

EmPowerIngUs

Innovative Transfer Network

Investment Plan for the Municipality of Etterbeek



URBACT



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Interreg

Index

This document presents the Investment Plan of the Municipality of Etterbeek, developed within the framework of the URBACT ITN project *EmPowerIngUs*. It represents an intermediate version, reflecting the current state of progress of the project, based on transnational exchanges, local stakeholder involvement and ongoing strategic work at municipal level.

At this stage, the Investment Plan aims to outline Etterbeek's strategic intentions, priority actions and investment logic, while acknowledging that several elements — including detailed financing arrangements and implementation modalities — are still under development. The document is therefore intended as a working basis for discussion and further refinement, and will be progressively consolidated as the project advances and additional data, decisions and funding opportunities are identified.

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1. THE POLICY CONTEXT

1.1 Needs analysis in the territorial context

Since the war in Ukraine in particular, energy poverty has worsened in Belgium, reaching 21.8% in 2024, compared to 20.6% in 2021¹. In other words, just over one in five Belgian households has difficulty meeting its basic energy needs (electricity, gas, etc.) for housing. Energy poverty does not depend solely on energy prices, but is also linked to household income, the condition of housing, and consumption behaviours.

As a local authority (municipality), this leads us to focus on improving the living conditions of our disadvantaged populations, in particular through actions and projects to promote affordable housing, fighting energy poverty, but also overcome the digital divide, foster autonomy and empowerment, as well as well-being and strengthening social cohesion.

In parallel, the municipality of Etterbeek is implementing its "Carbon Budget" that is embedded in a broader municipal strategy for climate ([Etterbeek's Climate Plan](#)). The Plan aims to reduce greenhouse gas emissions (GHG emissions) by 55% by 2030 (compared with 2008) and reach carbon neutrality by 2050. Our action plan comprises over 190 measures, ranging from energy performance of buildings (public and private) to mobility measures addressed to the wider population (cycling, walking, public transport) as well as to our personnel.

In Etterbeek, around 70% of GHG emissions (scopes 1 and 2) come from buildings, of which around 45% from the residential sector, representing around 55 kt CO₂eq (Brussels Environment, 2022).

As a local public authority, it is therefore essential to address the issues of energy poverty, both for socio-economic and environmental reasons.

To do so, we have identified three main needs:

- To identify energy poverty in our territory, both "objective" (when a household's energy bill is too high in relation to available income) and "hidden" (when the energy bill appears abnormally low, revealing potential deprivation);
- To raise awareness among households about the rational use of energy;
- To contribute to improving the energy performance of dwellings through renovation, i.e. the "Energy Performance Certificate (EPC, also known in the French-speaking Belgian context as "*Performance Energétique des Bâtiments*" or "EPB").

This approach aligns well with Getafe's experience within the EPIU project. This is why we wished to take part in the application and are pleased now to be able to contribute to the URBACT EmPowerIngUs project.

1.2 A The policy response

Environmental dimension:

To address the current climate and energy challenge, the Brussels-Capital Region, of which Etterbeek is part, has adopted a legislative act aimed in particular at reducing the energy consumption and CO₂ emissions of housing: the [EPB regulation](#)².

This regulation stems from European legislation, notably the Energy Performance of Buildings Directive (EPBD).

¹ Baromètre de la précarité énergétique en Belgique – Fondation Roi Baudouin – 2024.

² Ordonnance du 2 mai 2013 on the Code bruxellois de l'Air, du Climat et de la Maîtrise de l'Énergie (CoBrACE), as well as its execution decrees.

In the Brussels Region, in a predominantly urban environment, buildings account for 70% of total energy consumption. The impact of the building sector accounts for 56% of GHG emissions, of which 62% originate from the residential sector.

For housing, the main regulatory measures introduced by Brussels-Region regulations are as follows:

- By 2030, every dwelling must have a valid EPB certificate. A EPB certificate is issued by an accredited independent expert and presents the energy performance level of a property, ranging from label G (above 350 kWh/(m²·year) to label A (below 45 kWh/(m²·year)). The certificate also indicates the EPB targets to be achieved and whether EPB requirements are met in the event of works. It provides recommendations for renovation works to improve energy performance.
- EPB targets for each dwelling: by 2033 at the latest, all private dwellings must reach a primary consumption target equivalent to a EPB label E, i.e. a maximum primary energy consumption of 275 kWh/(m²·year); in other words, worst-performing buildings (EPB label G and F) should no longer be inhabited. Furthermore, by 2045 at the earliest, all private dwellings must reach target 150, i.e. a maximum primary energy consumption of 150 kWh/(m²·year) (EPB label C). To achieve these targets, many owners will have to carry out energy renovation works in their dwellings.
- Mandatory maintenance of heating systems.
- Stricter requirements for new heating installations.

Social dimension:

The latest [Belgian Federal Plan to Combat Poverty and Reduce Inequalities](#) sets out three main orientations:

- Early detection and prevention of poverty;
- Socio-economic activation (employment, efforts to help people return to economic activity);
- Guarantee of rights and combating non-take-up (ensuring that existing support schemes are actually accessible).

This plan includes more than 140 actions, involving each ministry within its respective field of competence.

In the Brussels Region, poverty levels are significantly higher than at national level (around 37% of Brussels residents at risk of poverty/exclusion compared to approximately 18% in Belgium).

The latest [Brussels Action Programme to Combat Poverty](#) sets out several axes:

- Combating precariousness ;
- Care and social support ;
- Reducing social inequalities ;
- Socio-professional integration ;
- Coordination of social actors.

Unfortunately, this Brussels Programme is no longer up to date, as the Brussels Region is going through a major political crisis: due to persistent disagreements, the regional government has not yet been formed since the latest elections (9 June 2024), leaving stakeholders involved in the fight against poverty without clear guidance and without a solid budget.

At municipal level, the [Etterbeek Policy Orientation Note](#) (NOP) 2025–2027 states the following with regard to the environment and the fight against (energy) poverty:

- The municipal majority affirms its intention to structure public action around three cross-cutting priorities that will permeate all local policies: climate transition, health promotion and citizen participation (p. 3).

- Municipal climate policy is structured around clear and measurable objectives: reducing greenhouse gas (GHG) emissions by at least 55% by 2030, adapting the territory to the effects of climate change, and ensuring a fair and inclusive energy transition (p. 4).
- Buildings and energy renovation: renovation, according to low-carbon standards, of the assets of the *Régie Foncière* (housing stock of the municipal property management agency); information workshops to promote private renovations; supporting energy communities (p. 4).
- Citizen participation is also established as a cross-cutting priority of the current legislature. It is viewed not as an optional add-on, but as a structuring tool in support of local democracy, social cohesion, and the social, environmental and digital transition (p. 7).
- Promoting access to housing for all. Housing is a major lever for social inclusion, territorial equity and quality of life. In Etterbeek, the aim is to preserve balanced social diversity and respond to citizens' legitimate expectations regarding access to affordable, sustainable and high-quality housing. In a regional context marked by a housing crisis, the municipality intends to strengthen its action in public housing, building renovation, regulation of shared housing practices, and support for residents, while encouraging the creation of new affordable housing (p. 14).
- Continuous renovation of the municipal *Régie Foncière*'s housing stock with strengthened energy criteria (p. 14).
- Strengthening of the housing stock of the municipal Social Real Estate Agency ([AIS](#)) (p. 14).
- Combating substandard housing through the work of the housing observatory (p. 14).
- Continuing initiatives to promote rent socialisation within the *Régie Foncière*, in collaboration with the Brussels Region (p. 14).
- Combating vacant dwellings and exercising the right of public management where appropriate (p. 14).
- Supporting tenants and owners in energy renovation (p. 15).
- Progressive implementation of 37 concrete measures of the Municipal Climate Plan (p. 18).
- Annual monitoring of the Municipal Climate Plan to ensure that every political decision is compatible with the objective of climate neutrality by 2030.
- Support for the transition of the private building stock: launch of a municipal one-stop shop to provide technical advice and support initiatives promoting building renovation; organisation of practical workshops for residents (p. 18).

From the above, it can be understood that, for Etterbeek, the EmPowerIngUs project, including the Testing Actions and the resulting Investment Plan, has the potential to contribute significantly to our local and supra-local political ambitions to combat energy poverty.

