

Map and Analysis of Stakeholders of Regional RENCOPs

R.EN.CO.P

Renewable ENergy COoperative Partnership

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Co-producing and co-financing renewable community energy projects

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1 Framework of mapping the RENCOP stakeholders of Co2mmunity

This mapping and analysis are a part of Group of Activities 3.1 (GoA 3.1) Involving stakeholders of the Co2mmunity project (INTERREG Baltic Sea Region programme). In the project regional RENCOPs - **Renewable ENergy COoperation Partnerships** are established to stimulate community energy projects in the Baltic Sea Region.

Task leader for this exercise of mapping the stakeholders in RENCOPs is Green Net Finland, who has also involved regional RENCOP coordinators into the writing work. All RENCOP coordinators have implemented the summary analysis regarding their own region and RENCOPs. The work of creating the stakeholder mapping tool and making the stakeholder analysis was implemented during spring and autumn 2018. The following document gives overview about main findings of the stakeholder analysis.

If you want to learn about establishing a RENCOP, please visit another published output of the project, "Guidelines for Establishing and Managing a RENCOP."

Within Co2mmunity project all together 9 regional RENCOPs will be established (responsible organisation in the parenthesis):

GERMANY	Schleswig-Holstein (Heinrich-Böll Foundation Schleswig-Holstein e.V.)
DENMARK	Middelfart (Municipality of Middelfart)
ESTONIA	Tartu (Tartu Regional Energy Agency TREA)
FINLAND	Uusimaa (GNF) and South Ostrobothnia (Energy Agency of South Ostrobothnia Thermopolis Ltd. and Regional Council of South Ostrobothnia)
LATVIA	Riga region (Riga Planning Region)
LITHUANIA	(Kaunas Regional Energy Agency & Lithuanian Energy Institute)
POLAND	Whole country (Foundation for Sustainable Energy)
SWEDEN	Southeast Sweden (Energy Agency for Southeast Sweden)

In each partner region a RENCOP coordinator (RC) will be appointed. RC is responsible for establishing and managing the regional RENCOPs. The appointed RC will identify the regional community energy (CE) stakeholders and analyse them.

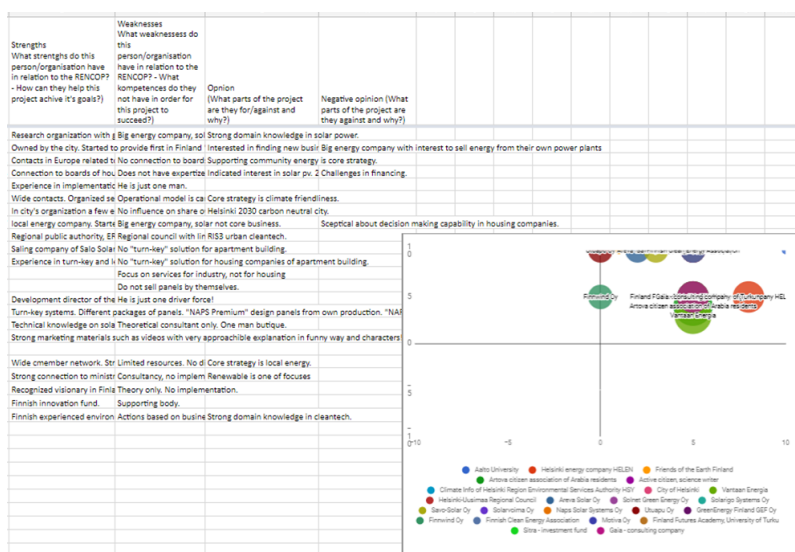
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2 Internal Dynamic Stakeholder Mapping Tool

A dynamic mapping tool was created in the Co2mmunity project to analyse the involvement level of various stakeholders and their involvement level. The main objective of the tool is to keep track on dynamics of regional RENCOPs and community energy (CE) projects. The tool helps RENCOP coordinators to analyse if changes in attitudes and participation occurs.

