importance decisions.

The following diagram depicts the communication system (independent from the level):



2.3.2 Experience transfer options for future DASU implementations in other EU regions

The realised experience described in chapter 2.3.1 could also easily be adapted outside the RURASU consortium. Thereby it is important to examine the viability of such a plan and the above analysed communication scheme.

A number of important indicators achieved during the last two years for the Greek DASU consortium are listed in the following:

- Establishment of an Energy Advice Unit for the citizens of the area. Apart of the energy benefits this unit also provides social benefits and supports local resources.
- Creation of a full energy map for the area
- Creation of a full energy rehabilitation plan, adaptable to the whole building stock
- Creation of full energy retrofitting plans
- Supply of initial energy consultancies
- Supply of further detailed consultancies
- Creation of a library on energy related subjects
- Creation of educational booklets
- Creation of educational leaflets (easy understandable)
- Organisation of architectural competitions on energy related subjects
- Organisation of events, workshops and conferences

These performance indicators could be convincing for other local authorities in other EU regions to establish such kind of Advice Units.

3 Further development of DASU work in Allgäu, Germany

3.1 Description of the region

The region of Allgäu is one of the most rural and remote areas in Germany. Situated in the very south of the country it contains the highest mountains of Germany e.g. the Zugspitze with nearly 3000 meters altitude. Although belonging to Bavaria, most of the population of Allgäu sees itself as “Schwabens” origin with different historic roots, cultural peculiarities and an own dialect.

Allgäu has a significant old building stock ranging from farm houses of more than 400 years of age in the countryside to municipal buildings from the intense construction periods of the first decades of the 20th century and from the sixties and eighties. Most of the building stock is in private possession by the tenants. All of the building stock has a very poor energy performance which ranges in the cold winters to a heating demand of 350 kWh/m²×a and more. Thus, in the Allgäu there is a large need for a Design Advice Support Units to inform and motivate the residents to take concrete actions and improve the energy balance of the building stock.

Due to the sound economic development and the big leisure attractiveness of the region, new construction projects can be found in various places. The energy balance of this building stock – mostly designed by stand alone buildings for one or two families can be improved significantly by innovative energy conceptions integrating renewable energies and enhancing energy efficiency.

3.2 Further development framework

In close dialogue with the DASU in Greece (PIERIKI) the following fields of action for enhanced development of DASU emerged. The list of activity slightly differs against the Greek list due to the peculiarities of the situation in Germany.

1. Public Relations and media work
2. Specialised consultations
3. low energy refurbishment for social housing
4. Training
5. Links to development and to other related organisations
6. Possible further finance

These fields of actions have been implemented with various activities of the DASU work.

3.2.1 Public Relations and media work

The support of RURASU made it possible to have special co-operation with media like a readers telephone with the Augsburgener Allgemeine and the Allgäuer Zeitung.

Another benefit of RURASU is the availability of a weekly media service with a press release and an energy advice. There are positive echos to be found in the media and the high demand in the services correlates with these efforts.

3.2.2 Specialised consultations

The Federal Office of Economics and Export Control (BAFA) in Germany supported since October 1999 more than 500.000 solar systems via the federal incentive programme "Marktanreizprogramm Solarthermie". Thus, the programme covers over 80 % of the German solar system stock. On the basis of the evaluations of the loan program detailed conclusions on the utilisation of thermal solar power in various regions in Germany can be drawn.

From 2000 to 2004 EZA conducted more than 2.300 energy consultations referring to the utilisation of solar heat for process water and heating. For the Allgäu statistical figures show distinctively more utilisations of thermal solar power compared to Bavarian and German averages. The results show that the utilisation of thermal solar power is higher in the Allgäu compared to the Bavarian and German average. In order to assess the success of EZA it is estimated that – without EZA – a mean utilisation of thermal solar power according to the Bavarian average would be the result. The additional investments are attributed to the intensive consultation activities and PR-work of EZA. For example, on average 57 € were spent for thermal solar power per caput in Bavaria from 2001 to 2004. Consequently, for the Allgäu a theoretical amount to be invested of 35 Million € can be calculated from the given Bavarian average. However, the effective amount to be invested was 53 Million € within the regarded time span. Thus, EZA triggered additional investments of about 18 Million €.