2. THE INVESTMENT PROPOSAL

2.1 Background to the proposal

The EmPowerIngUs project is funded by the European programme [URBACT Innovation Transfer Network](#) (ITN).

Its theme is the fight against (hidden) energy poverty through an approach based on three pillars: (1) data analysis, (2) awareness-raising and (3) tailor-made solutions.

To achieve this, the partner cities, including [Etterbeek](#), will be able to benefit from the experience of a leading European city (Getafe, Spain).

Getafe has acquired its expertise in the field of energy poverty through a previous European project called '[EPIU](#)' (European Urban Innovative Actions programme - [UIA](#)).

Energy poverty concerns households that are unable to access sufficient, reliable and affordable energy to meet their basic needs, such as adequate heating during cold seasons and sufficient cooling during warmer periods. It can be the result of insufficient income, poor quality housing or high energy costs, and has major consequences for the health, well-being and quality of life of the people concerned, as well as indirectly for the climate.

The main components of the URBACT project EmPowerIngUs are the following:

- Creation and management of an Urbact Local Group (ULG) in each participating city. The ULG is made up of local partners who are active or interested in the project themes: representatives of public authorities, elected representatives, associations, experts, owners, tenants, etc...
- Participation in thematic transnational meetings: exchange of experience and transfer of skills between project partners (Getafe Nov. 2024, Trikala Apr. 2025, Etterbeek Jun. 2025, Pomorie Sept. 2025, Maia March 2026, Getafe June 2026).
- Study of the transferability of the lead city's project to the different project partners.
- Testing actions and Investment Plan in partner cities.

As the project evolved (transnational meetings with the other partners, ULG meetings, shared strategic objectives and municipal policies, time-related, technical and budgetary constraints, etc.), Etterbeek gradually chose to focus our Testing Actions and our Investment Plan on the dwellings and tenants of the *Régie Foncière* (municipal housing stock management agency) :

1. To identify (hidden) energy poverty among tenants
2. Awareness-raising among households on the rational use of energy
3. The (energy) renovation strategy for the *Régie Foncière*'s housing stock

2.2 Our starting point

The *Régie Foncière* of Etterbeek was created in 1973 to manage and develop the dwellings owned by the municipality.

Approximately 40% of the rental stock of the Régie Foncière consists of dwellings reserved primarily for tenants whose income does not exceed certain income thresholds, entitling them to a rent reduction.

To be allocated a dwelling with an adapted rent (a 30% reduction on the market rent), or a dwelling assimilated to social housing, applicant tenants must meet several conditions, such as demonstrating taxable gross income below a certain threshold and not owning residential real estate.

Given these allocation criteria, tenants of the *Régie Foncière* constitute a population that is vulnerable to issues of energy poverty, and therefore represent a priority target for the actions that Etterbeek intends to carry out within the framework of the EmPoweringUs project.

Our current starting point is as follows

- The *Régie Foncière* owns and manages an aging rental stock of 232 dwellings, last time renovated in the 1980s and 1990s.
 - There are strict new energy regulations at EU and National levels, transposed at regional level (Brussels Region) with which the *Régie Foncière* must comply, in particular with regard to the energy performance of buildings.
 - The *Régie Foncière* buildings present structural problems affecting, among others, roofing elements (slate, waterproofing, cornices, etc.), windows, and technical installations (boilers, ventilation units), etc...
 - Today, maintenance is reaching its limits and the issue of renovation is becoming paramount for the *Régie Foncière*.
- In addition to this, there is a general impoverishment of the population in Brussels and Etterbeek, including among the tenants of the *Régie Foncière*, some of whom suffer from energy poverty as mentioned above.

A case study was carried out in 2022-2024 on income and energy consumption of 4 tenant households of the *Régie Foncière* of Etterbeek. As demonstrated by the summary table below, the case study shows that energy poverty is well present among our tenants, despite the fact that they benefit from a moderate rent.

Dwelling	Household composition	Income 2022	Heating / hot water consumption 2024			Share of energy bill in income **	Energy poverty
			€/year	€/month *	kWh/year		
Duplex 2 bedrooms	Single woman with 1 child	23.463,26 €	3.977,77 €	331,48 €	7.832,20	17%	Yes
Duplex 2 bedrooms	Single woman with 1 child	26.478,69 €	7.496,99 €	624,75 €	15.034,80	28%	Severe
1 bedroom	Single woman	17.999,54 €	3.792,00 €	316,00 €	7.466,42	21%	Yes
2 bedroom	Single woman with 1 child	20.620,82 €	2.649,98 €	220,83 €	5.217,79	13%	Borderline

Figure 1 : Case study: income and energy consumption of 4 tenant households of the *Régie Foncière*.

The *Régie Foncière* therefore plans the energy renovation of its entire housing stock. It is estimated that more than 40% of this rental stock is energy-inefficient (EPB labels E, F or G), generating high emissions and high energy costs for households. Improper use of technical equipment and insufficient knowledge of how it operates are also sometimes observed among tenants. Moreover, we lack objective data to identify energy poverty among the tenants of the *Régie Foncière*, both “objective” (when a household’s energy bill is too high in relation to available income) and “hidden” (when the energy bill appears abnormally low, revealing potential deprivation).

Ultimately, the *Régie Foncière* aims to achieve at least a EPB label C for all its buildings, corresponding to an average Primary Energy Consumption (PEC) of 100 kWh/(m²·year). We wish to implement this ambitious project in a strategic and coordinated manner, paying particular attention to energy poverty and raising awareness among *Régie Foncière* tenants about the rational use of energy in their homes.

However, we lack the means to achieve our objectives: data, skills, human resources, and financial resources.

Nevertheless, the EmPowerIngUs project can help us overcome certain barriers, notably through transnational exchanges, training activities, Testing Actions, and the Investment Plan.

2.3 The adapted version of the innovative practice

At the beginning of the EmPowerIngUs project, we considered various actions that could match the potential transfer of practices from Getafe (EPIU project) to Etterbeek, in particular:

- Our municipal service “[Proxibat](#)” offers, for a token fee, to carry out minor works in the homes of disadvantaged residents in Etterbeek. For example: painting, plastering, insulation, etc. Through EmPowerIngUs, we considered the possibility of extending Proxibat to energy-related services, such as facilitating small-medium-scale energy works, facilitating grouped energy studies/audits, etc. As a first step, we intended to draw up a typology of our less advantaged citizens and their homes, with whom we would have proactively communicated about this extended Proxibat service.
- Within the framework of multiannual agreements, private owners entrust their buildings to our municipal Social Real Estate Agency ([AIS](#)). The AIS then rents the dwellings to disadvantaged households and takes care of everything: tenant selection, leases, rents, maintenance, and mediation. The rent is guaranteed to the owner (even in the event of vacancy or unpaid rent), but is below market level. Tenants, for their part, pay a rent adapted to their income. For a time, via EmPowerIngUs, we considered encouraging AIS property owners to carry out energy renovations on their buildings in order to combat energy poverty. It would even have been possible to attract new owners to the AIS in exchange for technical / financial support for energy renovation of their property.
- The large-scale energy renovation project of the Régie Foncière, which has already been discussed extensively above.
- And other ideas involving other local partners who are members of the ULG:
 - The Public Centre for Social Action ([CPAS](#)): a major local public body responsible for providing social assistance to disadvantaged people, as well as other specific psychological, social, financial, medical, and administrative support measures, with a view to facilitating reintegration into an active social life. Note that our CPAS has an [energy service](#) that provides individual technical and legal assistance, as well as energy workshops to combat energy poverty.
 - [Log'Iris](#), our social housing company, which owns and manages 1,400 dwellings allocated to low-income households, according to criteria defined by law.
 - We also have a dense and active network of [NGOs](#) that act as important intermediaries and stakeholders in our local ecosystem, some of which contribute to our ULG.
 - Experts and researchers, in particular a team from the Université Libre de Bruxelles (ULB), which studies and promotes the concept of “slow heat”: heating one’s body rather than the entire home.

