## Annex 1 – Action plan template

Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region. It specifies the nature of the actions to be implemented, timeframe, involved players, costs (if any) and funding sources (if any). If the same policy instrument is addressed by several partners, only one action plan is required.

**Part I – General information**

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| Project: BOOSTING LOW CARBON INNOVATIVE BUILDING REHABILITATION IN EUROPEAN REGIONS - BUILD2LC  Partner organisation: Andalusian Energy Agency, Regional Ministry of Employment, Enterprise and Commerce, Andalusian Government (AEA)  Other partner organisations involved (if relevant):  Country: Spain  NUTS2 region: Andalusia  Contact person: Joaquín Villar Rodriguez  email address: joaquin.villar@juntadeandalucia.es  phone number: (34) 954 478 635 |

**Part II – Policy context**

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| The Action Plan aims to impact: € Investment for Growth and Jobs programme  x European Territorial Cooperation programme  x Other regional development policy instrument  Name of the policy instrument addressed:  **Andalusian Operational Programme for investments for jobs and growth, 2014 – 2020** |

**Part III – Details of the actions envisaged**

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| **ACTION 1: ENERGY REHABILITATION PLAN FOR PUBLIC BUILDINGS**   1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)   The existing public building stock of the Regional Administration of Andalusia consists in ca. 4.500 buildings including hospitals, primary and secondary education schools, universities, retirement homes, sport facilities, general office buildings, etc. Only a tiny fraction of them are considered to be energy-efficient. Regarding the local authorities, fully independent from the regional administration but used to collaborate deeply with it, it is suspected that their public building stock potentially to be energy rehabilitated might be even four times bigger. This would mean **ca. 20.000 public buildings potentially to be energy rehabilitated until 2050**.  Some particular cases show that there is a high potential in energy and economic savings that might be achieved just by implementation of currently available technical solutions. However, studies on potential saving (energy audits) have been conducted only in isolate cases, as some public hospitals. We miss as a starting point a proper buildings stock database including the information from previously performed energy audits as well as from regular gathering of data on energy performance and consumption of buildings within Andalusia. We hope that the experience accumulated from the **Croatian ZagEE project** **on the Development of a** **Buildings Stock Register** that ledto 87 rehabilitated public buildings only in Zagreb could serve as the cornerstone to start our own public programme up based on a proper mapping process.  In fact, the lack of information on these buildings performance is far from being small. For instance, years ago the electrical billing of these buildings were disperse and, sometimes, simply unknown. For this reason, it was created in 2007 *The Energy Management Network of the Andalusian Regional Government (****REDEJA****)[[1]](#footnote-2)* as a tool to promote the principles of energy saving and diversification in the Andalusian Administration properties, as well as deploying renewable energies facilities. REDEJA, integrated into the Andalusian Energy Agency (AAE), manages the energy billing of up to 62 regional public bodies, including the current 13 regional ministries and other 49 public entities, by a centralised billing contract. First REDEJA’s tasks were related to the specific, coordinated and effective management of the highly fragmented energy billing of the Andalusian Regional Government.  In addition, REDEJA has conducted and accomplished several energy optimisation programs and some energy retrofitting experiences. The optimisation of energy supply contracts[[2]](#footnote-3) and the unified management of the energy service allow for economies of larger scale and a greater efficiency in the coordination of the management of the supplies lowering this way the billing cost,. In addition, REDEJA works on public buildings energy audits[[3]](#footnote-4) in order to identify energy saving and efficiency measures and the possibility of implementing the use of renewable energy technologies. It offers advising[[4]](#footnote-5) to the adhered public entities in the contracting of energy supplies and the investments to be undertaken as a result of the audits, as well as in new construction projects to obtain the highest energy rating. For this reason, REDEJA also has a training line[[5]](#footnote-6) targeted to the public buildings energy and maintenance managers, aimed to reducing energy demand, the search for a greater rationality in the contracts and in the applicability and use of renewable energy technologies.  The retrofitting and energy rehabilitation rate in Andalusian public buildings is still very low due to the lack of leverage on existing public funding as well as other identified barriers. Therefore, **the renovation and rehabilitation rates need to be urgently accelerated** to meet the Directives targets.  