

DELIVERABLE D.T2.3.2

DESIGN OF GUIDELINE FOR DEVELOPING CITIZEN ENERGY INVESTMENTS IN CENTRAL EUROPE



**TAKING
COOPERATION
FORWARD**

INTRODUCTION

The guidelines presented in this document are called Community Energy Strategic Plan (CESP) and Energy Communities Set Up Guidelines. This is a step-by-step process for creating a robust strategic plan for communities that can help save money, create local jobs, and improve national security.

This document primarily offers tools and tips on how to complete each step or developing such a plan. Local governments and communities can use this framework to work on initial successes by moving from single projects and programs to a comprehensive, long-term energy strategy that delivers benefits for years to come (for example, through cooperatives as one of the formats).

In this document we will present the following:



10 STEPS ON HOW TO BUILD COMPREHENSIVE CESP



ENERGY COMMUNITIES SET UP GUIDELINES

Second part of the document offers detailed process on how to start an energy cooperative, what are the values of such structure and what are its main goals.

SET A VISION

**BEFORE STARTING THE
CESP PROCESS, IT IS
CRUCIAL TO SET A CLEAR
VISION AND A VALUE
PROPOSITION**

“As a community, we have the potential to save a significant amount of energy through efficiency and conservation.”

“If we are going to meet the community’s greenhouse gas targets, all forms of energy (electricity and fuel) must be used wisely and efficiently so our buildings and vehicles can do more with less.”

“A community that is climate resilient is better able to recover from disasters and disruptions in a sustainable way and adapt to a new sustainable state.”

“For our community to be considered energy resilient we must achieve greater energy independence by transitioning to renewable forms of energy, protecting against price spikes, and ensuring more reliable power during possible disruptions.”

DETERMINE THE PLAN'S SCOPE, ARTICULATING LIKELY BENEFITS, AND ESTIMATING THE RESOURCES NEEDED TO COMPLETE THE PLANNING PROCESS ITSELF. SOME COMMUNITIES PURSUE LOCAL BENEFITS, WHILE OTHERS CONSIDER ALSO INCLUDING OTHER KEY SECTORS OF THE COMMUNITY - COMMUNITY WIDE BENEFITS.

THE SCOPE AND LEVEL OF DEPTH DESIRED WILL DICTATE THE TIMELINE AND BUDGET.

WITH THIS INFORMATION IN HAND, AS WELL AS INFORMATION ABOUT THE VALUE OF UNDERTAKING A CESP, AN INTERESTED PERSON IS NOW READY TO APPROACH EXECUTIVE AUTHORITY WITH AN INITIAL PROPOSAL TO REQUEST AUTHORIZATION FOR THE PLANNING EFFORT.

SET THE SCENE

PRESENT A CLEAR VISION, VALUE PROPOSITION AND A DETAILED PLAN WITH TIMELINE TO EXECUTIVE AUTHORITY

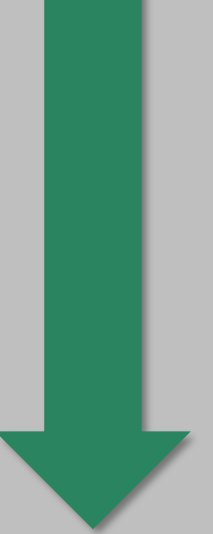
CESP Timeline Template										
Step 1	Form Leadership Team									
Step 2		Identify Stakeholders	Engage Stakeholders							
Step 3			Vision							
Step 4			Energy Profile							
Step 5					Goals & Strategies					
Step 6					Identify Actions					
Step 7					Identify Financing					
Step 8							Implementation Plan			
Step 9							Monitoring Plan			
Step 10					Scope & Develop Final CESP					Adopt & Publicize
Month:	1	2	3	4	5	6	7	8	9	10



START PLANNING!