The key factors for this successful work are:

- professional media work and public relations with a consequent and strong corporate design brought a high public awareness to the issues and work of the DASU. New ideas and events helped to reach new target groups.
- EZA offers a variety of services that fit for all target groups. These services stand in a close correlation.
- all services had been performed on a high quality level

3.2.3 Low energy refurbishment for social housing

Increasing energy prices in Germany have increased the need and interest for improved in-house energy management that reduces the expenses particularly for heating. EZA is aware of the high energy saving potential of in-house personnel of large energy consumers in the public and in the private sector. Due to the additional resources of RURASU EZA was able to intensify its activities in the vital sector of social housing. EZA participates as regional partner in a nationwide project for the renovation of old buildings to a very good low energy standard (Modellvorhaben Niedrigenergiehaus im Bestand). Within this project EZA contacted many social housing companies and convinced some to participate.

3.2.4 Training

From its conception the German DASU puts a major focus on training activities particularly for energy consultants. Due to RURASU the DASU's education programme accomplished some major progress. A special course was initiated for architects and engineers on the issue of energetic refurbishment of existing building stock. In this course a focus is put on the new developments in view to the European Building Directive. The course took place in the premises of the DASU in Kempten, invitation was done in the wide spectrum of EZA PR work.

The quality of the course was additionally enhanced by the establishment of an online workshop, for the registered participants. In this online workshop the participants had the opportunity to download additional information for some exercises and they were able to use a special platform for exchange and communication with other participants and the teachers.

Furthermore, the course included the practical example of the refurbishment of a real house in all sessions of the classes.

The course had 120 hours in total. It spread over six weekends and took place four times in 2005. This high level profile of the course and the importance of the issue evoked a high demand in the classes, so all course space has been fully booked out, each with 30 participants.

3.2.5 Links to development and to other related organisations

In the renewable energy sector EZA already created a wide network which results from the co-operation in various national networks. By the assistance of RURASU EZA was able to improve many of these contacts and even to start some new co-operations to Austria.

National co-operations:

- Arbeitsgemeinschaft Energieagenturen in Bayern und Bayerisches Energieforum
- Energieagenturen Deutschland e.V. (eaD e.V.)
- Bundesinitiative „jetzt!“ für zukunftsorientierte Gebäudesanierung
- Deutsches Energieberaternetzwerk e.V.
- KUMAS
- IG Passivhaus
- Zusammenarbeit mit der Deutschen Energie-Agentur GmbH (dena)
- RegioSolar – Wärme von der Sonne, eine Initiative des BSi und des Bundesumweltministeriums

International co-operations:

- close co-operation with the Energieinstitut Vorarlberg
- many other co-operations to Austria (Energie Tirol, SRI Salzburg, Weizer Innovationszentrum Steiermark)
- Internationale Bodenseekonferenz

Thanks to RURASU EZA is able to put a stronger focus on the development issues of the energy reform in the rural environment. Energy retrofit and renewable energy action not only drastically reduces the dependence on fossil fuels but also creates additional employment in the countryside and strengthens the competitiveness of existing jobs and companies. For this reason EZA decided to get more contacts and links in this direction. Here, the support of work of WIP is very helpful which has initiated in January 2006 a European project which will address the development related benefits of energy actions in remote rural environments. Consequently, in this action will be involved both energy and development related organisations. These contacts particularly the co-operation with the European Association for Regional Development Agencies (EURADA) in Brussels will be given to EZA for strengthening their network on development related organisations.

In addition EZA organised in the frame of the co-operation with the Holzforum Allgäu e.V. an exhibition for wood (wood buildings, wood heatings, timber work etc.) and a prize for wood buildings.

At the end of the year 2005 a new co-operation with the German section of the CIPRA (Commission International pour la Protection des Alps) started. A campaign and a prize for passive houses build of regional materials (wood) is planned.

