

# NATIONAL ALLIANCES FOR BUILDINGS AND CONSTRUCTION

Long-term partnerships for the energy transition



**PEEB**

PROGRAMME FOR  
ENERGY EFFICIENCY  
IN BUILDINGS



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PROVIDE A PLATFORM FOR  
CONTINUOUS DIALOGUE

# CONSTRUCTION ATHER IN NATIONAL ORE IMPACT





„THE BUILDING AND  
CONSTRUCTION SECTOR  
IS A SLEEPING GIANT  
IN THE FIGHT AGAINST  
CLIMATE CHANGE.“

## THE REAL ESTATE TRANSITION

**Construction and operation of buildings causes 40% of all energy-related carbon dioxide emissions and consumes 36% of global final energy (IEA & UNEP, 2018).**

This represents more than a doubling since 1970 and will further increase, driven by population growth and socio-economic development (IPCC 2014). The global building floor area is expected to double by 2060, while the energy demand from the building sector is likely to grow by another 50 per cent until 2050 (IEA, 2016). USD 5 trillion are invested

annually in buildings and construction (IEA & UNEP, 2018), yet it is one of the least innovative sectors. Overcoming resistance to change in construction and living habits is a difficult task, requiring a strong and constant driver.

Collaboration, advocacy and knowledge sharing among professionals at the national level is essential if countries want to meet the greenhouse gas reduction goals of the Paris Agreement. National alliances play a central role in mobilising actors along the real estate sector towards this goal, and towards awakening the "sleeping giant".



**This publication aims at showing that national collective action of different stakeholders is needed, promising and already happening. It synthesises existing experiences of five national alliances in France, Germany, Mexico, Morocco and Tunisia, and proposes recommendations for the establishment of more national alliances to create the momentum needed to achieve low-emission, resilient and efficient buildings.**

## KEY FINDINGS

**National alliances play a central role in mobilising real estate actors towards the energy transition. They have great potential for uniting different professions through common goals, lead to a better regulatory framework through fostering public private dialogue, support the development of highly innovative industry products, contribute to and drive voluntary commitments, and support and initiate capacity development.**

National alliances are developing around the world. Depending on the national context, they can be public or private sector driven, and range from volunteer-based alliances to formalised structures.

Some national alliances already have a track record of over 10 years of activities, while others have just been created following GlobalABC regional roundtables and the development of regional roadmaps. Some may not even have been identified as such yet.

National alliances succeed thanks to a variety of factors. They most often prosper when they develop a common mid- to long-term vision and goal championed by leading experts, set up a simple and engaging organisational structure, and communicate jointly with clear messages to a wider audience.

*Presentation of national alliances experiences at Cities to Be Conference, September 2019*





## MARTINA OTTO

Head, Cities Unit, United Nations Environment Programme and Head of Secretariat, Global Alliance for Buildings and Construction



Global Alliance  
for Buildings and  
Construction

*“National alliances that bring together the different stakeholders along the buildings and construction value chain are a formidable means of overcoming the fragmentation in the sector, and ramping up both the level of action and ambition towards zero emission, efficient and resilient buildings and construction that we need to live up to the Paris Agreement objectives. This follows the same principles as the Global Alliance for Buildings and Construction, which was created at COP21 and now gathers over 125 members representing governments, private sector and civil society. Along five work areas, ranging from education to public policies, science-based targets for the private sector, and data and measurement, we have been supporting the creation of national alliances. We are proud to see more national alliances being established around the world, and look forward to engaging with them in the elaboration of regional and national Roadmaps for this sector so critical for climate and well-being.”*





## MAJIDA EL OUARDIGHI

Secretary General of the Department of Housing and City Policy in the Moroccan Ministry of National Territory Planning, Urban Planning, Housing and City Policy.