GET A FIRM COMMITMENT FROM
EXECUTIVE AUTHORITY



1

**ESTABLISH
LEADERSHIP**

TAKING
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ESTABLISH LEADERSHIP

The first critical step is putting in place a strong Leadership Team once the development of a community energy strategic plan (CESP) has been officially authorized.

WHY

To drive the process to successful completion, it is necessary to establish a committee that includes leaders who will:

1. Maintain continued focus on the CESP process
2. Connect the government offices necessary for success
3. Motivate key stakeholders to contribute to the plan
4. Inspire completion of an effective plan
5. Ensure its implementation over time

WHO

The local government office or group that is initially authorized to do the planning activities will usually do the up-front work to put the Leadership Team in place.

A Plan and Project Manager should be assigned.

HOW

During this phase of the planning process, the CESP initiators will need to:

1. Identify effective leaders
2. Charter and direct the Leadership Team.

WHEN

The Leadership Team should be established as quickly as possible, but no later than 1-2 months after development of the plan is authorized.

Putting the team together quickly and early in the process will get momentum for the process going, demonstrate early progress to the official(s) that authorized the CESP, and assure that leadership is in place to help identify and engage the appropriate stakeholders.

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**IDENTIFY & ENGAGE
STAKEHOLDERS**

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IDENTIFY & ENGAGE STAKEHOLDERS



Engaging members of the community in the energy planning process will help CESP to succeed, because creating a viable, transformative energy future rests in the hands of the entire local government or community*.

WHY

Involving a wide range of stakeholders is important because:

1. Broad-based stakeholder engagement helps to lay the foundation for support
2. The plan needs the support of department heads who are interested in their constituents' and stakeholders' points of view
3. Stakeholders have valuable insight to offer and provide real local context for ideas
4. Input from stakeholders helps prioritize recommendations

WHO

The Leadership Team should guide the identification of stakeholders and plan the stakeholder engagement effort, with the Plan Manager facilitating and managing the logistics.

The Project Manager may want to team up with their government's public affairs and/or communications staff for this step, and consultants, interns, and/or local volunteers can also provide valuable help.

HOW

During this phase of the planning process, the Leadership Team will need to:

1. Identify Stakeholders to Include
2. Engage Stakeholders
3. Plan to Maximize Stakeholder Value throughout the Planning Process

WHEN

Developing a stakeholder outreach strategy is typically the first item of business for the Leadership Team. Stakeholder input is important throughout the planning steps; therefore, identifying the right people and organizations to engage and developing approaches to recruit their help are priority tasks.

The engagement itself will continue throughout the energy planning process.

* When identifying who to include, remember some individuals will already understand and have a vested interest in the effort of defining a sustainable energy future; others, however, may have not yet been engaged in the conversation or moved to action.

3

**DEVELOP AN
ENERGY VISION**

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DEVELOP AN ENERGY VISION



An effective energy vision statement offers a representation of what the community wants to look like 10-20 years into the future.

WHY

This "future best self" provides a focus for the rest of the work that will go into the CESP. A clearly articulated, transparent, and shared vision of the community's energy future sets the direction for subsequent decisions about goals, strategies, and actions.

WHO

This step should be initiated and guided by the Leadership Team, with input from key stakeholders.

HOW

During this phase of the planning process, the Leadership Team will need to:

1. Identify guiding principles and priorities to use as a basis for the vision
2. Create a focused vision statement
3. Share the final vision with the broader community

WHEN

The development of a new energy vision statement should start after the Leadership Team is in place, because they will be driving this step. As stakeholder input and buy-in will also be important, key stakeholders should be identified and engaged, though the full engagement plan need not be finalized.

Some communities will already have a broader vision mandated for them or find that a vision of energy use fits within the scope of an existing community vision statement.

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ASSESS THE CURRENT ENERGY PROFILE

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ASSESS THE CURRENT ENERGY PROFILE

An energy profile maps out a jurisdiction's present energy landscape, including current and projected future energy use and supply data, an inventory of existing activities and information on available resources.