Ultimately, as EmPowerIngUs evolved (transnational meetings with the other partners, ULG meetings, shared strategic objectives and municipal policies, time-related, technical, and budgetary constraints, etc.), we gradually chose to focus our Testing Actions and our Investment Plan on the large-scale energy renovation project of the Régie Foncière.

Thanks to EmPowerIngUs, we realised that energy renovation works first need to be prepared, optimised, and coordinated within the housing stock of the Régie Foncière. To this end, we decided to start with three preliminary steps:

1. To identify (hidden) energy poverty among tenants;
2. Awareness-raising among households about the rational use of energy;
3. An (energy) renovation strategy for the Régie Foncière’s housing stock.

The experience of Getafe in the EPIU project proves to be useful across all three of these preliminary steps.

2.4 The integrated approach and the participative process

The EPIU project in Getafe and the URBACT programme are based on an integrated approach.

The theme of EPIU is the fight against (hidden) energy poverty through an integrated approach built on three pillars: (1) data analysis, (2) awareness-raising, and (3) tailor-made solutions.

The URBACT programme is also fully integrated:

- Thematic integration: here, the shared theme of energy poverty among the project partners
- Integration of transnational governance, notably through transnational meetings between partners
- Integration of local governance, mainly through the URBACT Local Group (ULG)
- Strategic integration over time and in action: *understand, adapt, prepare for re-use*

This integrated approach has enabled us to structure our vision:

- First, to select the energy renovation project of the Régie Foncière from among the many initial ideas related to combating energy poverty in Etterbeek. This choice was facilitated by a participatory approach, both local (ULG) and transnational, within the framework of the EmPowerIngUs project.
- The example of EPIU in Getafe also helped us to better prepare and optimise this energy renovation project of the Régie Foncière by planning preliminary steps:
 1. To identify (hidden) energy poverty among tenants
 2. Awareness-raising among households about the rational use of energy
 3. An (energy) renovation strategy for the Régie Foncière's housing stock
- These preliminary steps will start being implemented within the framework of the Testing Actions, with a view to consolidation through our Investment Plan.

3. THE ADAPTED INNOVATION PROJECT

3.1 The Value Proposition

Our EmPowerIngUs Investment Plan aims to enable Etterbeek to turn a mandatory and costly energy renovation of municipal housing into a high-impact public investment that simultaneously reduces energy poverty, cuts greenhouse gas emissions and strengthens long-term policy effectiveness.

By combining data-based identification of (hidden) energy poverty, targeted tenant awareness-raising and a strategic renovation roadmap aligned with regional EPB requirements, the project ensures that future renovation funding delivers measurable social and climate returns. The investment creates value by de-risking a €10–15 million renovation programme, improving targeting of public resources, and embedding social justice into climate action.

For the investor, this approach increases the efficiency, credibility and replicability of energy renovation funding, while supporting a fair energy transition that can be scaled to other cities managing public housing stocks under similar regulatory and social pressures.

3.2 The workplan

Our energy renovation project for the *Régie Foncière* is organised as follows:

(1) Identifying (hidden) energy poverty among tenants

As was done in Getafe within the framework of the EPIU project (pillar 1: data analysis), the *Régie Foncière* of Etterbeek wishes, within the limits of the available resources (budget, staff, skills, etc.), to monitor tenants' income and energy consumption through energy bills and other information such as household composition, the dwelling's EPB rating, and the technical performance of installed appliances.

This will make it possible to objectify situations of energy poverty (households spending an excessive share of their income on energy bills) as well as hidden energy poverty (energy bills revealing potential deprivation).

At the beginning of the project, we had set aside this task for two main reasons: (1) lack of resources (budget, staff, skills, etc.) and (2) privacy regulations. However, thanks to new provisions and collaborations, we now believe that we will be able to carry out this task, at least partially.

As regards the availability of resources (time, budget), this task is now facilitated through a collaboration with Sibelga's NRClick scan service: an analysis tool designed for public building managers in Brussels (such as the *Régie Foncière* of Etterbeek) to monitor and optimise energy billing and consumption. Sibelga is the public intermunicipal company responsible for managing electricity and natural gas distribution networks in the Brussels-Capital Region. It also plays a key role in Brussels' energy transition.

With regard to privacy regulations, as the direct manager of public housing, the *Régie Foncière* of Etterbeek may, within strict limits, use certain individual data for the purpose of identifying energy poverty and optimising energy consumption among its tenants. It appears that this would not have been legally possible in private housing, as in Getafe.

We will start this task in 2026, in partnership with Sibelga, of which we are a shareholder together with the other Brussels municipalities (intermunicipal company).

(2) Awareness-raising among households about the rational use of energy

In line with pillar 2 of the EPIU project in Getafe (awareness raising), the *Régie Foncière* considers that raising tenants' awareness of rational energy use is essential. Indeed, energy consumption habits have a significant impact on energy bills, households' climate impact, as well as comfort and health. There is

therefore a clear need for awareness-raising on rational energy use and on the proper use of domestic heating systems (boiler settings, thermostatic valves, ventilation systems).

To this end, we are preparing terms of reference that will allow us to launch a public procurement procedure in the near future in order to recruit a specialised service provider to raise awareness among *Régie Foncière* tenants about the rational use of energy. Its missions will be as follows:

- Mission 1: training of municipal staff on the topic – summer/autumn 2026
- Mission 2: awareness-raising workshops for tenants – autumn/winter 2026-27
- Mission 3: awareness-raising workshops for tenants (consolidation session) – autumn/winter 2027-28.

Each tenant workshop will last a maximum of two hours and will be conducted in groups of 5 to 12 people in a vacant but fully functional *Régie Foncière* apartment (real-life, on-site conditions). Topics covered will include: optimising heating in winter and cooling one's home in summer, use of room thermostats and thermostatic valves, ventilation, individual vs collective heating, understanding energy bills, small useful actions (closing shutters, not putting hot food in the fridge, etc.), introduction to the concept of "slow heat" (heating one's body rather than the entire home), etc.

(3) An (energy) renovation strategy for the *Régie Foncière*'s housing stock

By analogy with pillar 3 of EPIU (tailor-made solutions), we entrusted, in June 2025, through a public procurement procedure, a specialised engineering consultancy with the task of producing a global energy audit of the *Régie Foncière* of Etterbeek's rental housing stock.

The objective is to carry out a preliminary strategic study in order to implement this ambitious energy renovation project for the *Régie Foncière*'s buildings in a strategic and coordinated manner.

The consultancy's mission comprises three phases:

Phase 01: Analysis of all EPB certificates of the *Régie Foncière*'s rental stock

- Project launch, information gathering, creation of the Excel tool
- Per housing unit: analysis of EPB certificates
- Per building: grouping of inconsistencies in EPB certificates linked to the encoding of default values (which do not reflect reality)
- Per building: analysis of current energy performance
- Drafting of report – part 1: state of the current situation of the building stock
- Drafting of report – part 2: comparison of stock performance with forthcoming regulatory requirements
- Meeting with the *Régie Foncière* to define objectives and intentions

Phase 02: EPB optimisation and cost estimation

- Critical review of the energy improvements proposed by EPB certifiers
- Definition of optimisation scenarios: adjustment of recommended energy improvements so that they are consistent with forthcoming regulations
- Impact: estimation of energy savings and EPB score for two optimisation scenarios per building
- Impact: estimation of investment costs for two optimisation scenarios per building
- Impact: maintenance ease score for two optimisation scenarios per building
- Impact: occupant discomfort score during works for two optimisation scenarios per building
- Impact: occupant comfort score after works for two optimisation scenarios per building
- Completion of the Excel file: strategic orientations per building

Phase 03: Delivery of the strategic note

- Renovation strategy per building to achieve compliance with regional energy regulations
- Renovation strategy per neighbourhood, energy sharing (including one site visit and cost estimate)
- Report drafting
- Discussion of results (and possible corrections)

The entire mission is expected to last six months and to be completed by summer 2026.

(4) Energy renovation works in the *Régie Foncière's* buildings

In coordination with the three complementary missions described above (data analysis, awareness raising, and strategic note), the *Régie Foncière* will effectively launch the energy renovation of its entire real estate stock.