*“In 2015, the Department for Housing joined the Global Alliance for Building and Construction (GlobalABC), and launched a national alliance for climate in the building sector (Alliance Marocaine du Bâtiment pour le Climat, AMBC) before the COP22 in Marrakech in 2016.*

*The Alliance, bringing together all building and construction actors in the Kingdom of Morocco, aims to boost the stakeholders’ commitment, and to become a convergence framework for climate actions in the sector. Training, awareness raising, and dissemination of good practice among building professionals are at the heart of the Alliance’s approach and of its action plan 2019-2020 which is jointly supported by the Ministry for National Territory Planning, Urban Planning, Housing and City Policy and the Programme for Energy Efficiency in Buildings (PEEB).*

*The Alliance benefits from its founding members’ strong engagement, a key success factor to a steady action dynamic, and remains open to new actors, both private and public. However, the long-term continuity of its actions can only be ensured by a sound organisational structure. The elaboration of such a structure is the AMBC’s current priority, in order to ensure managerial and financial autonomy, and a larger room for action. Furthermore, exchanging with similar structures, both at regional and international level, would not only greatly contribute to the development of action plans, but also to the pooling of efforts against climate change in the building sector.”*



## PHILIPPE PELLETIER

President of the Plan Bâtiment Durable (PBD)



*“Since its launch in 2009, the PBD has brought together thousands of stakeholders committed to the energy and environmental efficiency of buildings. I am delighted today that this dynamic of action based on animation and dialogue can inspire other countries committed to the carbon neutrality of our fleet in 2050. The Global Alliance for Buildings and Construction, of which we have been a member since its launch at COP21, is a necessary tool to mobilise all stakeholders, both public and private, and to share good practices in the construction and real estate sectors. We are pleased that we have been able to inspire the creation of national alliances for sustainable buildings in other countries, although we are well aware that the credit for this lies first and foremost with the actors in each alliance. Only collectively can we achieve the ambitious goals that our governments set in 2015 through the Paris Agreement.”*





## CARLOS CARRAZCO COTA

General Director of ALENER



*“Sustainable policies in the building sector in Mexico date back around 30 years when the first standards for lighting and thermal insulation were set and pilot projects were built. During the last 15 years, public policies became more ambitious, allowing the creation of programmes and standards for residential and non-residential buildings, focused on the building envelope, appliances, lighting and energy efficiency.*

*Although there has been progress, Mexico still needs to put in further efforts to achieve its goals for sustainable development and climate change. It is essential to design and implement long-term activities, take advantage of potential synergies, eliminate the barriers gradually and finally, take the building sector towards sustainability.*

*ALENER (The Alliance for Energy Efficiency) is a private sector initiative and contributes to and promotes the development of standards, building capacities and the mobilisation of all the actors in the value chain such as industry, public governments, academics and international organisations, to transform the market towards more sustainability. In 2019, ALENER took on GlobalABC Mexico activities with the intention to accelerate the Mexican and Latin American agenda through more collective, articulated and coordinated initiatives.”*



NATIONAL ALLIANCES  
PROVIDE A PLATFORM FOR  
CONTINUOUS DIALOGUE

ZOOM ON INDIVIDUAL  
NATIONAL ALLIANCES



## PBD, PLAN BÂTIMENT DURABLE, THE FRENCH NATIONAL ALLIANCE



SINCE 2009



### Objectives

Plan Bâtiment Durable (PBD, Sustainable Building Plan) brings together a large network of building and real estate stakeholders around a common mission: to achieve the energy and environmental efficiency objectives of this sector. The PBD ensures permanent consultation within the sector and continuous mobilisation of stakeholders at national and subnational levels.



### Background

Launched in 2009, the PBD is recognised for its ability to develop proposals for action in a collective and concerted manner, many of which currently structure French public policy in the sector. Since its launch, PBD has been a forum for more than forty collective discussions and stakeholder consultations, each time led by one or two qualified experts.



### Activities

The main activities of PBD are facilitating a space for dialogue with the real estate sector at national and subnational levels. PBD highlights various initiatives in the sector (publications, dedicated events, conference inputs etc.).