WHY

In order to develop a CESP that will achieve the energy vision articulated during Step 3, you need to know where you are. The goals, strategies, and actions to be identified in later steps will be most effective if they are informed by and built on current energy use data and the existing organizational and policy framework. This will ensure that the plan is focused on true gaps and/or needs and that the actions identified are attainable. The current situation will also serve as the baseline for measuring future progress.

WHO

This step should be led by the Plan Manager and Leadership Team. Unless the planning effort is very small, the Leadership Team will likely need to identify and recruit additional internal or external expertise to help gather and analyze the necessary data.

HOW

To describe the energy framework, the Leadership Team will need to:

1. Develop the scope and recruit expertise for the energy profile work
2. Assess current energy use and supply
3. Identify potential future energy supply
4. Inventory current local, state, regional, and utility policies, plans, projects, and programs
5. Identify available resources
6. Organize and communicate findings

WHEN

Develop the energy profile at the beginning of the CESP process, before setting goals and identifying strategies and actions.

This step can be accomplished in as little as a few weeks or take up to several months, depending on the scope of the plan and profile and size of the jurisdiction. To avoid a major time lag for this step, the Plan Manager and Team can start identifying resources and gathering information for the profile early on, in parallel with Steps 1-3.

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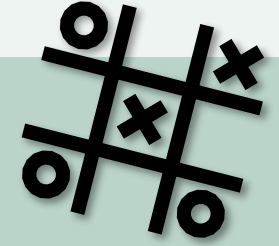
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5

DEVELOP ENERGY GOALS AND STRATEGIES

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DEVELOP ENERGY GOALS AND STRATEGIES



Informed by the results of the energy profile, tangible long-term goals and nearer-term strategies provide a pathway from the conceptual energy vision to concrete, cost-effective actions.

WHY

Clearly defined goals and strategies will form the framework for the rest of the plan's design and guide decisions about what actions (including policies, programs, and projects) will be proposed.

Goals and strategies also help communicate the specific value of efforts to key audiences and provide a basis for tracking and measuring progress.

WHO

This part of the CESP effort should be led by the Leadership Team, who will develop draft goals and strategies based on the vision, earlier stakeholder input, and results of the energy profile.

Preliminary proposals will be shared with stakeholders for comment and discussion, the Leadership Team will revise, and the Champion will approve the final goals and strategies.

HOW

During this phase of the planning process, the Leadership Team will need to:

1. Develop clear and measurable goals
2. Identify strategies for achieving goals
3. Integrate input from stakeholders
4. Publicize goals and strategies

WHEN

Plan to establish goals and strategies as soon as the energy profile is completed. The energy profile will help identify areas for improvements and efforts to build on, so goals and strategies should flow from those. This is a big step—if extensive stakeholder involvement is needed, it can take considerable management to collect and synthesize input.

Accelerate the process by providing drafts for parties to react to, rather than starting from scratch.

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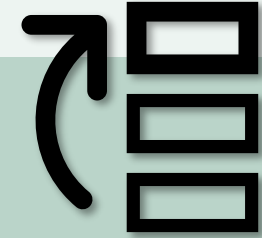
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IDENTIFY AND PRIORITIZE ACTIONS

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FORWARD

IDENTIFY AND PRIORITIZE ACTIONS



After finalizing energy goals and strategies, a list of potential actions to achieve them must be developed and ranked.

WHY

Goals and strategies will only be accomplished with concrete actions, and they must be prioritized. Deliberately identifying and prioritizing will:

1. Assure a focus on relevant activities that will be effective in contributing toward goals
2. Provide guidance to those implementing the plan if future resources are constrained
3. Help garner support from others.

WHO

The Leadership Team will drive this step. Stakeholders will provide input along the way to help expand the list of potential energy actions designed to meet goals and to help prioritize these ideas.

Including stakeholder input allows for the identification of a broader range of potential energy actions, provides stakeholders with a sense of ownership in the plan, and begins the necessary step of identifying responsible parties for implementing prioritized actions.