For each stakeholder RC scores:

- Influence – how strong impact is?
- Opinion – positive, negative or neutral?
- Uncertainty – how sure RC is about the score about influence and opinion?



Graphic 1. Example of view of Internal Dynamic Stakeholder Mapping Tool

How to score the stakeholders?

Stakeholder's influence and their opinion is scored from -10 (maximum of negative influence and opinion) to +10 (maximum of positive).

- If you give scores close to maximum, then describe in "strengths" why you did so.
- If you score their influence or opinion lower than "5", then describe arguments in column "weaknesses".
- "0" - for interested, but neutral followers.
- Giving the scores of influence and opinion is based on your expert opinion, basically on stakeholders' public/official/open signals, strategies, actions, results, statements, etc.
When scoring "uncertainty", is how sure YOU are that the two other values (influence and opinion) are true (+1 – 100 % sure; +10 – 100% unsure: 5 – 50%/50%)

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2.1 Privacy of information

It was observed in the Co2mmunity project that this dynamic tool should be utilized as internal tool only as a support and documentation tool supporting the work of the RENCOP coordinator. The actual detailed mapping includes sensitive analysis on stakeholders. For this reason, Co2mmunity project will only publish the summary analysis of each stakeholder analysis, not the actual filled-in mapping tools.

The results of mappings will be presented as summary description of the each RENCOPs stakeholder analysis 1st round (from all RENCOP coordinators) in this report.

Each regional summary will include:

- Number of stakeholders in each type of stakeholders
- Overall analysis of opinions and influences in each type of stakeholders
- Overall analysis of strengths and weaknesses in each type of stakeholders

3 Regional stakeholder analyses

3.1 Uusimaa, Finland

Composition of RENCOP by different type of stakeholders:

i) potential end-users or CE project owners,	2
ii) RE/CE experts,	10
iii) RE service or technology providers	7
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	4
v) other	0

RENCOP is focusing on solar electricity in the apartment buildings.

Overall analysis of opinions and influences

- Observations in type of stakeholders i) potential end-users or CE project owners: High interest in solar electricity, but still limited knowledge and tools to implement CE projects in the apartment buildings.
- Observations in type of stakeholders ii) RE/CE experts: Strong domain knowledge in solar power and in cleantech in general. Supporting community energy is core strategy. Indicated interest in solar PV installations in apartment buildings. Valuable members in RENCOPs since they can give information for end users.
- Observations in type of stakeholders iii) RE service or technology providers: Interested in finding new business opportunities in renewable energy. Do not consider housing companies as primary customers.
- Observations in type of stakeholders iv) local or regional public authorities: Core strategy is climate friendliness and interested in any activity supporting low-carbon / renewable energy etc. actions.

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Overall analysis of strengths and weaknesses

- Observations in type of stakeholders i) potential end-users or CE project owners: The decision-making model in housing companies is quite challenging. There are no subsidies for apartment buildings to invest in renewable energy. No technical expertise in solar electricity.
- Observations in type of stakeholders ii) RE/CE experts: Strong domain knowledge in solar power and in cleantech in general. Knowledge in energy transition and the “big picture” and actions supporting it respectively. Contacts to local public authorities. Valuable members in RENCOPs since they can give information for end users. Good dissemination channels and personal networks. Experience in implementation of solar PV plant CE project. Some of them have published a book on solar energy.
- Observations in type of stakeholders iii) RE service or technology providers: Able to deliver the solution to the end-user. Some of them have experience in turn-key and leasing solar PV plants with IoT and heat storage. Some of the are acting as a local champion on solar PV plant, achieved publicity on national level. In addition, some of the technical providers have created strong marketing materials such as videos with very approachable explanation of solutions and technology in funny way and characters. Some weaknesses such as some companies do not have solar as their core business or the company can be very small.
- Observations of strongholds in type of stakeholders iv) local or regional public authorities: Promoting renewable energy in their own projects and i.e. in public buildings. Organising seminars and events, also on solar energy for experts and end-users. The public sector (municipalities, regional council etc.) are creating low-carbon roadmaps where renewable energy has crucial role. Weaknesses in low influence level in share owners and boards of housing companies. Limited resources for supporting housing companies.