Financing alternatives  In fact, the current REDEJA optimisation and retrofitting projects are extremely dependant on pure public funding. All of the few conducted projects are based heavily on public funding, reaching over 80% ERDF co-financing or other EU-origin funds, sometimes even 100%. The private financing participation in public buildings energy rehabilitation, and accordingly, the current leverage power of available public funding, is null. At this point we found very inspiring the **experience from Lithuania developing the Multi-Apartment Building Renovation Program** counting on the development of **Innovative Financial Instruments**. The AAE has been long managed public incentives schemes based largely on subsidies and lump sums to support sustainable energy initiatives. This public capital-dependant model aimed at stimulating the demand of energy projects, with zero leverage, worked quite well for some kind of actions. However, the new EU framework requires, according to the European Commission recommendations, a reorientation of this model to get a **greater leverage of public funding**. This might be achieved by introducing new financing instrument that accelerate the energy rehabilitation projects, besides other additional measures. Lithuania has a useful experience in setting innovative funding mechanisms open to the private initiative, easy to understand by the financial entities. A new financial instrument, specifically designed to serve the energy rehabilitation needs of the public sector, combined with the use of existing incentives program managed by the AAE to support and “refresh” the financial burden of these innovative financial vehicles, would give an extraordinary boost to meet the Directive requirements. Though we know that Lithuania works on the development of securitization model to renovate public buildings with the attractive of an off-balance financing vehicle, Andalusia finds this model as a long-term aspiration.  The **ZagEE** experience on financial resources seeking would serve us as well to understand how to tackle with traditionally risk-averse and conservative commercial banks. With an underdeveloped National financial market, the ZagEE managers found that financing periods proposed by banks were usually too short for deep renovation of buildings. Therefore, the ZagEE programme was based on, apart from National incentives in soft loans from the Croatian Bank for Reconstruction and Development (HBOR) and the participation of ESCOs with their tested financial model. One of the primary ideas behind ZagEE project was to assess and test different financing instruments/schemes that were available in Croatia since there was no relevant experience within the city with use of instruments such as soft loans, EPC and ESI Fund grants in energy renovation projects. The ZagEE tortuous, but successful financial path along the project life will help us to identify the different available choices.  The Croatian good practice **croenergy.eu** taught us that rising and promissory **alternative funding sources** shall not be ignored. croenergy.eu is a specialized crowdfunding platform for financing projects in the field of energy efficiency, renewable energy sources and environmental protection developed and launched by REGEA in 2016. The primary objective of the platform is to promote and maximize the use of this innovative financing mechanism in Croatia through mutual cooperation and dialogue with key market stakeholders (ministries, development agencies, NGOs, energy cooperatives). Currently, the platform provides donation and reward based funding models while crowdlending and crowdinvesting models would be added gradually, as the market becomes more mature and ready. The platform acts as a match-maker for raising funds to avoid potential financial risks and is open to public sector fundraisers due to legal issues with involvement of private companies and physical persons. Participative financing schemes are financially regulated in Spain and growing fast. The Andalusian authorities might take advantage of the increasing awareness of citizens regarding alternative but also green investing to let the citizenry to participate in ethical and green projects fully aligned with their interests (reducing the public spending would allow them to have better funded services / lower tax charges)  Financing the plans  Regarding the **financing of the study phase** to select the buildings under scope we found extremely useful the experience of a **Project Development Assistance (PDA)** both in ZagEE as well as in the Lithuanian programmePDA is a financial instrument that supports primarily public sector investors (cities, regions, public infrastructure operators) by bridging the gap between project idea and finance. A clear advantage of a PDA is the high existing co-financing rates, even 100%.   * Zagreb applied to a *Mobilising Local Energy Investment - Project Development Assistance* **(MLEI PDA**) in the Intelligent Energy Europe programme. The PDA was used to fund preparatory activities while financing of the capital investment, e.g., to develop a buildings stock database (register), a comprehensive database of buildings which included all information and data available from previously performed **energy audits** as well as from regular gathering of data on energy performance and consumption of buildings within the City of Zagreb. This PDA funded as well all the preparatory works prior to remove a brick, as the energy audits for every of the 87 buildings planned to be included in the renovation under the ZagEE scope. However, it is advisable to develop the buildings register before the application to the PDA because the information about the size of the investment and expected energy savings are based on the buildings register. * On the other hand, Lithuania applied to an **ELENA**, a technical assistance facility managed by the European Bank for Reconstruction and Development (EBRD) to create the project pipeline and to involve a certain number of stakeholders (Lithuanian ESCOs, public authorities and building owners).   In addition, though AEA built a excel network of +8.000 collaborating companies, ESCOs are not involved in the initiatives, no mention of any planned formula of energy projects securitization to manage the potential energy savings profits and, this way, taking the financial burden off balance. To sum up, there are no financial schemes to leverage the available public funds.  Alignment with existing policies and political commitment  A very important detected barrier to highlight is the very low collaboration capacity between different public bodies, a key requirement that was fulfilled successfully by **ZagEE** and from which we can learn how. In addition, we found very useful to find a clear **political leadership** in this project. However, the aim of this action is fully aligned with the existing policies and political strategies.  For instance, the sustainable construction sector is one of the priorities of **Smart Specialization Strategy (S3)** of Andalusia. Its strategy in this field passes through the redefinition of sustainable construction in terms of energy rehabilitation of buildings, the physical, social, economical and environmental recovery of urban environments, the reuse of consolidated urban lands and the rehabilitation of cities. The opportunities are based on the development of new designs and materials for construction and the sustainable processes.  On the other hand, **The Sustainable Construction Programme in Andalusia (PICSA)** seeks through energy saving and renewable energy to promote the energy rehabilitation and renovation of buildings, rehabilitate urban areas, improve the competitiveness of companies of the construction sector, create skilled employment and reduce energy poverty.  *The ZagEE initiative was explained during the good practices exchange meeting in Zagreb, September 2016. A bi-lateral meeting is expected to be held on 15 March 2018 to get more details.*  *The Lithuanian experience on innovative financial instruments to rehabilitate buildings was explained during the good practices exchange meeting in Vilnius, January 2018.*   1. **Action** (please list and describe the actions to be implemented)   Andalusia has the opportunity and the need to set a comprehensive and rigorous **plan to boost the energy rehabilitation and retrofitting of their public buildings** involving the mandatory political leadership and the public bodies’ collaboration.  The action plan should decide on:   * Whether to extend the scope to buildings managed by the local authorities or not. * The public guarantees that need to be set to entrust the plan. * The timely structure of such an ambitious plan: to set pilot projects, demonstration projects, exemplary projects first, etc. * Funding sources ubiquity and availability. * The segmentation of different kind of buildings to set priorities depending on the selected criteria and, this way, concentrate efficiently efforts. For instance: first low-rated energy buildings to gain maximum savings; or first educational buildings because childhood suffers high temperatures in summer, etc. * Tackling with the fragmented cohesion among different public bodies, the final owners of the buildings. * The best available PDA to apply to, including complex instruments as the European Fund for Strategic Investments (EFSI or Juncker Plan). * The financial structure to fund the plan and whether a new financial instrument or even vehicle (society) is needed or not. * How to ensure the private actors to get involved in financing energy measures in public buildings to increase the leverage of the existing public financing and the private financing integration into public financial vehicles * The engagement of stakeholders, especially public bodies, assigning the appropriate roles, especially the leader project. * To provide funding mechanisms that targets the public sector. * Find the way to get ESCOs involved through the very helpful ESEs National Association (ANESE). * The integration of popular crowdfunding into the financing pipeline. * To study the choices of securitization so the financial burden could be taken off-balance. * To ensure that public investments regarding energy efficiency does not sum up to the Excessive deficit procedures count and how * Accompanying measures to ensure the success of the plan, as programs on vocational education training, raising awareness campaigns, etc.  1. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)  * **Andalusian Energy Agency (AEA)** – to plan, coordinate and promote the objectives set. Collaboration with public administration in the design of planes and programmes and management of energy incentives. AAE has managed the public incentive programme of the Regional Government, Andalucía A+. Specifically, in the buildings sector, AAE launched in 2014 a Programme to Promote Sustainable Construction, an initiative which is a finalist in the Regio Stars Award 2015, and also has also coordinated a Plan for Sustainable Construction, Horizon 2020 for the Regional Government. * **The Energy Management Network of the Andalusian Regional Government,** **REDEJA -** currently integrated into AEA, is the tool to promote the principles of energy saving and diversification in the Andalusian Administration properties, as well as deploying renewable energies facilities. * **Dwelling and Rehabilitation Agency of Andalusia (AVRA)** – with extensive experience in rehabilitation of their own stock public social buildings. * **National ESCOs association –** to ensure the participation of ESCOs and assisting the public administration. * **Private business associations** as ***Federation of Promoters and Builders of Andalusia*** and *the* ***Sustainable Construction Cluster of Andalusia* –** Private actors ensuring * **Directorate General of European Funds -** Operational Programme managing authority. * **Andalusian Regional Government** – decision-making body and political leadership * **The General Administration of Andalusia and other public bodies** – holding and managing the target public buildings. * **Municipalities** –As potential intermediaries to extend the plan to municipal buildings * **Private banking** – open to discussing proposals for financial mechanisms.  1. **Timeframe**   Calendar to be set.   1. **Costs** (if relevant)   Pendant   1. **Funding sources** (if relevant):   Public funding  The main finance policy instrument addressed is the **Andalusian Operational Programme for investments for jobs and growth, 2014 – 2020**, a Structural Funds operational programme (Objective T.O. 4. Priority Line 4.c: Support the Energy efficiency and use of renewable Energy in public infrastructure, including public buildings and housing to improve energy efficiency and increase the use of renewable energy for electricity production and thermal uses in buildings) whose objective is to improve energy efficiency and increase the use of renewable energy for electricity production and thermal uses in buildings. Regarding the public field, this programme is allowed to fund:  a) **investments in public buildings of the Andalusian Regional Government and municipalities, prior audit and subsequent monitoring**  b) high quality energy audits  In full collaboration with the managing authority of the Operational Programme, AEA could be responsible for the management of funds for energy in the framework 2014-2020, including among its activities the definition of the regulatory bases of the support programmes, the selection of the projects, and the verification and follow-up. Equally, AEA is also actively involved in national ERDF monitoring committees, contributing to the adaptation and monitoring of the ERDF OP Andalusia for AEA.  AAE has managed the public incentive programme of the Regional Government, Andalucía A+. Specifically, in the buildings sector, AAE launched in 2014 a Programme to Promote Sustainable Construction. The incentive model used at present in Andalusia has been based on incentives aimed at stimulating the demand of energy projects. However, the new framework requires a reorientation of the previous model that together with energy saving and the reduction of emissions, allows better exploiting the opportunities of employment generation associated with energy rehabilitation and, this way, to obtain a greater leverage of public funding. This might be achieved by introducing new financing instrument that facilitate the development of energy efficiency projects, besides other additional measures.  **Other sources:**  **Project Development Assistance (PDA)** as ELENA, JESSICA, etc, for all the preparatory activities prior to the rehabilitation works.  PPP funding  European Fund for Strategic Investments (EFSI)  Private funding   * Commercial private banking * Green mutual funds * Pension funds * Crowdfunding |

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| **ACTION 2 PUBLIC ADVICE PROGRAMME TO TACKLE ENERGY POVERTY**   1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)   Currently, the incentives scheme on Sustainable Energy managed by the AEA relies on a public-private collaboration framework to facilitate the application by citizens and companies. There are more than 8.000 entities, “collaborating partner companies”, liaising in integrative public-private collaboration with the Agency in the management and processing of incentives, The application process and administrative complexity burden is totally gapped by the collaborating companies, avoiding inconveniences to the beneficiaries and, therefore, making easier the final application of funds. The Agency´s website includes an interactive online mapping tool showing the geographical location of the collaborating companies for a better mapping when collaborating company seeking.  However, and though an intense dissemination programme has been performed by the AEA, needless to mention the collaborating companies contribution to make the incentives programme by increasing the capillarity of the information to be released to the potential beneficiaries, we have reasons to suspect that information are not reaching a lot of citizens and, in particular, those affected by energy poverty issues.  