HOW

To identify and prioritize effective actions for the CESP, the Leadership Team will need to:

1. Establish a system to rank ideas
2. Identify policies, programs, and projects to consider
3. Rank and evaluate options against goals and strategies

WHEN

This step can be done in conjunction with goals and strategies development, as well as the research and interview stage of developing a financing strategy.

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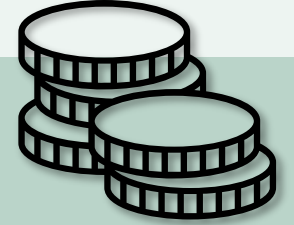
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**PUT TOGETHER A
FINANCING STRATEGY**

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PUT TOGETHER A FINANCING STRATEGY



Funding sources vary over time and among communities and states, so each jurisdiction will need to develop a strategy specific to their local conditions and needs

WHY

Developing an overarching funding and financing strategy as part of the CESP allows for:

1. Identification of appropriate financing for different activities
2. Staging of short- and long-term financing
3. Effective use of portfolios of financing
4. Greater support and likelihood of CESP adoption

WHO

The Leadership Team should work with local government financial officials on this task. Stakeholders with financial interests should also be involved, such as:

1. Regional/state officials, utilities, or other energy efficiency finance program administrators
2. Representatives from local financial institutions, including banks, credit unions, foundations, and bonding authorities

HOW

To find appropriate financial support for the CESP, the Leadership Team will need to:

1. Understand financial requirements for different types of energy actions
2. Identify potential financing and funding sources
3. Design a suite of mechanisms for proposed CESP actions.

Engage these experts as part of a finance-focused stakeholder task force or with individual interviews.

WHEN

Because designing a cohesive financing strategy is complicated and can take several months, it is important to begin financing research and interviews early in the CESP process.

Initial conversations can inform the energy assessment, so you may want to start your outreach then, and preliminary findings can help in the identification and prioritization of actions.

The finance strategy will be finalized as a part of the implementation blueprint.

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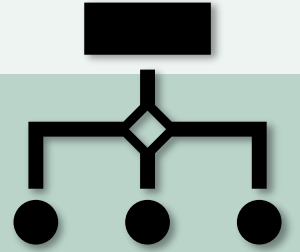
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**DEVELOP A BLUEPRINT
FOR IMPLEMENTATION**

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DEVELOP A BLUEPRINT FOR IMPLEMENTATION



An implementation blueprint sets out detailed information to put the final CESP actions in place, including who will be responsible for each action, what the specific deliverables will be, and when they will be accomplished.

WHY

Establishing a formal blueprint is the key to realizing the vision, and turning the overall CESP into reality, as it:

1. Articulates the resources, staff, and budget needed to sustain the CESP activities
2. Communicates expectations to local staff and to the community
3. Provides a reference point for all parties to use in the implementation phase to ensure that activities are moving in the right direction

WHO

The Leadership Team will lead this activity, with facilitation by the Plan Manager, but implementation planning often requires additional data and support to be most effective.

Input from stakeholders is important here so that responsibilities for plan actions are assigned to the appropriate departments and/or community groups and reasonable timelines are established.

HOW

To assure effective implementation of the CESP, the Leadership Team will need to:

1. Develop a blueprint
2. Establish operational responsibilities
3. Incorporate the CESP into other planning and budgeting efforts.

Engage these experts as part of a finance-focused stakeholder task force or with individual interviews.

WHEN

Once actions and funding sources have been identified, this step should not take more than 2 months. The most time-intensive part will be getting buy-in from relevant parties on implementation responsibilities, but stakeholder engagement throughout the earlier steps of the process can help ease this.

The blueprint should be developed in parallel with the procedures for monitoring, evaluating, and reporting on progress.

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PLAN TO EVALUATE

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PLAN TO EVALUATE

Setting out a clear process for periodic assessment and evaluation up front means that responsibility for these important steps is clear and intentional.