3.2 South Ostrobothnia, Finland

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	2
ii) RE/CE experts,	3
iii) RE service or technology providers	5
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	4
v) other	2

Overall analysis of opinions and influences

From the experts in the expert-driven RENCOP in South Ostrobothnia it is estimated that 10 are positive towards the project based on their comments and collaboration. RENCOP coordinator estimates that at least 4 of the stakeholders would have strong influence for the success of our projects in the area, but also somewhat high uncertainty on the estimations in nine cases, because Finnish experts tend to be rather poker-faced and do not necessarily indicate if they are for the project or not.

Overall analysis of strengths and weaknesses

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Overall, the strength of the experts in the RENCOP is that they represent those who strongly influence in the adoption of renewables in the area. Either they have a specific interest to a certain renewable (biomass, biogas, solar energy or geothermal heat in specifically) or they have a connection to the citizens. They represent a varied group with different knowledge field and experiences. Some are more technically-minded and some more oriented towards activating the citizens. This can be a weakness, but also the strength of the group. RENCOP coordinator must keep the variety in mind and offer in the RENCOP meetings something interesting for each group: something technical for the technically-minded and inspiring renewable community energy examples for the ones promoting the activating of the citizens.

3.3 Middelfart, Denmark

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	Many
ii) RE/CE experts,	4
iii) RE service or technology providers,	7
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	5
v) other	1

Overall analysis of opinions and influences

In general, the different stakeholders of the different RENCOPS are positive towards the projects. The experts and the service providing stakeholders have focus on the economic feasibility of the projects but they are also driven by curiosity. The stakeholders with the most influence are mostly the end-users and the CE project owners, but it varies depending on the phase of the project.

Overall analysis of strengths and weaknesses

The strength in most of the RENCOPS stakeholders is that they are curious and they have an “let’s do it” attitude. The experts and the service providing stakeholders have to look at the economic feasibility and this could be an obstacle on the way of realizing a RENCOP.

3.4 Schleswig-Holstein, Germany

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	0
ii) RE/CE experts,	9
iii) RE service or technology providers	10
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	4
v) other	5

The aim of the RENCOP is to facilitate and enable collaboration among key stakeholders (incl. citizens) to achieve a renewable energy (RE) target of 100% in the Region by 2050. A main contribution shall be done by community energy.

A great number of stakeholders, which would be relevant for pursuing the task of establishing a regional RENCOP were identified. However, for the development of the strategy - for establishing the RENCOP - were identified 28 stakeholders with certain overlap between RE service or technology providers and RE/CE experts.

Overall analysis of opinions and influences

General assumptions made based on opinions raised in meetings with stakeholders:

- Stakeholders i and iii):
 - o Energiewende (EW) is currently „stuck“ – there is a perception that Germany as front runner in the energy transition is currently vanishing, and that Germany is being caught-up by other member states. The reasons being manifold, but a key aspect is the revision of the Renewable Energy Sources Act.
 - o The revised Renewable Energy Sources Act (2014): No fixed funding rates (feed-in tariffs), but will instead be determined by auction. This gives a high insecurity for investments, which will be a main barrier towards community energy projects. The consequences are also that an increased professionalization is needed for these bids, which is also hampering community projects.
- Stakeholders iv):
 - o Lack of knowledge among municipal actors of their role in the EW. Many municipalities are not aware of their realm of influence when it comes to deciding on local regulations for fostering energy community energy projects.
- Stakeholders v)
 - o Reduced public interest in the EW. This was seen as a general problem, although effects of climate change is being felt, there seems to be a certain fatigue of the theme.
 - o An increasing regional acceptance problems for RE (strong NIMBY), especially relating to wind power and biomass in our RENCOP region.