On the other hand, more vulnerable households, likely to be living in fuel poverty, are unable to afford a co-financing rate to complement the lump-sum subsidy to have access to the energy incentives.  In addition, we know that some actions needed to tackle with energy poverty are just knowledge-based measures, as behavioural advice, meaning that they need only low-cost or even no-cost solutions at all, but expertise advice. For instance, to lower the available purchased electric power contracted with the utility just by 1 kW pays up to 6 €/month back. Many Andalusian dwellings are being billed much more available purchased electric power than needed and, precisely, the lack of awareness on how to achieve lower cost energy tariffs by reducing the electric billing is higher among vulnerable households. People endangered or living in energy poverty are normally those with less education or information capabilities and more needed to receive expertise advice.  For this reason, we found very interesting the experience from **Warm and Well** advice line by the **Seven Wye Energy Agency**, allowing clients in **Gloucestershire and South Gloucestershire** to access not only information on grants and funding available, but free and independent energy efficiency advice, running this way a holistic programme. We learnt how Warm & Well scheme aims to improve energy efficiency in the home and reduce the risk of fuel poverty and associated health problems by raising public awareness, providing specific and appropriate advice to all householders, making referrals into grant and discount schemes and addressing central links between energy efficiency, affordable warmth, cold living conditions and health risks, such as cardiovascular illness and condensation damp related respiratory illness. Though in Andalusia problems are dual given that winter can be severe in some zones but the main problem is the very hot late springs and summers (reaching every year 45ºC) which caused worrying issues among the pupils in the schools during June 2017, solutions are applicable in the same way.  We need to think of a coordinated plan managed by the AEA, using its very rich, experienced and well-trained human capital to offer targeted and organised knowledge to tackle energy poverty. Target objective groups, final beneficiaries as vulnerable households and those likely to be living in fuel poverty, unable to afford adequate heating or cooling, but also the general public and civil organizations that would serve as “non-profit collaborating entities” multiplying the dissemination efforts, especially in non-favoured neighbourhoods. By communicating energy efficiency issues we seek to engage citizenry and civil organisations to reduce energy poverty and increase human well-being and health.  We found also very useful the **Warm and Well** experiences on delivering home energy advice visits to customers, giving behavioural advice specific to their property to help clients lower their fuel bills and/or increase the comfort in the property. The presence of an independent, impartial not for profit organisation such as Severn Wye has enabled the Warm & Well programme to achieve significant results. We see lot of similarities with the AEA, a fully public entity (implicitly, non for profit), independent, impartial, a trusted organisation able to focus on their needs without prejudice but at the same time and fully able to engage a huge network of collaborating companies. Exploring the synergies of both offering free and independent advice from a fully public energy agency and counting on a network of +8.000 collaborating companies used to manage the sustainable energy grants shall be likely worth it.  Regarding the expansion to other potential targeted beneficiaries, it was very interesting to check how the **Grant for municipal Energy and Climate Advisors** works in **Region Jämtland-Härjedalen**. The advisors have knowledge about regional conditions and provide independent and trusted information on relevant energy efficiency measures, technical solutions and grants, being the regional agency that coordinates the programme. However, the target group consists in not only individuals, but also SMEs and civil organizations. From this point of view, might be the targeted group wider and include not only citizens but also regional bodies as the regional ministry of education that manage schools and this way spread knowledge from teachers and pupils to families?  In addition, the Croatian experience **Through Knowledge to a Warm Home** by the NGO “DOOR” in collaboration with the **City of Petrinja**, in a similar way to Warm and Well, succeeded in establishing energy advice as a new social service on regional level with the intention to combat energy poverty by testing simple and low-cost energy efficiency measures. It was proven that with low investments significant improvements in the quality of life coupled with energy and emissions reductions can be achieved. However, from our point of view the key evidence of success of this good practice is the achieved change of regional policy through the inclusion of a priority in the county social services plan. We were also pleased to find **volunteers** providing adequate training.  