The ultimate aim is to achieve at least EPB label C for all buildings, corresponding to an average Primary Energy Consumption (PEC) of 100 kWh/(m²·year), compared to the current situation in which more than 40% of the rental stock is energy-inefficient (EPB labels E, F, or G), generating high emissions and high energy costs for households, sometimes combined with improper use of technical equipment and insufficient knowledge of how it operates among tenants, leading in some cases to objective or even severe situations of energy poverty.

This large-scale energy renovation will be carried out in a coordinated and coherent manner thanks to the strategic note, while ensuring the optimisation of rational energy use among tenants and a reduction in energy poverty.

Commitment to this project is strong. Indeed, at the end of 2022, the municipal authorities adopted a Political Orientation Note for the municipal *Régie Foncière*, with the ambition of renovating (energy-wise) all 268 dwellings and, more broadly, its entire real estate portfolio, for an overall estimated budget of €10 to €15 million.

This is, of course, where the critical issue of budget arises. Through EmPowerIngUs, and more specifically through our Investment Plan, we hope to take a first step towards facilitating access to the substantial funding required to carry out the energy renovation of the *Régie Foncière's* buildings.

3.3 Governance and delivery model

The project will be primarily led by the *Régie Foncière* of Etterbeek. This is a municipal service operating under the authority of the municipal authorities.

The municipality of Etterbeek is a democratic public body. Decisions are taken by:

- the Municipal [Council](#) ;
- the Municipal Executive ([Collège](#)), which is responsible for day-to-day management.

All members of the Municipal Council are directly elected by universal suffrage every six years. The Municipal Executive is composed of members of the Council who together form the political majority governing the municipality.

The member of the Executive responsible for housing, climate and for the *Régie Foncière* is the Mayor.

Other partners will be directly involved in the project:

- [Sibelga](#), our partner already mentioned above for data collection aimed at identifying and objectifying energy poverty among Régie Foncière tenants;
- The NGO responsible for the mission of raising tenants' awareness on the rational use of energy ([SoHab](#));
- The consultancy firm responsible for producing the strategic note preliminary to the energy renovation works ([The Idealist](#));
- The partners in charge of the energy renovation works as such: contractors, architects, experts, etc.

In the longer term, we could also consider keeping our ULG active, partially or fully, so that it could act as a steering or advisory committee throughout all phases of the energy renovation project for the *Régie Foncière*'s buildings.

3.4 Overall project schedule

(1) Identifying (hidden) energy poverty among tenants

- From 2026

(2) Awareness-raising among households about the rational use of energy

- From autumn/winter 2026-27 to autumn-winter 2027-28

(3) An (energy) renovation strategy for the *Régie Foncière*'s housing stock

- From June 2025 to summer 2026

(4) Energy renovation works in the *Régie Foncière*'s buildings

- From 2027

4. BUDGET

4.1 Project costs

(1) Identifying (hidden) energy poverty among tenants

- Likely marginal costs (work time of personnel already in place), as this involves a direct collaboration with Sibelga, an intermunicipal public company in which Etterbeek is a shareholder.

(2) Awareness-raising among households about the rational use of energy

- Approx. €36,000 (VAT included). This is the estimated cost of the awareness-raising campaign awarded to the consultancy SoHab by the Municipal Executive on 21 May 2026.

(3) An (energy) renovation strategy for the Régie Foncière's housing stock

- Approx. €79,000 (VAT included). This is the estimated cost of the strategic study entrusted to the consultancy The Idealist. The initial conclusions of which are set out below.

Introduction

The Régie *Foncière* of the municipality of Etterbeek manages a portfolio of 299 housing units, spread across a range of buildings of varying typologies, mostly small-scale and from different construction periods. Like many public property managers in the Brussels-Capital Region, the Régie *Foncière* is currently facing a dual challenge: responding to the climate emergency by substantially improving the energy performance of its housing stock, while preserving its social mission in a context of increasing pressure on housing and energy costs.

This reflection also takes place within the framework of Etterbeek's participation in the European URBACT Innovation Transfer Network (ITN) EmPowerIngUs project, dedicated to tackling energy poverty. In this context, the energy renovation of the Régie *Foncière*'s residential stock represents a particularly relevant lever, as it makes it possible to concretely align climate objectives, regulatory compliance and the long-term reduction of energy vulnerability among tenant households.

In order to structure this transition, the Régie *Foncière* commissioned The Idealist, a consultancy specialising in energy performance, sustainable transition and property strategy, to carry out a strategic energy mapping of its residential stock and propose a coherent medium- and long-term energy renovation pathway. This study is primarily based on the analysis of available EPC certificates, complemented by targeted site visits and strategic reflection on possible renovation trajectories.

This approach provides a strategic framework intended to guide future decision-making, which will subsequently need to be confirmed through specific technical studies.

Regulatory and Strategic Framework

The renovation strategy is being developed within the regulatory framework of the Brussels-Capital Region, which has, for several years, been pursuing an ambitious pathway for the energy transition of its building stock.

The main reference tool is the EPC certificate (*Certificat PEB*, "*Performance Energétique des Bâtiments*"^o). This certificate assigns each dwelling an energy rating ranging from LABEL A to G, based on its theoretical primary energy consumption.

The general meaning of this classification can be summarised as follows:

EPC Rating	General Interpretation
A	Very high energy performance
B	High energy performance
C	Good energy performance
D	Intermediate performance
E	Weak performance, but still acceptable in the short term
F	Poor energy performance
G	Very poor performance / highly energy-intensive dwelling

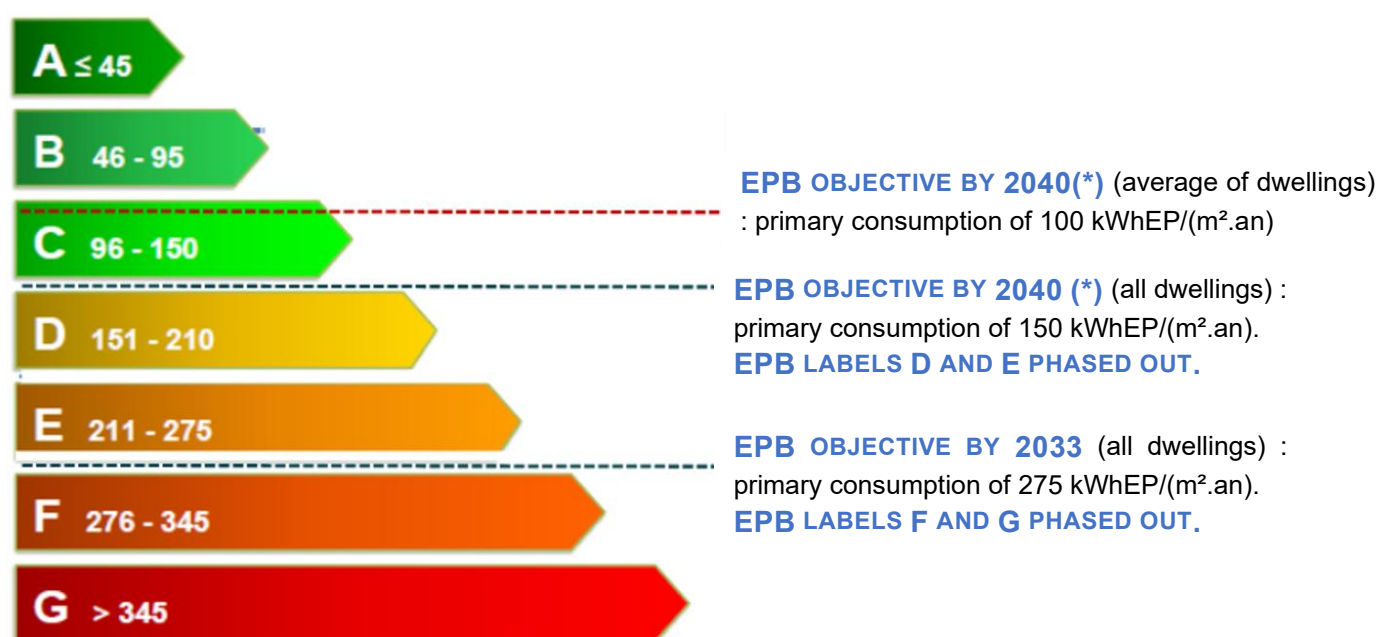


Figure 2 : Summary of the EPB objectives for dwellings belonging to a public body

(*) The execution decree to implement such deadline must be voted by the Regional Government.