WHY

Monitoring and evaluation is vital to the ultimate success of the CESP, as it allows:

1. Informed management of activities
2. Adjustment of strategies to correct for or make up for deviations or shortfalls
3. Validation of progress toward goals
4. Progress reports to public and authorities to sustain interest
5. Celebration of successes

WHO

Identify someone to develop and oversee the activities involved in monitoring, evaluating, and reporting on the CESP progress.

While the responsibility for carrying out tracking of individual actions will be held by the lead for each item, the Plan Manager is a good candidate for the ongoing responsibility of aggregating and synthesizing this information for the whole plan.

HOW

To maximize the chance of success for the plan, the Leadership Team will need to:

1. Establish a plan for performance measurement and reporting
2. Evaluate and report on the effectiveness of the full CESP and its components on a regular basis
3. Update the CESP when necessary to ensure the best results

WHEN

The procedures for monitoring, evaluation, reporting, and updating should be an integral part of the implementation blueprint and should be developed in parallel with Step 8. As with the blueprint, this effort may take up to 2 months, depending upon the complexity and breadth of the CESP.

Once implemented, the information gathered through these periodic assessments should become a regular component of CESP reporting and public outreach activities.

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10

**DEVELOP, ADOPT,
PUBLICIZE**

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DEVELOP, ADOPT AND PUBLICIZE THE CESP



The final plan is a roadmap for the local government/community's energy future, laying out where things stand today, the long-term vision, and the goals, strategies, and actions for achieving that vision.

WHY

The final CESP captures the results of the process in one comprehensive document to effectively communicate to decision makers and the public the outcomes of the planning phase and the importance of providing support.

Once completed, it is critical for the CESP to be formally adopted.

After adoption and throughout implementation, the CESP should be celebrated publicly to engage and build support in the community.

WHO

Development of the final CESP should be managed by the Plan Manager or other designee, under guidance from the Leadership Team. The Leadership Team will then present the plan to the city council, county commissioners, or other appropriate government body, and recommend adoption.

Once adopted, the Leadership Team and Plan Manager, in coordination with the government's public relations specialists, will lead the efforts to publicize the CESP and perform ongoing public outreach.

HOW

To finalize and successfully launch the CESP, the Leadership Team will need to:

1. Prepare a final CESP
2. Have the CESP officially adopted
3. Publicize the adoption and kick off of the CESP
4. Plan to use effective communication and public relations strategies to keep the CESP visible

WHEN

Compiling the final CESP can take several months, but to avoid a lengthy time lag between completing the planning and assembling the results, the Leadership Team should discuss how and in what form the plan will be developed early on (e.g., in parallel with Step 5 or 6).

Then build a content outline and skeleton of the plan while completing the later steps, so that materials can be inserted as completed.

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ENERGY COMMUNITIES SET UP GUIDELINES

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LOCAL VALUE

Energy communities can help to implement local sustainability projects that can achieve energy independency, reduce carbon emissions and fuel poverty, as well as contribute to the local economy. They can generate local jobs and avoid the outflow of financial resources from the region

ENERGY CITIZENSHIP AND DEMOCRACY

Citizens have democratic control over energy investments by becoming co-owners of renewables installations, usually through the principle of one member one vote.

Participation in renewables ownership and decision-making can either be direct, in which case members approve decisions in assembly meetings and decide how the surplus is distributed or indirect participation through a board of directors.

GENERATING FINANCIAL RETURNS FOR THE COMMUNITY

Community assets (wind turbines, solar panels) are used to generate profits locally, within the community. Members have local control over financial resources and profit sharing. Surpluses can be reinvested in community benefit funds and other activities. Co-investments can also help create local jobs and generate stable return for investors.

EDUCATION AND MOBILISATION OF CITIZENS:

Empowering citizens towards joint action for combating climate change alongside municipalities and local authorities.

SOCIAL COHESION

Creating a community feeling, trust.



HELP THEM UNDERSTAND THE VALUE OF ENERGY COMMUNITIES!