Since 2013, a particular focus has been put on collaboration with the subnational level. Seven French regions have committed themselves to regional PBDs already, adapting the model to local contexts and challenges. Together with ADEME, the French energy and environment agency, PBD runs a network of regional clusters and resource centres: the Réseau Bâtiment Durable (Sustainable Building Network).

### Regional chapters

The Normandy region supports building owners to implement energy-saving measures in their properties through the Normandy PBD. This scheme allocates EUR 100 million in subsidies over the period 2016 – 2021, leveraging a total of EUR 700 million in works. To receive certain subsidies, building owners are required to contract the expertise of ‘low-carbon building’ labelled experts that are trained to ensure high quality renovations.

PBD also leads several voluntary initiatives mobilising public and private stakeholders around specific themes. For example, the “Tertiary charter for the improvement of energy performance in existing buildings” now includes more than 130 public and private actors voluntarily committed to improving the environmental and energy performance of their commercial building stock. Signatories are free to set their own means and objectives, but are required to report their annual progress. This charter led to a variety of actions encompassing a building stock of 40 million m<sup>2</sup>. The experience gained by the charter’s signatories was made available to the public authorities and helped them establish an appropriate implementation decree for the sector’s public and private stakeholders to be enacted in the end of 2019. The PBD will further support the implementation of this policy.

*“The PBD has thus demonstrated in a remarkable way over the past 10 years its contribution to the implementation of a sustainable commercial building operational policy.”*



## JEAN-PIERRE AURIAULT

**Sustainable Development Consultant, Board of BNP Paribas Real Estate, President of the Institut Français pour la Performance des Bâtiments (French Institute for Buildings Performance) from 2013 to 2018**



A 2014 report and subsequent collaborative study propelled by PBD together with ADEME resulted in the development of the Massive Open Online Course (MOOC) Sustainable Building platform. The objective of this platform is to address the need for digital tools in training, particularly for small businesses, to consolidate and improve the quality of the training offer for professionals. Today it is the leading platform for the supply chain. In 2019 alone, the MOOC sessions brought together over 60,000 trainees.



### **Members and organisational structure**

Alongside the President of the PBD appointed by the French ministers in charge of the environment and housing, the permanent team is made up of four members of these ministries' staff. The team ensures the daily link between the community of actors in the building and sustainable real estate sector and the public authorities. PBD itself does not have a legal status or own dedicated budget.



## GEEA, THE GERMAN NATIONAL ALLIANCE

SINCE 2011



### Objectives

The German Alliance for Building Energy Efficiency (geea) is a cross-sector alliance of leading representatives from industry, research, trade, commerce and energy supply. The aim of geea is to improve energy efficiency in buildings in Germany through recommendations for policy and concrete measures on the part of industry. geea wants to improve the framework conditions for a significant intensification of energy-efficient building refurbishment. One of geea's central tasks is to give the various industry players - such as heating technologies, the trades, the insulation and window industry, etc. - a unified voice vis-à-vis politicians and the public. The success of a holistic energy transition depends to a large extent on the right course being set in regulatory law and the promotion of efficiency measures.



### Background

In order to achieve the goals of the German government's energy concept by 2050, around 60 percent of the final energy in existing residential buildings must be saved through efficiency measures on the building envelope and heating. Together with the use of renewable energies, this can save a total of 80 percent of fossil primary energy in line with the German government's energy concept. However, there has been no noticeable revival in the German refurbishment market for a variety of reasons. For example, constantly changing funding conditions irritate owners. Added to this are the complexity of the refurbishment process and the variety of messages from the various market players. In 2011, dena (German Energy Agency) founded the Alliance for Building Energy Efficiency (geea) with the aim of advancing the energy transition in the building sector.