In practice, dwellings rated F and G generally correspond to the most problematic units: poor insulation, inefficient technical systems, high heating needs, and increased vulnerability to rising energy prices.

The Brussels-Capital Region is pursuing a gradual trajectory aimed at structurally improving the performance of its building stock, through the progressive phase-out of the most energy-intensive dwellings and the gradual tightening of minimum performance requirements. For a public property manager such as the Municipal Property Agency, this dynamic implies not only regulatory compliance, but also proactive planning in order to avoid incoherent or insufficient piecemeal interventions.

The strategy developed by Etterbeek should therefore not be understood as a merely defensive regulatory response, but rather as a structured asset management approach anticipating future requirements.

Diagnosis of the Etterbeek Municipal Property Agency's Residential Stock

The residential stock under review comprises **299 housing units**, distributed across a highly fragmented property portfolio.

The breakdown by building size is as follows:

Building size	Share of stock
Fewer than 6 units	89%
7 to 15 units	7%
16 to 30 units	3%
More than 31 units	1%

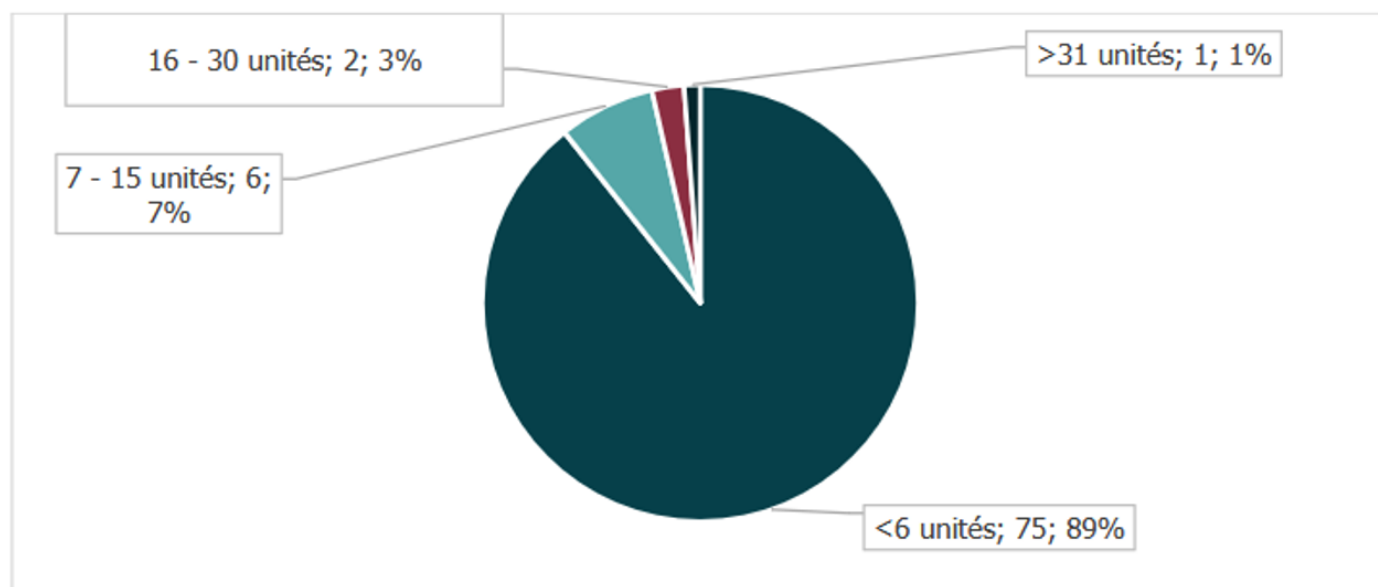


Figure 3 : Breakdown of buildings of the Régie Foncière by number of dwelling units.

Unlike a housing stock consisting primarily of large, homogeneous residential complexes, the Municipal Property Agency manages a mosaic of small-scale buildings, often dispersed throughout the existing urban fabric. This reality considerably increases the operational complexity of future interventions: limited opportunities for pooling works, architectural diversity, a multiplicity of technical constraints, more complex site access, and limited economies of scale.

In other words, the energy renovation of the housing stock cannot rely on a uniform industrial approach.

Age of the building stock

The analysis also highlights a relatively old housing stock, characteristic of a dense Brussels urban fabric.

Construction period	Estimated share
Before 1900	2%
1900–1945	37%
1971–1990	7%
1991–2005	5%
2006–2014	1%
Unknown	48%

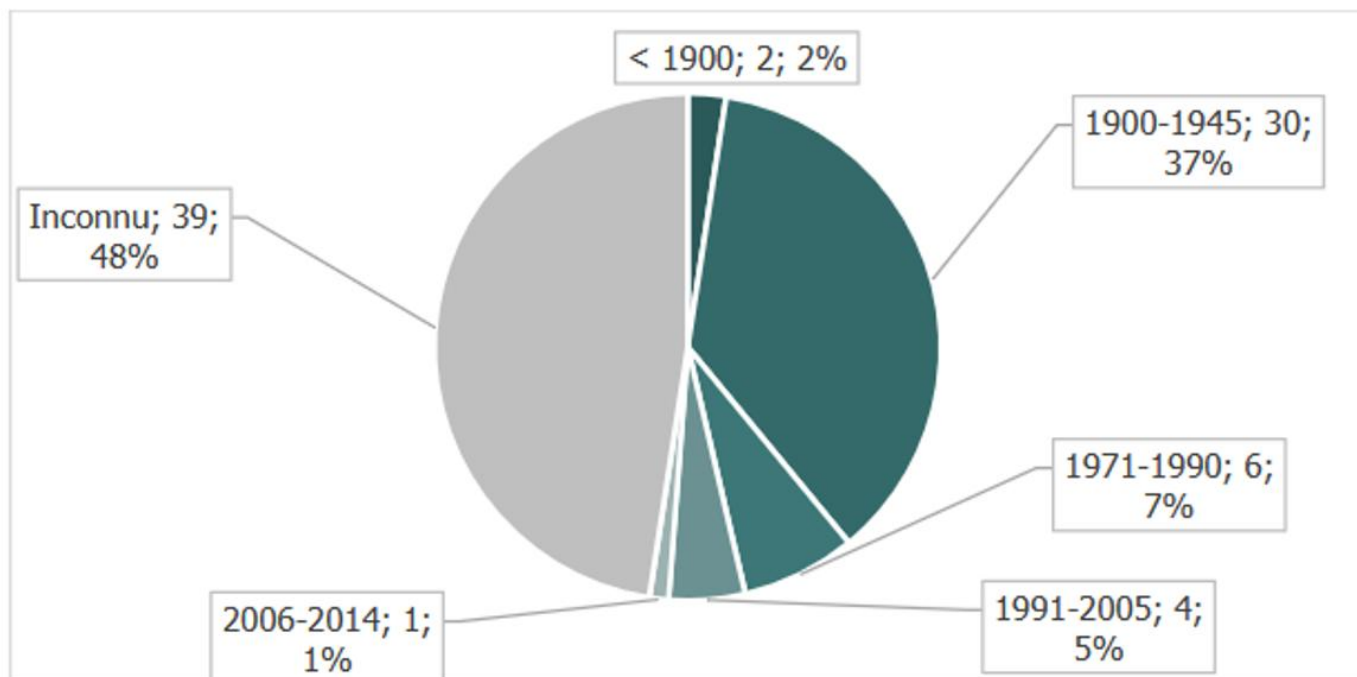


Figure 4 : Breakdown of buildings by date of construction.

Even taking documentary uncertainty into account, the housing stock appears to consist predominantly of older or intermediate-age buildings, with construction characteristics often far removed from contemporary energy standards.

This notably implies:

- poorly insulated building envelopes;
- solid walls that are difficult to retrofit;
- old window frames;
- increased ventilation constraints;
- the potential presence of significant thermal bridges.

These characteristics justify a differentiated approach depending on building typologies.

Current energy performance

The analysis of the available EPC certificates reveals a mixed picture across the housing stock.