3.2.6 Possible further finance

The question of mature and reliable funding sources is vital for each DASU. EZA faces a dynamic growth in the last months which leads to an enhancement of the DASU staff. In the meantime intense brainstorming was spent on the question how the new ideas and possibilities of RURASU can be brought into additional and long term funding sources. This brainstorming brought several results which are now going into further investigations. These are namely:

- Additional repetitions of the courses for additional fees
- Enlargement of the EZA-partner-network for additional financial contributions of the EZA-partners
- new services for municipalities like the preparation of energy saving partnerships and contracting
- new customers for the successful services like energy management for hotels and industry

3.3 Experience transfer

3.3.1 Realised experience transfer within the RURASU consortium

The widespread knowledge of EZA was transferred within the RURASU consortium mainly during the RURASU project meetings. They have been used to explain the work of EZA to the partners and to give advice for their plans within the project.

Kick-Off meeting in Katerini, Greece:

During the Kick-Off meeting the principle elements of the work of EZA have been explained. The twinning activities of the second day focused mainly on the DASUs partner network.

Meeting in Kempten, Germany:

During the 2nd project meeting in Kempten experience transfer took place for two important subjects. In the project meeting, Martin Sambale, the managing director of EZA, showed the work of EZA in the field of local and communal energy management with many details and the experiences EZA made.

The second day was dedicated to marketing and media work of a DASU. In the frame of a workshop for the members of the RURASU consortium the experiences of EZA in the field of marketing and media work have been explained. Under the supervision and with the ad-

vice of EZA the members of the RURASU consortium started within that workshop to develop or improve a marketing concept for their own DASU.

Meeting in Cordoba, Spain:

During the 3rd project meeting in Spain it was obvious that already many advices and experiences of EZA have been transformed for the establishment of the new Spanish DASU “OFAER”. Nevertheless, the time of the meeting was mainly used for an intensive exchange between EZA and the other partners of the consortium. Thereby a deeper focus on the different fields of the DASU activities was achieved by the RURASU consortium.

Meeting in Ayr, Scotland:

In addition to the project meeting the South Ayrshire Council organised a conference on sustainable development, which was the first step for a dissemination of the EZA experiences and knowledges to a greater audience. Martin Sambale, the managing director of EZA gave a comprehensive overview on the development of EZA as DASU and to some of the main subjects of EZA like the use of solar energy and passive houses.

3.3.2 Experience transfer options for future DASU implementations in other EU regions

EZA has developed a very specialised experience and knowledge as successful DASU. Many products and services have been newly developed by EZA and especially in the fields of marketing and media work EZA works very successfully.

Of course, with this background, it is highly recommendable to use the knowledge of EZA for the establishment or the further development of DASUs and regional energy agencies. EZA itself is open to co-operations, thus the following procedures would be practical for future knowledge and experience transfer:

1. Visit in Kempten

Visitors are welcome in the EZA-house in Kempten in order to get a first impression of the work of EZA. A visit should be announced well in advance to make sure that the staff of EZA has enough time for the visitors.

2. Coaching by EZA

EZA offers to coach any process for the establishment and further development of a DASU or an Energy Agency.

3. Co-operation in projects

EZA is open for any co-operation in international projects.

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4 Lessons learned

The further development of the two DASUs in Germany and Greece was an intense work that was closely monitored through the reporting and cooperating structures of the project RURASU. The work in general can be considered a success story since both DASUs improved significantly in size and strength during RURASU and became very profiled supporters for the implementation of EPBD in the two countries.

From documenting these two “success stories” various important “lessons learned” can be drawn from this initiation work. These lessons are summarised in the following:

- Good roots in the target region

Both DASUs strongly profit from the well working networks in their rural regions. Through the organisation but also through personal ties the DASUs can quickly reach out to all relevant decision makers from the public and the private sector. This helped also to implement the further development actions of RURASU particularly the EPBD related consultation work.

- Strong personnel and scientific back-up

Both DASUs have been able to compile a very committed, capable and interdisciplinary staff. Additional help has been that both DASUs have had strong scientific partners as back-up. University of Athens in Greece and WIP in Germany not only are between the leading scientific organisations for the implementation of energy reforms in the building stock, they both have been also been active in the previous project REASURE and for this reason already have achieved a deep understanding for the peculiarities of DASUs. The combined efforts have brought the documented success.

