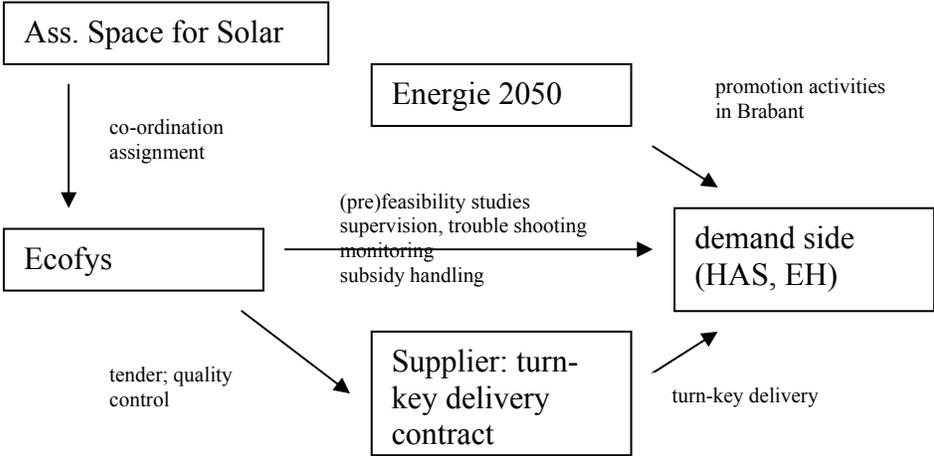


Projects



1 General information

Project Title	Ruimte voor Zonnewarmte - Space for Solar
Target country / region / city	The Netherlands
Initiator , and the role that the initiator has in the action / campaign	<ul style="list-style-type: none"> • Stichting Ruimte voor Zonnewarmte (Association Space for Solar) – the legal entity that submitted the project proposal for a subsidy from the national solar thermal programme. • Ecofys (consultant) as project co-ordinator • Energie 2050 (a regional energy agency) as facilitator in the province of Brabant
Other important parties and their roles	50 housing associations (HAS) and elderly homes (EH) that signed a letter of intent at the start of the project. These parties intended to realise large scale solar water heaters at apartment buildings and elderly homes.
Organisation of the campaign / action (<i>Organisation chart</i>)	 <pre> graph TD A[Ass. Space for Solar] -- "co-ordination assignment" --> B[Ecofys] C[Energie 2050] -- "promotion activities in Brabant" --> D[demand side HAS, EH] B -- "(pre)feasibility studies, supervision, trouble shooting, monitoring, subsidy handling" --> D B -- "tender; quality control" --> E[Supplier: turn-key delivery contract] E -- "turn-key delivery" --> D </pre>
Goals	Contribute to the market development of large scale solar systems in the (social) rent sector by realising 10,000 m ² of collective solar systems at apartment building and elderly homes.
Tendering	<p>A tender procedure was conducted involving all major manufacturers/suppliers of large solar systems and some national installer companies. The offer had to be turn-key, therefore an installer had to be part of the bidding consortia.</p> <p>The selection of suppliers and products is based on the following criteria: quality, price, product specs, delivery conditions (a.o. guarantee), delivery capacity. Only systems with proven quality can be selected. The quality assessment was based on national/EU standards as well as on practical project references during some years.</p> <p>The winning consortium consisted of a major Dutch manufacturer and a national</p>