EPC rating	Number of dwellings	Share
A	12	3%
B	2	1%
C	59	17%
D	87	25%
E	51	15%
F	35	10%
G	49	14%

EPC rating	Number of dwellings	Share
No EPC / unknown	54	15%

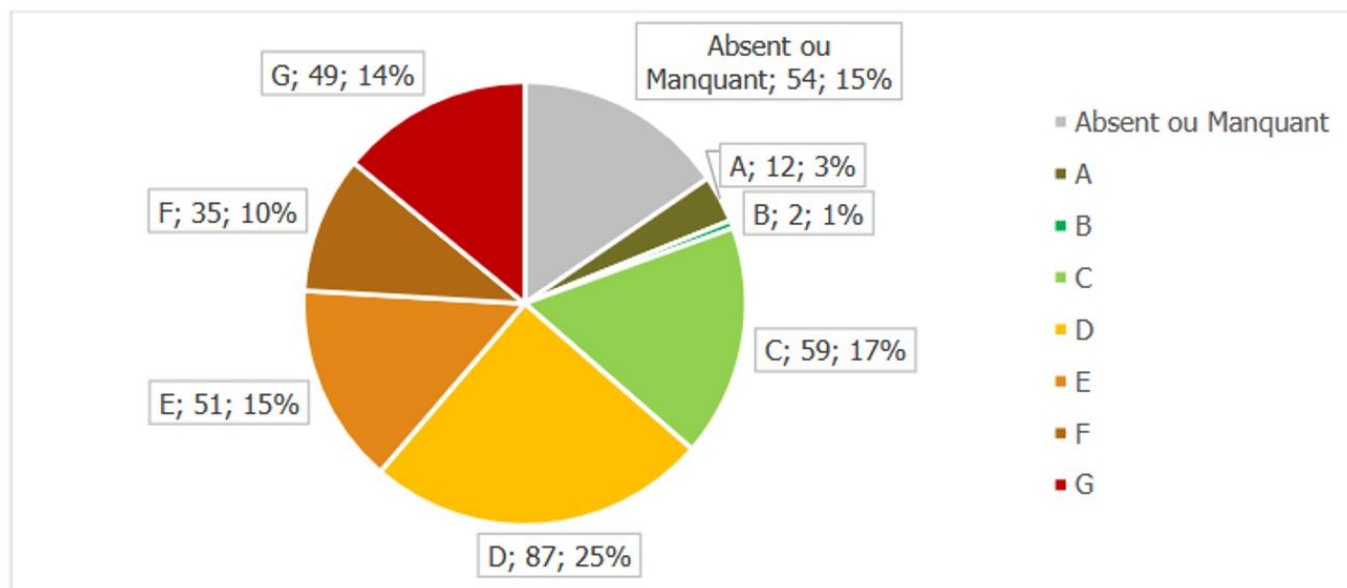


Figure 5 : Breakdown of the EPB certificates according to the total number of dwellings.

Several observations emerge.

First, the housing stock includes a significant core of highly energy-intensive dwellings. Units rated F and G account for 84 dwellings, representing nearly a quarter of the stock. These dwellings constitute the natural priority of any renovation strategy.

Second, a large share of the stock falls within intermediate energy classes (D and E), meaning that a significant proportion of dwellings is not immediately critical but will nevertheless require substantial improvements in the medium term.

Third, approximately 15% of the stock remains insufficiently documented, either due to the absence of a usable EPC certificate or because of incomplete or outdated data. This uncertainty explains the cautious inclusion of an “unknown EPC” category in the strategy.

Energy consumption structure

The energy analysis shows a very clear breakdown of uses:

Energy use	Estimated share
Space heating	81%
Domestic hot water	10%
Technical auxiliaries	9%
Air conditioning	negligible

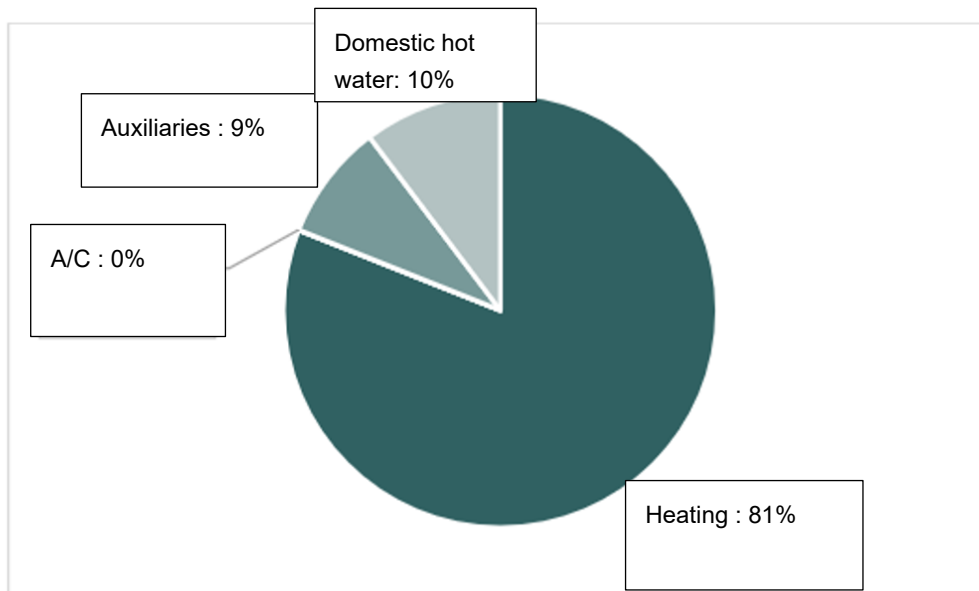


Figure 6 : Distribution of primary energy consumption (kWh/m².an)

The main improvement lever therefore lies in reducing heating demand, through improvements to the thermal envelope and the optimisation of technical systems.

Structuring Principles of the Strategy

On this basis, the strategy adopted by the Municipal Property Agency rests on several fundamental principles.

The first is regulatory and energy prioritisation. The most energy-intensive dwellings are addressed first, in line with the logic of progressive transformation of the housing stock imposed by the regional context.

The second is the distinction between deep renovation and partial renovation.

A deep renovation refers here to a major, coordinated and coherent intervention on a building or housing unit, combining several technical levers (building envelope, heating, ventilation, window frames, etc.) in order to achieve a significant improvement in energy performance.

A partial renovation refers to a more targeted intervention aimed at achieving an intermediate objective, particularly where a full immediate renovation is neither necessary nor realistic.

This distinction avoids a binary approach whereby all buildings would need to undergo heavy renovation from the outset.

The third principle is the avoidance of technical stranded assets. A partial renovation should not result in investments that would be incompatible with a more ambitious future renovation.

Finally, the strategy adopts a pragmatic approach in the face of documentary uncertainty. Dwellings with unknown performance are cautiously treated as intermediate categories requiring particular vigilance.

Selected Renovation Pathway

The strategy is based on a progressive phasing structured around two main periods.

Phase 1: before 2033

The first phase focuses on the priority treatment of the most critical situations.

Type of intervention	Initial situation	Target	Number
Deep renovation	D or E	A/B/C	4
Deep renovation	F or G	A/B/C	56
Partial renovation	F or G	D/E	28

This phase therefore combines **ambition and pragmatism**.

The most problematic dwellings are subject to major renovations enabling a significant improvement in energy performance, while part of the **F/G stock** benefits from intermediate improvements where immediate full renovation is not considered a priority.

Phase 2 : 2033–2040

The second phase continues the performance improvement of the remainder of the housing stock.

Type of intervention	Initial situation	Target	Number
Deep renovation	Unknown EPC (treated as E)	A/B/C	13
Deep renovation	F or G	D/E	17
Deep renovation	Unknown EPC (treated as E)	A/B/C	22
Partial renovation	F or G	D/E	11
Partial renovation	D or E	A/B/C	54

This second phase reflects a logic of progressive transformation rather than immediate uniform upgrading.

Priority Technical Areas

The identified interventions cover both the building envelope and the technical systems.