### Activities

Giving new impulses for the thermal revolution: geea has established itself as a competent contact partner. The broad membership of the participating associations and companies enables geea to take a realistic and practical look at possible paths of the heat transformation. Based on many years of

*“Especially in times of turbulences in energy and climate politics, all those who are concerned with energy efficiency in buildings in their respective business and responsibility areas should find common ground and advocate it. This is the only way to bring about politically enforceable progress. I value geea as a very good voting platform, with which our common political positions have an even greater weight than the sum of the individual votes of our respective houses.”*



**KARL-SEBASTIAN SCHULTE**

**Managing Director of the Zentralverband des Deutschen Handwerks (German Confederation of Skilled Crafts), Managing Director of the Unternehmerverband Deutsches Handwerk (German Trade Association of Skilled Crafts).**



experience and focus of the members, concrete solutions for (further) development in regulatory law and promotion are jointly developed and these impulses are fed directly into the political processes at European, federal and state level (e.g. through events, dialogues, position papers).

Showing ways for a successful energy transition in the building sector: geea offers strategic orientation for a successful cross-sector energy system transformation with analyses of the energy system transformation and concrete proposals for measures to achieve the climate protection targets of 2030 in the building sector. In doing so, geea supports the participating companies and associations by providing orientation for investments and sustainable business models. At the same time, geea points out different ways and concrete policy instruments to achieve the energy and climate policy goals of the German Federal Government.

Maintaining a continuous dialogue with leading decision-makers: geea offers up-to-date information on relevant topics and processes of energy efficiency policy. geea members regularly exchange information with representatives from politics, business, science and technical experts in order to advance building energy efficiency in Germany. In the political arena, discussions and appointments are held with parliamentarians and representatives of the relevant ministries. Among other things, geea provides intensive support for the Federal Government’s ongoing dialogue platforms on the implementation of the energy transition.

Initiating studies and campaigns: geea initiates nationwide activities to specifically support the refurbishment in the building sector. geea succeeded in initiating a nationwide motivation campaign for the energetic renovation of buildings that has reached millions of end consumers. With the building study, a comprehensive economic analysis of the building sector was carried out in 2018 which examines how the transformation can succeed by 2050 through an interplay of building envelope, plant technology and the conversion of energy generation. The central concern is always the combination of existing approaches and necessary innovations to bring the necessary momentum to the refurbishment market.

**Members and organisational structure**

The German Energy Agency dena founded the Alliance for Building Energy Efficiency (geea) and has been coordinating its activities ever since. geea is a cross-sector alliance of leading companies, associations and organisations in the construction and energy sectors with more than 30 partners. It thus bundles the expertise and positions of leading suppliers from the construction and energy industries, the trades and science. Its members are active in working groups and in the member’s assembly, which elects the steering committee.

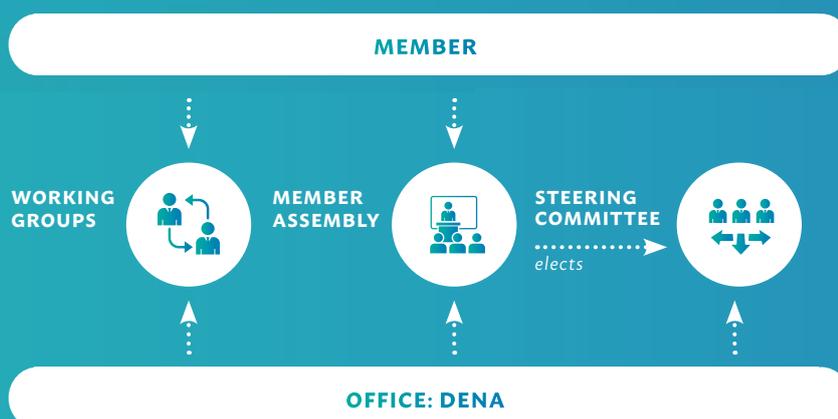


Figure 5  
Structure of the Alliance  
for Building Energy  
Efficiency (geea)

## AMBC, THE MOROCCAN NATIONAL ALLIANCE FOR BUILDINGS AND CLIMATE

SINCE 2016



### Objectives

The objectives of the Alliance Marocaine du Bâtiment pour le Climat (Moroccan Alliance for Buildings and Climate, AMBC) are:

- Informing and raising awareness on environmental, social and economic benefits of energy efficiency in the building sector, addressing real estate developers, consumers as well as national and local governments
- Training the workforce according to identified needs
- Accompanying initiatives/projects integrating energy efficiency in buildings through information and awareness raising
- Reinforcing the cooperation between public and private actors in the building and construction sector.