Overall analysis of strengths and weaknesses

A general comment which is influencing all stakeholders:

Although funding support for CE projects are available, however a real business idea is lacking due to the revised Renewable Energy Sources Act

There is a difference if you look into stakeholders (ii-iii), where some might support a renewable energy transition, but who are not supporting the democratization of the energy generation. This is a very complex

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situation, which is also a challenge for us establishing the RENCOP with the aim in contributing in achieving a renewable energy (RE) target of 100% in the region.

Stakeholders (v) are mainly civil society organisations, who are representing other organisations such as umbrella organisations, where the management level might see the need for the energy transition from a different perspective than their members and also another urgency. So the challenge is in raising the topic in these organisations so that the members are becoming engaged.

3.5 Estonia

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	2
ii) RE/CE experts	6
iii) RE service or technology providers,	1
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	1
v) other	1

Overall analysis of opinions and influences

Stakeholder with the strongest influence in the project are definitely CE project owners who are also the end-users (inhabitants of the building). They initiated the project and the success will greatly depend on their decisions, based on their opinion and attitude toward the project. These people are well informed about the project and therefore opinion is mostly positive and it is quite certain that it will not change. Project has very enthusiastic and competent expert who is the administrative and mental leader of the project. Other end-user stakeholder is another apartment association in the neighbourhood. They are the consumers in the future and very positively minded, though they do not have such a strong influence to the project at the current stage.

Currently the planning stage is basically over and next steps are procurement procedures in order to find the building company. RE service and technology providers opinion is mostly positive as they have economical interest and this is the opportunity to provide service and participate in the market.

Another very influential group of stakeholders, during this stage are organizations who finance the project (one public financier and the bank).

There are no any stakeholders with strongly negative opinion towards the project.

Overall analysis of strengths and weaknesses

Overall strengths of end-users or CE project owners (inhabitants of the buildings): they are well informed and motivated about the project. It means that their decisions are and will also be positive during several phases. But at the same time there is a slight degree of fear and discomfort associated with renovation and installation works in nearest future.

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Great benefit and strength for this project is the very competent, enthusiastic and dedicated expert who is the technical and mental leader of whole process.

Overall strengths of RE service or technology providers: they are competent and skilled (if not procured yet, then it will be fixed in the procurement documents). It will be quite complicated object for builder and installer due to its technical details.

3.6 Marupe (suburb of Riga), Latvia

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	20
ii) RE/CE experts	5
iii) RE service or technology providers,	4
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	2
v) other	

Attempt to establish two RENCOPs: 1. Focusing on the elaboration of solutions for the installation of solar panels in certain apartment building with the purpose to provide hot water for households. 2. Street lighting system on solar pv for private house owners in a small local neighbourhood.

Overall analysis of opinions and influences

Preliminary analysis show, that stakeholders of type i) potential end-users or CE project owners are quite interested in the both planned RENCOPs.

All stakeholders from type iii) RE service or technology providers, that were approached, clearly indicated their intents to participate in the formation of the both RENCOPs.

There is also a very strong support from the municipality of Marupe as it is willing to facilitate the use of RE on the local level, become a pioneer municipality and thus it welcomes the establishment of RENCOPs. However, the municipality would not engage directly by providing financial support and would rather assist the local communities by providing indirect support such consultation from municipal experts, premises for RENCOP meetings and other intangible incentives that are allowed by the regulatory acts.

RE/Ce experts have also been very supportive to date and would eagerly engage in the establishment of local RENCOPs and help to communicate with the residents and explain the financial, legal and economic aspects

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and effects from the business development perspective because they can appreciate the long-term benefits of the RENCOP process.

The project team estimate that the potential end-users / CE project owners will ultimately become the most influential stakeholders for the successful implementation of RENCOP pilot project in Marupe local municipality.