Building envelope	Technical systems
Roof insulation	Heating
Façade insulation	Domestic hot water
Floor insulation	Ventilation
Window replacement	Control systems
Thermal bridge treatment	Photovoltaics / renewable solutions

This integrated approach is consistent with the observed structure of energy consumption: since heating accounts for the vast majority of energy demand, reducing heat losses and improving system efficiency become the central levers for action.

Strategic Conclusion

The energy strategy of the Etterbeek Municipal Property Agency constitutes a structured and realistic pathway for the progressive transformation of the municipality's residential housing stock.

It is based on an evidence-based diagnosis, a clear prioritisation of the most energy-intensive dwellings, a relevant distinction between deep renovations and intermediate interventions, as well as explicit anticipation of the Brussels regulatory context.

Its main strength lies in avoiding two common pitfalls: inaction in the face of increasing obligations, or conversely an overly uniform approach that ignores the actual diversity of the housing stock.

Given the fragmentation of the property portfolio, the age of the buildings, and the remaining documentary uncertainties, this strategy should be understood as an evolving strategic framework intended to guide the municipality's future technical, operational and financial decisions.

(4) Energy renovation works in the Régie Foncière's buildings

- Between €6.6 million VAT included (low estimate) and €10.6 million VAT included (high estimate)
Approx. for the energy renovation works in the Régie Foncière's buildings

The table below provides an initial indicative estimate of the overall cost of implementing the energy renovation strategy for the residential housing stock of the Etterbeek Municipal Property Agency, as derived from the strategic scenario presented above. This is a preliminary exploratory costing exercise, intended to provide an order-of-magnitude estimate of the investments potentially required in the medium and long term, rather than a definitive investment programme or a building-by-building operational cost assessment.

This estimate is based on the renovation pathway defined in the strategic study, which distinguishes between several types of intervention depending on the initial energy performance of the dwellings, the level of improvement targeted, and the implementation timeline. The dwellings are classified according to their EPC (Energy Performance Certificate) rating, which measures their theoretical energy performance on a scale ranging from A (very high energy performance) to G (very poor energy performance). The strategy therefore combines deep renovations, corresponding to major and coordinated interventions enabling significant energy performance improvements, and partial renovations, corresponding to more targeted or intermediate upgrades.

To allow for a consistent estimation approach, several simplifying assumptions were adopted. In particular, the average dwelling in the Municipal Property Agency's portfolio was approximated at 85 m², allowing unit costs expressed per square metre to be converted into average costs per dwelling. The cost assumptions vary depending on the level of intervention envisaged. The most limited partial renovations (for example upgrading an F or G-rated dwelling to D or E) were estimated within a range of €200 to €325/m² VAT included, equivalent to approximately €17,000 to €27,625 per dwelling. At the other end of the spectrum, the most ambitious deep renovations, aiming to upgrade F or G-rated dwellings to A, B or C, were estimated at €600 to €950/m² VAT included, corresponding to approximately €51,000 to €80,750 per dwelling. Other renovation categories fall between these two extremes, with intermediate assumptions reflecting the presumed scale of the works.

On this basis, the total estimated cost of implementing the strategy falls within an indicative range of approximately €6.6 million VAT included (low estimate) to €10.6 million VAT included (high estimate). This range reflects the uncertainties inherent in a strategic planning exercise at this stage: the actual condition of buildings, varying technical complexity depending on the property, possible planning or heritage constraints, occupancy management requirements, future construction market developments, and subsequent technical choices.

The cost assumptions also incorporate a degree of prudence linked to the specific context of a public contracting authority. The Municipal Property Agency's housing stock is highly fragmented, consisting mainly of small buildings dispersed throughout the urban fabric, which limits the economies of scale generally observed in large-scale renovation programmes. This is compounded by the constraints associated with public procurement procedures, the need for increased coordination between stakeholders, and the technical uncertainties frequently encountered in Brussels' older building stock.

It should also be recalled that this costing derives directly from a property strategy itself based primarily on EPC analysis and renovation pathway assumptions, rather than on detailed technical audits or precise building-by-building quantity surveys. Certain categories, particularly dwellings with unknown energy performance, were incorporated on the basis of prudent assumptions in order to allow coherent modelling of the overall scenario.

Accordingly, the figures presented should be regarded as an initial strategic estimate, useful for assessing the order of magnitude of the required investment effort, structuring reflections on phasing, and identifying potential financing needs. They will naturally need to be refined, adjusted or revised as more detailed technical studies are carried out and concrete renovation projects mature.

IMPLEMENTATION OF THE RENOVATION STRATEGY FOR THE ETTERBEEK MUNICIPAL PROPERTY AGENCY'S HOUSING STOCK										
Summary			Number of dwellings	Average surface area (m2)	Estimated works cost (€/ m ²)		Estimated works cost (€/ dwelling)		Estimated works cost (total amount)	
					Low estimate	High estimate	Low estimate	High estimate	Low estimate	High estimate
D-E EPC dwellings deeply renovated before 2033 → EPCA, B or C			4	85	400,00 €	650,00 €	34.000,00 €	55.250,00 €	136.000,00 €	221.000,00 €
F-G EPC dwellings deeply renovated before 2033 → EPCA, B or C			56	85	600,00 €	950,00 €	51.000,00 €	80.750,00 €	2.856.000,00 €	4.522.000,00 €
F-G EPC dwellings partially renovated before 2033 → EPC D or E			28	85	200,00 €	325,00 €	17.000,00 €	27.625,00 €	476.000,00 €	773.500,00 €
known EPC dwellings (treated as E) deeply renovated before 2040 → EPCA, B or C			13	85	400,00 €	650,00 €	34.000,00 €	55.250,00 €	442.000,00 €	718.250,00 €
F or G EPC dwellings deeply renovated before 2040 → EPC D or E			17	85	325,00 €	550,00 €	27.625,00 €	46.750,00 €	469.625,00 €	794.750,00 €
known EPC dwellings (treated as E) deeply renovated before 2040 → EPCA, B or C			22	85	400,00 €	650,00 €	34.000,00 €	55.250,00 €	748.000,00 €	1.215.500,00 €
F or G EPC dwellings partially renovated before 2040 → EPC D or E			11	85	200,00 €	325,00 €	17.000,00 €	27.625,00 €	187.000,00 €	303.875,00 €
D or E EPC dwellings partially renovated before 2040 → EPCA, B or C			54	85	275,00 €	450,00 €	23.375,00 €	38.250,00 €	1.262.250,00 €	2.065.500,00 €
								TOTAL	6.576.875,00 €	10.614.375,00 €

Figure 7: Budget estimation for renovating the Régie Foncière's housing stock to comply with regional EPB legislation.

4.2 Investment sources

(1) Identifying (hidden) energy poverty among tenants

- Marginal costs; not applicable in terms of specific investment sources.

(2) Awareness-raising among households about the rational use of energy

- Funded through municipal own resources and/or through an external funding source yet to be identified.

(3) An (energy) renovation strategy for the Régie Foncière's housing stock

- Partly funded through municipal own resources and/or through the URBACT EmPowerIngUs grant (Testing Action).

(4) Energy renovation works in the Régie Foncière's buildings

- This is, of course, where the critical budget issue arises. Through EmPowerIngUs, and more specifically through our Investment Plan, we hope to take a first step towards facilitating access to the substantial funding required to carry out the energy renovation of the Régie Foncière's buildings.

As detailed above in this document, the energy renovation strategy for the residential housing stock of the Etterbeek Municipal Property Agency currently indicates, at this exploratory stage, an estimated overall investment need in the range of €6.6 to €10.6 million VAT included, to be deployed progressively until 2040. This amount is significant, but it must be viewed in light of two structuring considerations: firstly, it represents a strategic order of magnitude that will need to be refined; secondly, the programme is explicitly designed according to a phased implementation logic, with a first sequence of interventions before 2033, followed by a second between 2033 and 2040. The objective is therefore not to secure the entire funding envelope immediately, but rather to progressively build a robust financial structure combining several complementary levers, depending on project maturity, funding opportunities, and the actual absorption capacity of the Municipal Property Agency.

1. Rental income: a natural foundation, but probably limited capacity

The first logical lever consists of the own resources generated by the housing stock itself, primarily the rents collected by the Municipal Property Agency. For a public property manager, it is coherent that part of the improvement of the asset base should be financed through the recurring revenues generated by its operation, in a logic of progressive reinvestment.