### Background

AMBC was founded in 2016 in order to increase the commitment of the building sector in the 'fight against climate change, especially with regards to the global common objective to keep global warming below 2°C, and to ensure a transition towards resilient and low carbon buildings' (extract from the Common Declaration of the AMBC, 2016). It was initiated by the Moroccan Ministry of National Territory Planning, Urban Planning, Housing, and City Policy.



### Activities

AMBC's main activities relate to the following:

- Offering and/or spreading training opportunities for its members such as training on financing of energy efficiency in new construction.
- Preparing and implementing awareness raising activities for the sector and the greater public. This is meant to highlight already existing best practises in the field and to propel other actors to more action.
- Bi-annual meetings convened by the Ministry of National Territory Planning, Urban Planning, Housing, and City Policy to coordinate activities among members and decide upon annual programmes.



### Members and organisational structure

The founding members of the AMBC are the Ministry of National Territory Planning, Urban Planning, Housing, and City Policy as well as representatives of all professional organisations involved in the building and construction sector, notably the:

- National Federation of Real Estate Developers
- Moroccan Federation for Consulting and Engineering
- National Federation for Buildings and Public Works
- National Order of Architects
- Federation of Construction Materials Industry.

Although not a founding member, the Cluster for Energy Efficient Building Materials (EMC cluster) has been actively engaged in the activities of the Alliance. To this day, AMBC consists of its founding members. The Membership of the alliance is based on a voluntary commitment of its founding members.

### Member example: EMC cluster

The Energy Efficient Building Materials Cluster (Cluster Efficacité Énergétique des Matériaux de Construction, EMC Cluster) is a Moroccan non-profit organisation founded in 2013. Cluster EMC's objectives are:

- Increasing competitiveness of member companies of the cluster through energy efficiency innovations
- Promoting innovation capacity among its construction materials industry members through collaborations among research, industry and training centres
- Optimising energy performance of construction and building material producing companies
- Providing favourable framework conditions for the creation and development of R&D projects and innovative start-ups.

Orobrique is a member company of Cluster EMC that specialises in the large-scale production of line-cut bricks. Research and development activities have resulted in the launch of a new brick type called 'Kasbah System'® that is inspired by the technical and architectural heritage of Moroccan medieval city centres and desert dwellings. 'Kasbah System' bricks have excellent thermal and acoustic qualities.



*Cluster EMC and Orobrique CEO  
Rachid Naanani, July 2018*



## GLOBALABC MEXICO LED BY ALENER, THE MEXICAN NATIONAL ALLIANCE



SINCE 2018



### Objectives

The objective of GlobalABC Mexico, the Mexican national alliance, is to contribute to combating climate change. It is currently led by ALENER (Mexican Alliance for Energy Efficiency), which has been active since 2003. Its vision is to be the reference in technical and practical knowledge about solutions oriented to increase energy efficiency techniques for the building and construction sector, and to participate in the development of regulations according to international standards.

In particular, its aims are:

- Promoting energy efficiency in the national agenda so that it becomes a priority topic on federal and local level
- Developing networks and strategic alliances with the three levels of government, civil society, communication media, academia and international organisations
- Disseminating the best national and international practises, relevant technological innovations and new standards
- Researching inventions, products and innovations related to energy efficiency in buildings
- Developing services and products aimed at leaders of companies, organisms and other end users to support energy efficiency.



### Background

GlobalABC Mexico is strongly connected with ALENER, which was founded in 2003 as a private sector initiative. Today, it is the first public-private association that has as its primary objective promoting energy efficiency in buildings as well as awareness raising about commercial and technical opportunities among its members and the general public. ALENER's mission is to spread, document, investigate and initiate the vision for energy efficiency in buildings, to develop the market for technologies that improve comfort and buildings that reduce greenhouse gas emissions.