Finally, we would like to integrate some experiences of the **ENSVET - Energy Advices for Citizens in Slovenia**. ENSVET offers individual, free, independent energy consulting and information education and awareness activities for the promotion of energy efficiency measures and renewable energy sources for citizens in the local environment through qualified independent energy advisors. With free tips and interviews assist in the selection, design and implementation of investment measures of energy efficiency and use of renewable energy sources in residential buildings. We hope to learn more from the ENSVET GP during the study visit in Slovenia in March 2018.   1. **Action** (please list and describe the actions to be implemented)   Public Advice Programme coordinated and managed by the AEA, using its very rich, experienced and well-trained human capital to offer targeted and organised knowledge to tackle energy poverty.   1. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)  * **Andalusian Energy Agency (AEA)** * **Dwelling and Rehabilitation Agency of Andalusia (AVRA)** – with extensive experience in rehabilitation of their own stock public social buildings. * **Civil society, organisations concerned about energy poverty** * **Public services (schools, hospitals, etc.)**  1. **Timeframe**   Not defined yet.   1. **Costs** (if relevant)   Not available yet.  Most of the staff costs could be covered by running AEA budget   1. **Funding sources** (if relevant):   AEA budget for internal staff costs.  The main finance policy instrument addressed is the **Andalusian Operational Programme for investments for jobs and growth, 2014 – 2020**, a Structural Funds operational programme (Objective T.O. 4. Priority Line 4.c: Support the Energy efficiency and use of renewable Energy in public infrastructure, including public buildings and housing to improve energy efficiency and increase the use of renewable energy for electricity production and thermal uses in buildings) whose objective is to improve energy efficiency and increase the use of renewable energy for electricity production and thermal uses in buildings. Regarding the public field, this programme is allowed to fund:  a) investments in public buildings of the Andalusian Regional Government and municipalities, prior audit and subsequent monitoring  b) **high quality energy audits**  In full collaboration with the managing authority of the Operational Programme, AEA could be responsible for the management of funds for energy in the framework 2014-2020, including among its activities the definition of the regulatory bases of the support programmes, the selection of the projects, and the verification and follow-up. Equally, AEA is also actively involved in national ERDF monitoring committees, contributing to the adaptation and monitoring of the ERDF OP Andalusia for AEA.  AAE has managed the public incentive programme of the Regional Government, Andalucía A+. Specifically, in the buildings sector, AAE launched in 2014 a Programme to Promote Sustainable Construction. The incentive model used at present in Andalusia has been based on incentives aimed at stimulating the demand of energy projects. However, the new framework requires a reorientation of the previous model that together with energy saving and the reduction of emissions, allows better exploiting the opportunities of employment generation associated with energy rehabilitation and, this way, to obtain a greater leverage of public funding. This might be achieved by introducing new financing instrument that facilitate the development of energy efficiency projects, besides other additional measures. |

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| **ACTION 3 (IN PROGRESS) – A MORE PROFESSIONAL SECTOR NY ENABLING BETTER TRAINING AND EDUCATION**   1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)   Targeted good practices:   * **Your Green Future (Gloucestershire)** * **Young Energy People (Gloucestershire)** * **Combating Energy Poverty (Slovenia)**  1. **Action** (please list and describe the actions to be implemented)   To be defined.   1. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)  * **Regional Ministry of Education** * **Vocational Education and Training General Directorate**  1. **Timeframe**   Not available yet.   1. **Costs** (if relevant)   Not available yet.   1. **Funding sources** (if relevant):   Not available yet. |
| **ACTION 4 (IN PROGRESS) – ENABLING AN INTENSE CLUSTERISATION IN SUSTAINABLE BUILDING BUSINESS**  To be defined |
| **Date**:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Signature**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Stamp of the organisation (if available):** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

1. More info: <https://www.agenciaandaluzadelaenergia.es/en/redeja> [↑](#footnote-ref-2)
2. <https://www.agenciaandaluzadelaenergia.es/en/redeja/services-offered-redeja/optimisation-energy-supply-contracts> [↑](#footnote-ref-3)
3. <https://www.agenciaandaluzadelaenergia.es/en/redeja/services-offered-redeja/realisation-sectorial-studies-and-energy-audits> [↑](#footnote-ref-4)
4. <https://www.agenciaandaluzadelaenergia.es/en/redeja/services-offered-redeja/advice-entities> [↑](#footnote-ref-5)
5. <https://www.agenciaandaluzadelaenergia.es/en/redeja/services-offered-redeja/training> [↑](#footnote-ref-6)