Overall analysis of strengths and weaknesses

Potential end-users or CE project owners are interested in development of renewable energy or energy efficiency projects but limited amounts of knowledge, the reluctance to co-operate and the lack of instruments that can be used still prevent them from starting these partnerships / projects.

RE service or technology providers are mostly interested in the implementation of the community energy projects as they potentially provide new growth opportunities for their businesses in the area of renewable energy but they are also cautious about the ability of the groups of the potential end-users to be able to secure legally binding agreements or contracts.

RE experts are the most important group to raise the awareness of the community energy projects in Latvia. As they possess the necessary knowledge and thus can influence the development of community energy project in Latvia, their role is crucial to the development and dissemination of the RENCOP approach in Latvia. At present, there are few community energy experts in Latvia, which implies that these experts will enhance their capacities during the implementation of the pilot projects within Co2mmunity.

Local or regional public authorities are equally represented in the formation of the RENCOP in Riga Planning Region. The whole process is being supervised by both regional and the local municipalities.

In summation, the greatest weakness is the lack of experience of all involved parties in the elaboration and implementation of community energy projects in Latvia, i.e., the necessary knowledge will be gained and experiences documented through the actual implementation of pilot activities. At present, there are few examples or roadmaps that describe successful community energy projects.

The strength of the pilot activities is the high degree of willingness of all involved local stakeholders to come together, develop and test in practice the establishment and implementation of certain clearly-defined energy cooperatives.

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3.7 Kaunas region, Lithuania

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	1
ii) RE/CE experts	4
iii) RE service or technology providers,	2
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	1
v) other	1

Overall analysis of opinions and influences

Potential end-users or CE project owners (Community)

High interest in solar PV electricity, current project is useful as renewable energy development in the Taurages district as well as good tool for uniting local community.

RE service or technology providers

Some doubts concerning ability of local communities (nothing personal to this particularly community) to manage renewable energy projects. What finance solutions are estimated.

RE/CE experts

Very useful project like a pilot one in a region interesting project for community by using modern technologies. Readiness to be more involved in to the project activities according to the needs of Rencop.

Local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.

High priority of Taurage district municipality for this project. Hundred percent support for this project.

Other

No doubts of successful implementation of this renewable energy project in Pagramantis.

At least 3 stakeholders have very high level of influence for successful implementation of projects. Some of stakeholders, especially technology and services providers have doubts because of winning project. There are some doubts relating finance resources in community to pay for services. Other stakeholders have limited influence, but positive evaluation of project.

Overall analysis of strengths and weaknesses

Potential end-users or CE project owners (Community)

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Active support from Taurage municipality side. Experience in working with community projects - coordination of activity, finance search and financial support. Generation ideas for improvement of community's life quality in Pagramantis village. Supporting development of the renewable energy projects in local area.

Weaknesses: Lack of time for implementation of various ideas. Not enough experience, knowledge and skills in running of energy projects.

RE service or technology providers

Skills, knowledge and experience in providing technology and equipment of Solar PV. Montage and maintenance of solar plants and solar heaters. Experience and knowledge in building solar PV plants, experience of running energy projects for state, private and community needs.

Weaknesses: Lack of time for non profitable projects. Lack of experience in cooperation with communities. Lack of time.

RE/CE experts

Consultations, analysis and research of use of sustainable development of renewable energy sources; compilation of databases, services and consultations to users; dissemination of information to the society. Experience in cooperation with communities, project management. Skills in renewable energy sector as well as in social communication.

Weaknesses: Nothing more except consulting and advising project implementers. Lack of time for non-research activity.

Local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.

Active support from Taurage municipality side. Experience in working with community projects - coordination of activity, finance search and financial support.

Weakness: Lack of time for implementation of various ideas.

Other

Activity that connects district communities. Project initiation and funding search. Support for ongoing projects.