GlobalABC Mexico was officially founded in June 2018 by the Ministry of Agrarian, Territorial and Urban Development (SEDATU) and the Mexican Housing Commission (CONAVI) with the participation of private sector and international cooperations. Its activities were paused by the change in federal government and so, in September 2019, GlobalABC Mexico was relaunched, this time boosted by the private sector with the leadership of ALENER.



### Activities

Since its creation in 2003, ALENER has been involved in the organisation of public and particular activities; some of them in the last two years (2018-2019) such as:

- Development of regular newsletters and publications on energy efficiency in buildings, presentations on sustainable buildings, conducting workshops and seminars, and contributing to declarations with national and subnational governments
- Collaboration with industry regarding conferences
- Collaboration with academia and research organisations through lectures by ALENER's members, and academics
- Trainings for university students.

ALENER organises regular meetings every two months, where selected experts are invited to present topics of current interest. At the end and beginning of each year there is one meeting with the key partners.



### Members and organisational structure

Currently, ALENER has 10 company members (that mostly provide products for energy efficient building envelopes) and works in close partnership with academic institutions, subnational and national governments – especially the Ministries of Energy, Environment and Urban Development and their respective subsidiary organisations. Additionally, ALENER closely collaborates with many international organisations and has strong relations with key private and civil society sector actors of the energy and building sectors.

ALENER's governance structure is composed of a board of Directors and Technical staff. The board of directors comprises President, Vice-President, Delegation, Secretary and representatives of its stakeholders. Staff is managed by the General Director, and consists of a technical manager as well as an administrative accounting officer and web support personnel (the latter two are external).

*“The dialogue between the different actors to find true solutions to climate change requires a truth-seeking approach, a great spirit of responsibility and putting the common good before the particular benefit”*



## AURORA GARCÍA DE LEÓN

**CEO and Shareholder of DEREX Real estate, member of the national chamber of developers and housing promoters, and member of ALENER**



Meeting of GlobalABC Mexico,  
September 2019

## ATBC, TUNISIAN ALLIANCE FOR BUILDINGS AND CONSTRUCTION (ALLIANCE TUNISIENNE POUR LES BÂTIMENTS ET LA CONSTRUCTION)



SINCE 2019



### Objectives

The Alliance Tunisienne pour les Bâtiments et la Construction (Tunisian Alliance for Buildings and Construction, ATBC) aims to strengthen collective climate action at national level in the construction and building sectors. The goal is to minimise GHG emissions through sustainable and low-carbon practises, despite a building stock that is likely to double by 2050. ATBC will:

- Reinforce national efforts to keep global warming under 2°C in accordance with the Paris Agreement approved by Tunisia through the organic law N°2016-72 on the 31st of October 2016. In this context, Tunisia settled down on a 41% decrease of its carbon intensity by 2030 as compared to its 2010 level.
- Trigger a collective dynamic and strengthen communal actions, coordinate initiatives and align national efforts with the international dynamic in tight collaboration with the GlobalABC.



### Background

The Tunisian construction sector is undergoing an ambitious energy reduction programme representing almost a third of the targets adopted by the Government in November 2016. In its Nationally Determined Contributions (NDC), Tunisia committed to reach following reduction objectives by 2030 in its building sector:

- 11.5% through energy efficiency measures.
- 1.75% through renewable energies.

The founding of the Tunisian National Alliance in June 2019 contributes to the achievement of these objectives.



### Activities

Founded in mid-2019, ATBC is currently placing itself in the Tunisian institutional landscape and joining several other ongoing national efforts to combat climate change. Its activities will be further developed in 2020.