As a very rough approximation, an order of magnitude can be outlined. Based on the simplifying assumptions used in the strategic exercise — namely 299 dwellings, an estimated average surface area of 85 m², corresponding to approximately 25,400 m² of total residential floor area, and assuming that rents are on average approximately 30% below private market levels, gross annual rental income could plausibly fall within a range of approximately €3 to €4 million per year.

However, this gross estimate should not be confused with available investment capacity. The Municipal Property Agency naturally bears significant structural operating costs. By way of illustration only, the human resources mobilised for the management of the housing stock already represent a non-negligible volume: maintenance workers, technical supervision, administrative staff, accounting, architects, and management. Even without a detailed accounting analysis, it appears plausible that staff costs alone represent several hundreds of thousands of euros annually, potentially approaching €1 million per year, depending on the actual full employment costs borne.

To this must be added the recurring expenses inherent to property management:

- routine maintenance of the housing stock;
- repairs;
- ad hoc technical replacements;
- studies;
- insurance;
- administrative expenses;
- rental vacancies;
- potential unpaid rent;
- other management obligations.

In this context, it seems prudent to consider that the capacity actually mobilisable on the basis of rental income for a strategic energy renovation programme is probably modest on an annual basis, likely in the order of a few hundred thousand euros per year, unless an explicit political decision is made to allocate a much larger share of any potential surpluses to renovation at the expense of other property management needs.

In other words, rental income constitutes a credible co-financing base and an important financial credibility lever, but probably not a sufficient mechanism to structurally finance a multi-million-euro investment programme on its own.

2. Traditional bank borrowing: the most natural main lever

Recourse to traditional bank borrowing appears to be the most obvious and probably the most structuring lever.

The envisaged investments concern durable real estate assets — insulation, window frames, technical systems, energy infrastructure — with useful lives extending over several decades. It is therefore economically coherent to spread their financing over time.

This mechanism is particularly well suited to major deep renovations, which concentrate the most significant share of financial needs. It would make it possible to accelerate priority investments without waiting for a slow accumulation of self-financing capacity.

Borrowing capacity will naturally need to be assessed in light of the financial situation of the Municipal Property Agency and, more broadly, the municipal framework. But at this stage, conventional debt appears to be the most realistic financial pillar.

3. Citizen crowdlending: a credible complementary lever

Etterbeek benefits from a specific asset: its pioneering experience in citizen participatory financing through the issuance of municipal bonds.

This experience demonstrates that a territorial crowdlending mechanism can credibly be envisaged for certain investments with strong public visibility, particularly in the climate or property sectors.

For a public housing energy renovation programme, this tool offers several advantages:

- diversification of funding sources;
- mobilisation of local savings;
- citizen ownership of the project;
- positive political visibility;

- consistency with just transition principles.

This lever nevertheless appears more relevant as a targeted complementary instrument rather than as the main source of structural financing.

4. Regional subsidies: probably the most promising external lever

The Brussels-Capital Region appears to be the most strategic natural partner.

The project aligns directly with several regional priorities:

- energy transition;
- building decarbonisation;
- housing improvement;
- tackling energy poverty.

Schemes such as Renolution, mechanisms linked to the Emergency Housing Plan, or other future regional instruments dedicated to the energy renovation of public housing stock represent particularly credible avenues.

Given this strong strategic alignment, regional subsidies are probably the priority external lever.

5. Federal and European funding

The federal level may offer occasional opportunities, notably through programmes linked to energy transition, economic recovery, or the fight against energy poverty.

At European level, several instruments may potentially contribute:

- ERDF, particularly credible for physical investments;
- LIFE, for certain environmental dimensions;
- Interreg, more focused on cooperation aspects;
- New European Bauhaus, depending on calls;
- potentially the European Urban Initiative, for innovative approaches.

Not all of these will directly finance the core renovation works, but they may usefully complement the overall financing structure.

6. European Investment Bank (EIB)

The European Investment Bank represents a serious medium-term avenue.

Its positioning in public infrastructure, housing, energy efficiency and climate transition makes it a credible partner if the renovation programme becomes more structured, or potentially aggregated with other municipal property investments.

7. Other innovative instruments

Energy performance contracts may present theoretical interest, but the fragmentation of the housing stock and the diversity of small buildings probably limit their economic attractiveness.

Green bonds or social bonds may become relevant within a more structured or pooled framework, but appear more complex at this stage.

Philanthropy, finally, may support social or experimental dimensions, but not the core financing of the renovation works.

4.3 Strategic proposal

The most credible strategy appears to rely on a progressive combination:

Phase 1 (short / medium term)

- prudent mobilisation of own funds;
- traditional borrowing;
- regional subsidies;
- targeted crowdlending.

Phase 2 (medium / long term)

- progressive refinancing;
- EIB financing;
- ERDF or other European opportunities;
- innovative mechanisms depending on portfolio maturity.

In summary, the most realistic strategy is not the search for a single funder, but the progressive construction of a hybrid financing mix, aligned with the actual phasing of investments and the real financial capacity of the Municipal Property Agency.

5. MONITORING AND EVALUATION

5.1 The Monitoring and evaluation approach

The monitoring and evaluation approach of the EmPowerIngUs Investment Plan will be designed to ensure that the project delivers measurable social, environmental and governance value, while remaining proportionate to the scale and nature of the intervention.

Rather than focusing solely on outputs, the approach should emphasis on:

- evidence-based decision-making ;
- progressive learning and adjustment ;
- and accountability towards funders and local decision-makers.

Monitoring and evaluation will be integrated throughout the project lifecycle and aligned with its three core components:

1. identification of (hidden) energy poverty;
2. awareness-raising and behavioural change among tenants;
3. preparation and implementation of a large-scale energy renovation strategy.

The approach will combine quantitative indicators (energy consumption, building performance, participation rates) with qualitative insights (tenant feedback, institutional learning, governance improvements). This mixed-method approach is essential to capture both technical performance and social impact, particularly in relation to energy poverty, which cannot be measured through energy data alone.

Monitoring will support continuous steering of the project, while evaluation will assess the extent to which the Investment Plan contributes to:

- reducing energy poverty among tenants of the *Régie Foncière*;
- improving energy performance and regulatory compliance of the housing stock;
- strengthening the municipality's capacity to manage complex, socially just energy renovation programmes.

5.2 The monitoring and evaluation framework

The monitoring and evaluation framework will be structured around three levels of indicators, corresponding to the project's intervention logic.

1. Output indicators (short term)

These indicators track the direct deliverables of the Investment Plan:

- number of dwellings analysed using energy and income data;
- number of tenants reached through awareness-raising activities;
- number of staff trained on energy poverty and energy use optimisation;
- completion of the strategic renovation roadmap for the Régie Foncière's housing stock;
- ...

2. Result indicators (medium term)

These indicators assess changes generated by the project:

- improved identification of objective and hidden energy poverty among tenants;
- increased tenant knowledge and reported changes in energy-related behaviour;
- improved targeting and prioritisation of renovation investments;
- improved alignment of renovation planning with regional EPB requirements;
- ...

3. Impact indicators (longer term)

These indicators relate to the broader effects of the investment:

- reduction in energy poverty risk among tenants (as evidenced by energy expenditure patterns and qualitative feedback);
- reduction in energy consumption and associated greenhouse gas emissions;
- improved comfort and well-being in renovated dwellings;
- increased institutional capacity to deliver socially inclusive energy renovation at scale;
- ...

Data collection will rely on existing administrative data, energy monitoring tools (notably in cooperation with Sibelga), tenant surveys and feedback collected during awareness-raising activities, as well as internal reporting by the Régie Foncière and municipal services.

The monitoring results will be reviewed regularly by the project leadership and municipal authorities, and may be shared with relevant stakeholders (including the URBACT Local Group) to support transparency, learning and potential replication. The framework is designed to remain flexible, allowing indicators and methods to be refined as the project progresses and as the large-scale renovation programme enters its implementation phase.

Nota bene:

The content of this document cannot be considered binding for the Municipality of Etterbeek unless it is approved by the Municipal authorities (*Collège des Bourgmestre et Echevins* and/or *Conseil Communal*).