Weakness: Lack of time for all activities in whole region

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3.8 Poland

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	5
ii) RE/CE experts	3
iii) RE service or technology providers,	2
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	1
v) other	5

Stakeholders of expert-driven RENCOP in Poland are: coordinators and members of energy clusters, initiatives and energy cooperatives, energy experts, local and national authorities, local communities, citizens, NGOs and all organisations and people interested in fostering development of local energy community projects in Poland.

Overall analysis of opinions and influences

All stakeholders have positive (i – v) or neutral (ii, iii, v) opinion about the RENCOP. All of them have influence on developing the Polish energy community sector in their area of competence. Majority of the stakeholders (i – iii) have knowledge/experience in terms of introduction solutions, models, consultancy and developing new initiatives of energy clusters. Their main concern (i – iii) is lack of certainty that the results of the RENCOP will be successfully implemented.

Identified areas for improvement based on opinions of stakeholders (i – v):

- knowledge about opportunities and advantages of local energy projects (energy clusters),
- social awareness and acceptance for renewable energy projects, ecology and local cooperation,
- legislative and regulatory changes/improvement,
- financing of community energy projects (such as energy clusters),
- functioning of the energy community projects and cooperation with distribution system operators,
- exchange of experience, lessons learnt and good practises between different projects and stakeholders,
- models and guidelines for stakeholders interested in development of new initiatives, projects.

Overall analysis of strengths and weaknesses

The biggest weakness of some stakeholders is limited time for cooperation in the RENCOP (ii – iv). It is compensated by long list of strengths, such as: very good experience in developing and implementation of energy clusters (i – iii), strong willingness to introduce changes and implement practical solutions (i – v), big influence on energy sector (iii, v), wide knowledge of the Polish conditions and energy sector (ii, iii, v) and wide experience (legislation, technology, energy, social communication and education).

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3.9 Southeast Sweden

Composition of RENCOP by different types of stakeholders:

i) potential end-users or CE project owners,	15
ii) RE/CE experts	10
iii) RE service or technology providers,	3
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	1
v) other	

Overall analysis of opinions and influences

Potential end-users or CE project owners

The majority are positive but have not come so far in their planning. Now they are looking for information and facts for a decision to begin work. Most participants in our meetings we estimate are people with passion and great opportunities to influence their groups of citizens.

RE service or technology providers

Everyone is positive and believe in a rapid development of the RE market. The target group sees them as experts and they therefore have great opportunities to influence developments in a positive direction.

RE/CE experts

As the interest in solar PVs is increasing, RE/CE experts who work with in this area have a good opportunity to influence the target group. For other RE types such as wind and bioenergy, which previously had a good growth, the growth rate is not as good. As experts, they have great opportunities to influence the target group.

local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects

We do not have so many representatives of public authorities in our group. Our representative is commissioned by the municipality to contribute to a positive development of RE. Generally, the authorities have a positive attitude and want things to be better. However, there is a lot that could be simplified.

Overall analysis of strengths and weaknesses

Potential end-users or CE project owners

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People who think and plan to build and run a CE project are often strong in their beliefs and their motives are that they want to do something good for the environment and the climate. Their problem is often that there are relatively many to be convinced in a society, so it's important to have good arguments and credible figures.

RE service or technology providers

The strength of these actors is that the target audience sees them as experts and that they have high credibility. Their weakness is that they are commercial actors and therefore cannot always be considered objective.

RE/CE experts

The strength of these actors is that the target group sees them as experts with high credibility, as they often do not have commercial interests. One weakness may be that they are often not as familiar with technical details as RE service or technology providers.

local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects

The strength of these actors is that they can have the power to make decisions that are important to the project. Their weakness may be that they must stick strictly to guidelines, be unbound and not allowed to go beyond the limits.

3.10 Summary of stakeholders in Co2mmunity project

Overall Co2mmunity RENCOP by different type of stakeholders:

i) potential end-users or CE project owners,	Many+ 47
ii) RE/CE experts,	54
iii) RE service or technology providers,	41
iv) local or regional public authorities with power/ability and interest to positively contribute into realization of CE projects.	23
v) other	15

Imprint

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