### Members and organisational structure

The ATBC alliance encompasses all key actors of the public and private construction and building sectors in Tunisia:

- The TuniCREE cluster (Cluster Efficacité Énergétique et Énergies Renouvelables)
- Public institutions (ministries, enterprises, agencies, technical centres, etc.)
- Employer organisations (federations of buildings, construction materials, electricity, electronics; union chambers of real estate agents, renewable energies, solar PV, etc.)
- Professional organisations (chambers of engineers and architects, etc.)
- The TGBC Association (Tunisian Green Building Council)



*Launching of the ATBC, June 2019*



COMMON VISION AND GOAL

JOINT CLEAR MESSAGES

SIMPLE AND  
ENGAGING ORGANISATION

## ANALYSIS OF SUCCESS FACTORS

The collective experience of the five national alliances included in this publication shows the following key success factors for national alliance building:

### **Developing a common vision and goal:**

- Thinking the mid- to long-term perspective is necessary to provide a vision to members, while action still needs to be taken now
- Rallying the public and private sector to become founding members ensures broad ownership
- Ensuring that the national alliance is led by or associated to a champion in the field /public persona helps injecting momentum and leveraging cross-sector dynamics
- Providing enough room for flexibility allows for accommodating the sector's new and changing challenges

### **Setting up a simple and engaging organisational structure:**

- Basing the functioning of the alliance on a voluntary participation of members rather than an obligation ensures the right motivation of all concerned actors
- Establishing a clear and simple organisational structure will facilitate day-to-day activities

- Providing opportunities for members to engage in alliance activities increases the identification of members with the alliance
- Finding the common ground among private, public and civil society sectors provides the basis for constructive discussions and effective change.

### **Advocating jointly with clear messages:**

- Contributing to GlobalABC activities is an excellent way to support the process of regional roadmap development and adapting those to national needs.
- Rallying the private sector to provide a balanced and well-founded opinion and new proposals for public policies is a great help for public-private co-creation of regulation
- Connecting with international organisations and national partners working for the same topic increases networks and leverage
- Bringing in academia and the private sector to discuss sustainable development goals extends the reach of national alliances
- Delivering coherent messages to the public is key to reaching the target groups

# CHARACTERISTICS OF NATIONAL ALLIANCES

National alliances come in various forms and scopes. They range from volunteer-based alliances to formalised structures,

and offer various types of activities to their members. Some of them are public sector driven, others are private sector initiatives.

They all tend to have similar objectives, represented in the below word cloud. Buildings, energy efficiency, nationwide, dynamics, and connection are at the core.

## OBJECTIVES



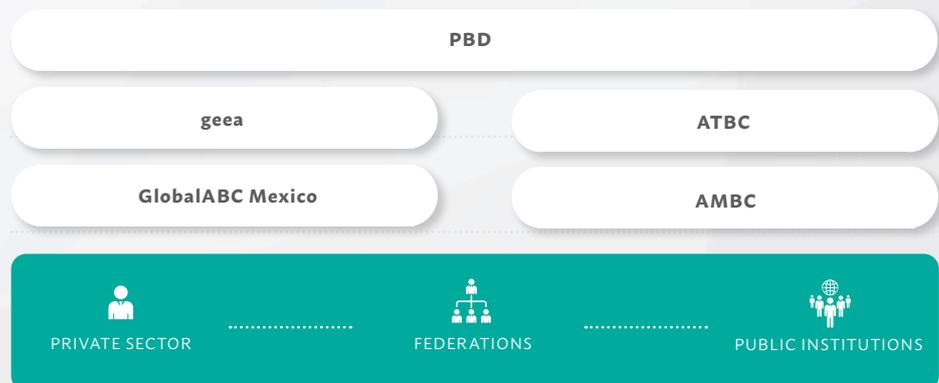
A look at the structure of national alliances shows the importance of existing national organisations as a background structure that supports national alliances – such as ALENER who hosts GlobalABC Mexico or dena that accommodates the German national alliance.

## STRUCTURE



National federations play an important role in the membership of most national alliances – they are involved in all of them. Some national alliances then branch out more towards membership by private sector companies, while others mainly bring together public institutions and national federations.