- Focus on media and marketing work

RURASU has been one of the few IEE projects with a strong focus on media work and marketing. This was facilitated by the German DASU which already has a vast experience and a good success story in the modern and innovative marketing strategies. This knowledge and the understanding of the need for this sector was transferred already in the first project phase on the media seminar held in Germany. This seminar and also the joint work in WP 6 has helped the partners significantly to improve the PR and marketing appearance and with that a better knowledge in the public and interest for their products.

- Consultation work

The RURASU consortium altogether performed more than 20 % more consultations than it was agreed in the project work plan. These consultations showed remarkable good results both in the implementation rate as well as in the satisfaction of the clients (details on this can be found in the report D 3.5 and D 3.8). The RURASU project was able to set-up a very detailed monitoring scheme on the practical scheme of consultations, their objectives, content and results. For this reason it was possible to carefully evaluate the quality of the consultations and to give recommendation on how to improve the work even in future. It became clear that these quality monitoring schemes should be compulsory for any future DASU consultation work.

- Sustainability of DASUs

The sustainability of both DASUs is secured. Both organisations have a stable and decent financing structures combining private revenues and public money. Both organisations were able to stabilise their expenses in a way to come along with the available finances – also

without the EC RURASU budgets. For this reason the long term sustainability of the DASU structures in Greece and Germany is ensure already after the project end – what means a major success story.

5 Conclusions

The reports on the further development of the established DASUs in Greece and Germany confirm that both DASUs successfully enhanced their activities and brought them on a new and higher level of professionalism. The exchange of ideas and knowledge transfer within the RURASU consortium and particularly between PIERIKI and EZA brought significant support. Both DASUs strengthened their profile to offer services which are adopted by the local stakeholders, the media and finally by the consumer seeking advice and assistance. Public Relations and media work succeeded in bringing the existence and the service offers of the DASU to the people's minds. In Germany previous research proved that the greatest notice and publicity of the DASU was achieved by fairs (e.g. "Altbautage") and articles in newspapers, while the Internet was a relatively weak means of information dissemination. The latter mostly due to the fact that the average age of DASU clients is relatively old (47 years of age). Therefore it is strongly recommended to transfer these experiences to the Greek DASU and initiate similar events and intensify the release of articles in daily, local newspapers. According to the given DASU reports the following conclusions can be drawn:

- For the development of the Greek DASU the recruitment of professionals trained on the use of RES or the advanced education of local professionals deriving from the building sector shall be promoted. Serious specialised consultations can not be started before technical know-how is available at the DASU.
- A permanent presence in the local press and repeated reminders on the DASU's existence are essential to evoke awareness on the service and targets of the DASU. Also after successful implementation PR work shall not be underestimated or neglected, but it shall be kept on a constant level with several peaks distributed over the year. Thereby the recruiting of new target groups is of great importance.
- A special focus of PR work shall be put on making the people aware of the need for activities in the field of energy efficiency of buildings. Simple examples of energy consumption calculations and the connected money saving options after and before certain refurbishment activities might persuade tenants to initiate actions.
- Specialised consultations are the core and most effective means of the DASU work. As mentioned before professionals trained on the use of RES and the application of high quality materials are essential for high quality level consultations. In case a

successful consultation scheme is implemented it can be one of the main funding pillars.

- The introduction of obligatory energy passes for buildings in the course of the implementation of the EC Building Directive offers great possibilities for the DASUs. First, a larger demand for refurbishments and advice will develop and second, energy consultants, architects and engineers need to be trained to become a certified issuer for energy passes. The great success of such courses in the German DASU confirm this expectations.
- Reliable and sufficient data remains a major factor of success for every DASU. Funding sources shall preferably be widespread covering public and private sources. In order to obtain a self determining structure independent sources, as course and consultation fees, are vital for the advancement of the DASU. Initial unpaid investments, as the establishment of a course program are therefore necessary. The setup of a network to local stakeholders offers additional income options.