ONCE THE CESP IS IN PLACE AND THEY UNDERSTAND VALUES OF ENERGY COMMUNITIES, CITIZENS AND INVOLVED STAKEHOLDERS MIGHT THE HAVE INTEREST IN LEGAL STRUCTURES OF ENERGY COMMUNITIES

Various governance models enable citizens' participation in renewables projects. Depending on the legal form chosen, they can differ in terms of governance structure, decision-making and liabilities

Legal structure	Description
Energy cooperatives	This is the most common and fast-growing form of energy communities. This type of ownership primarily benefits its members. It is popular in countries where renewables and community energy are relatively advanced.
Limited partnerships	A partnership may allow individuals to distribute responsibilities and generate profits by participating in community energy. Governance is usually based on the value of each partner's share, meaning they do not always provide for a one member - one vote
Community trusts and foundations	Their objective is to generate social value and local development rather than benefits for individual members. Profits are used for the community as a whole, even when citizens do not have the means to invest in projects (for-the-public-good companies).
Housing associations	Non-profit associations that can offer benefits to tenants in social housing, although they may not be directly involved in decision-making. These forms are ideal for addressing energy poverty.
Non-profit customerowned enterprises	Legal structures used by communities that deal with the management of independent grid networks. Ideal for community district heating networks common in countries like Denmark.
Public-private partnerships	Local authorities can decide to enter into agreements with citizen groups and businesses in order to ensure energy provision and other benefits for a community.
Public utility company	Public utility companies are run by municipalities, who invest in and manage the utility on behalf of taxpayers and citizens. These forms are less common but are particularly suited for rural or isolated areas.

HELP THEM DETERMINE LEGAL STRUCTURE THAT SUITS THEM

MAKE IT HAPPEN: ENERGY COOPERATIVES...



Cooperatives are defined as a **voluntary, open, independent and autonomous company** managed by its members.

Its work is based on community and mutual assistance that realize, promote and protect their own individual and joint economic, social, educational, cultural and other needs and interests and achieves the goals for which the cooperative was founded.

ACCORDING TO THE INTERNATIONAL CO-OPERATIVE ALLIANCE, THERE ARE SEVEN PRINCIPLES THAT DEFINE COOPERATIVES:

Voluntary and open membership: Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Democratic member control: Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions.

Autonomy and Independence: Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise money from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative's independence.

Education, training, and information: Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives.

Cooperation between cooperatives: Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures

Member economic participation: Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative.

Concern for community: Cooperatives work for the sustainable development of their communities through policies approved by their members.



ONCE INTERESTED STAKEHOLDER CHOSE TO SET UP A COOPERATIVE, IT IS IMPORTANT TO FOLLOW THE PROCESS:

1

**IDENTIFY CORE MEMBERS
AND BUSINESS IDEA**

2

**RESEARCHING THE FEASIBILITY
OF BUSINESS IDEA**

3

PREPARE THE BUSINESS PLAN

4

ORGANIZATIONAL SET UP

IDENTIFY CORE MEMBERS AND BUSINESS IDEA



After understanding the legal structure and process behind establishing the cooperative, cooperative members and business idea should be refined.

FINDING THE RIGHT PEOPLE TO START THE COOPERATIVE WITH

The first task in establishing a cooperative is to form a core group of potential member-owners which should consist of people who have similar ideas and interests and a mutual need or problem to address.

The successful establishment of a cooperative depends largely on the people that comprise the organizing group. Their commitment and skills and how well they work together are as important as the business idea.

As soon as the cooperative has been established, the core group of people usually becomes the “founding members”. It is advised that a cooperative considers having both women and men as founding members.

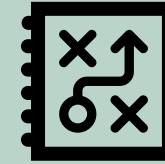
DEFINING THE BUSINESS IDEA

Two interlinked elements must be present to initiate the formation of a cooperative.

1. First, the potential member-owners must feel a strong need to solve a common problem or take advantage of a common business opportunity.
2. Second, the problem faced by the potential member-owners is something that is difficult to address on their own and thus, there is a need for a collaborative solution.