## MEMBERS



The figure below shows the most common types of activities of national alliances. The bigger the size of a bubble, the more national alliances engage in this activity.

## ACTIVITIES



## CONCLUSIONS

### More national alliances are needed

**The transition towards an efficient, resilient and zero-emissions building sector, is a long path requiring much more than a traditional revision of building codes. In fact, it equates to a change of culture in the building and construction industry that cannot be achieved individually.**

Collective action at the national level is needed to work towards a zero-emission, efficient and resilient building and construction sector. Building trust and pooling efforts are key elements of this transition. National alliances play a central role in mobilising actors along the real estate sector towards this goal.

National alliances bring added value to the building and construction sector.

### They have demonstrated that ....

*... they have a great potential for uniting different professions through common goals*

Buildings and construction stakeholders are more numerous and scattered than in other industries. While the nature of building projects involves many different stakeholders, collaboration usually only lasts for the duration of the construction projects, so continuous dialogue is not a given. All of these actors have their own concerns regarding the transition, but could collectively turn them in to oppor-

tunities. National alliances provide an excellent platform to bring those stakeholders together and address the challenges of the energy transition – on a larger scale and a longer time frame. Transformational changes are better imagined collectively.

*... they lead to a better regulatory framework through fostering public private dialogue*

By providing a platform for representatives of different sectors to exchange, national alliances act as an aggregator of individual opinions into a voice for an entire industry. This gives more weight in political consultation processes – a necessity for the sector to capture all the opportunities associated to the energy transition, and for effective policies to be implemented.

*... they support the development of highly innovative industry products*

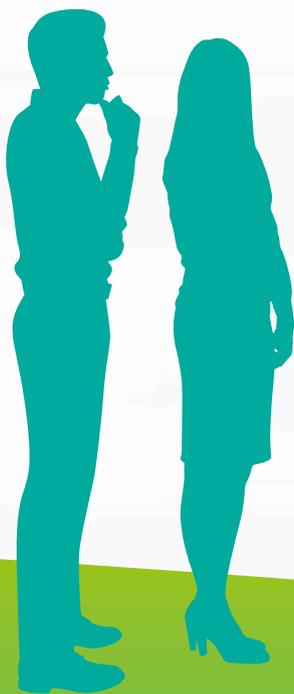
Making use of the opportunities the energy transition represents for the building and construction sector requires collaboration and team spirit – up and downstream of one's own activities. National alliances have proven to be at a central position to set up thriving networks and broker collaborations among members to launch improved policies, research activities or innovative products.

*.... they contribute to and drive voluntary commitments*

Sometimes, it is necessary to be one step ahead or lead by example – even in the absence of governmental regulation. In fact, voluntary commitments have the potential to kick-start market transformation. National alliances are a unique platform in which such initiatives can be discussed, launched, and strengthened.

*.... they support and initiate capacity development*

Developing (and retaining) qualified human resources is a key need for all sectors if they want to successfully master the transition. Be they massive online open courses (MOOCs) or training programmes specifically for certain professions, aggregating training needs and demands in a national alliance format helps target the right skills to manage the transition together.



*Get the support of a champion/public persona to leverage cross-sector dynamics*

*Deliver coherent messages to the public*

*Rally the private sector to provide a well-founded contribution to public policies*



## OUTREACH

**Are you thinking of creating a national alliance or are already running and contributing to a national alliance that was not mentioned here? We would like to hear from you!**

**Please get in touch with [info@peeb.build](mailto:info@peeb.build)**

## HOW TO GET NEW NATIONAL ALLIANCES STARTED

*Think the mid- to long-term perspective, while still taking action now*

*Ensure flexibility to react to the sector's new challenges*

*Base the functioning on voluntary participation rather than an obligation*

*Establish a clear and simple organisational structure*

*Provide opportunities for members to engage in alliance activities*

*Connect with international organisations working for the same topic*

*Find the common ground among private, public, and civil society sectors*

*Look for partners with similar goals*

*Mobilise academia and businesses for public sector sustainable development goals*

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# PEEB

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