In this step, it is needed to investigate the needs of the potential member-owners and identify one compelling need that can be the basis for the formation of the cooperative.

RESEARCHING THE FEASIBILITY OF BUSINESS IDEA



After stakeholders and business idea are in place, feasibility of the plan must be performed through several steps:

RESEARCHING POTENTIAL CUSTOMERS/INVESTORS

To know more about potential customers, stakeholders need to talk to them. They can do this by conducting a survey and/or holding small meetings. The objective of talking to potential customers is to determine their interest in the potential business.

This will also help to clarify the products and services which the cooperative might offer. It will provide some insights on how peers perceive the importance of the proposed products or services.

CONDUCTING MARKET ANALYSIS

Conducting a market analysis involves talking to potential customers and understanding what they need and want.

Market analysis helps stakeholders determine whether they have the right products for targeted market, identify what prices are acceptable to the market, and estimate the potential share of the market that they can get.

ASSESSING TECHNICAL FEASIBILITY OF BUSINESS IDEA

Now that there are some ideas about target markets, it is time to think about how the products will be made or how the services will be delivered.

Stakeholders will need to identify the human, time, and equipment resources as well as the raw materials and utilities needed.

Stakeholders should also think about strengths and weaknesses in relation to these.

ASSESSING FINANCIAL FEASIBILITY

A cooperative must produce income to survive. A financial feasibility study looks at how much money is needed to start and run the business before cooperative starts earning income, where the money will come from, and the projected production cost and profit.

This will also provide with some idea of the volume of business needed to make cooperative a successful venture.

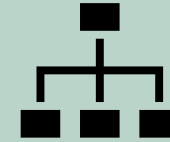
PREPARE THE BUSINESS PLAN



Once the feasibility of the business idea is done, it is time to work on the overall business plan through the following steps:



ORGANIZATIONAL SET UP



Last item that will be interesting to customers/investors is the organizational set up and how things are running in the background. The following structures need to be in place:

MEMBERS AND GENERAL ASSEMBLY

General Assembly is the highest decision-making body in the cooperative that has the final authority on the management of the affairs of the cooperative.

The General Assembly is composed of members in good standing. To be in good standing, the member must comply with the duties and responsibilities as written in the bylaws of the cooperative.

BOARD OF DIRECTORS

The Board of Directors governs the operations of the cooperative on behalf of its members. They are the leaders of the cooperative.

Members place their trust, their needs, and authority in a Board of Directors of their own choice. The members of the Board of Directors are elected from and by the members.

THE MANAGER

The manager of the cooperative is selected by and accountable to the Board of Directors. The manager implements the policy set by the Board of Directors. He/she is in-charge of the overall operation of the cooperative as delegated by the Board. In many cases, the manager also participates in board meetings as an active, non-voting participant.

The manager is hired to operate the business and ensure that members and customers are well-served. Often the manager is a non-member with sufficient qualifications

ARTICLES OF INCORPORATION

Most countries require cooperatives to file the Articles of Incorporation before it can operate as a legal entity. The document must be notarized before it can be submitted to the agency in charge of registration of cooperatives.

Registration is part of the process of formalizing cooperative. Formalizing means:

1. Registration and licensing with the appropriate authorities
2. Access to social security for cooperative members
3. Compliance with the legal framework

IN THE END, MAIN GOALS OF ENERGY COOPERATIVES SHOULD BE...

- 1 To meet a large community need. In this case the need for clean, renewable, cheap, and reliable energy!
- 2 Able to gain tax advantages for collective work.
- 3 Increase community member control of critical resources. Cooperatives give community members control and operate according to community values.
- 4 Establishes community institutions grounded in that community's values. This connection to place serves to create more unity and cohesion in communities.
- 5 Profits are returned to the community. In both for-profit and nonprofit cooperatives, the money made by the co-op stays in the community and adds to local economic development. Co-ops often hire locally as well!

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