	installer. The standardised framework offer has a good price/performance ratio: typical turn-key price 450 – 650 €/m ² (depending on system size), standard all-in guarantee 6 years, extendable to 15 years with a Solar Result Guarantee in combination with a maintenance contract.
Project Timeline	The project was initiated in 1999 and will end in 2004.
Type of solar heating products promoted (SWH / space heating, single-family / collective etc.)	Large scale collective solar water heaters in the range of 50 – 1000 m ² . The systems are hot water pre-heating systems that can be applied in buildings with a collective hot water system.
General description of the campaign / action	<p>A buyer group of 50 housing associations and elderly homes was formed through a mailing. These parties have the intention to realise large collective solar water heaters on their buildings in the period 2000-2004 when a reasonable pay-back time can be realised. With this buyer group as a demand side initiative a subsidy proposal was submitted to the National solar thermal programme. An extra investment subsidy as well as a subsidy for co-ordination and consultancy was granted. Within the project a turn-key delivery tender was conducted to realise economy of scale.</p> <p>Pre-feasibility studies have been conducted for all demand side partners. If the demand side partners agree on the cost-benefits in the pre-feasibility phase, the turn-key supplier visits the building and makes a final offer. This offer is incorporated in a feasibility study on which a sound investment decision can be made. After turn-key delivery a commissioning check is done and the systems are monitored during a year based on monthly heat meter readings.</p>
Project Strategy (f.i. strategy chart)	<ul style="list-style-type: none"> • Economy of scale due to large scale tendering • Free supervision from planning to commissioning • Quality control throughout the whole chain • Extra investment subsidy from national program
Results of the project	For 3400 m ² quick scans have been conducted so far. Conversion to individual contracts ongoing but slow laborious process. Due to rent price laws a majority of the lessees need to approve the rent increase related to the SWH investment, also if the rent increase equals the savings. Currently 9 systems with a total area of 614 m ² realised.
Target Group(s) (check all that apply)	<ul style="list-style-type: none"> <input type="radio"/> Private house-owners (existing dwellings) <input type="radio"/> developers / builders of new dwellings <input checked="" type="checkbox"/> Housing associations <input checked="" type="checkbox"/> Installers <input type="radio"/> Architects <input checked="" type="checkbox"/> Elderly homes

Actions on demand side (<i>check all that apply</i>)	X X X X O O X X	General information / publicity to consumers Subsidy / incentive Promotion of specific products Sales of products (as part of the project) Leasing of products (as part of the project) Solar contracting (as part of the project) Installation of products (as part of the project) Supervision from planning to commissioning
Media, publicity and promotion actions used in the campaign (demand side)	X O X X	Press releases Brochures Internet marketing / Web site www.ruimtevoorzon.nl Event marketing / Promotion events (workshops, excursion)
Actions on supply side (<i>check all that apply</i>)	X X X O X X O	Information to installers Education of installers (basis for tender qualification) Procurement / tendering of products Procurement / tendering of installation services Quality control on products Quality control on installers Checks on commissioning / delivery
Information sources about the campaign	X X X X	Realising 10,000 Solar Water Heaters by the 'Project Approach': lower cost, higher quality paper presented at Solar Energy & Utilities, Vejle, Denmark, May 1997 Guideline for architects Project evaluation report www.zonnebouw.nl (document download site for parties involved)
Contact person and contact data, for more info:	Ronald Voskens, Frank Zegers Ecofys	

2 Analysis of strong / weak points, success / failure factors

2.1 INTERNAL success factors / strong points

Please give an analysis of the **internal** success factors (strong points concerning the campaign set-up, communication, execution, ...) of the campaign / action. Why did it work?

- Efficient project approach
- Free consultancy/supervision during planning and construction

2.2 INTERNAL failure factors / weak points

Please give an analysis of the **internal** failure factors (weak points / bottlenecks concerning the project set-up, communication, execution, decision makers who should have been involved,...) of the project. What caused major problems / weak points?

- The project subsidy is linearly linked to m²'s built. As a lot of the preparation and co-ordination work is done in advance the financial risk for the co-ordinator is high.

2.3 EXTERNAL success factors / strong points

Please give an analysis of the **external** conditions (critical factors in the environment in which the project was executed). Why did it work?

- Good price / quality ratio
- Extra investment subsidy

2.4 EXTERNAL failure factors / weak points

Please give an analysis of the **external** conditions (critical factors / bottlenecks in the environment in which the project was executed). What caused major problems? What action could be taken to influence these factors? What would you change in a similar campaign / action?

- The demand side parties did not really sign for the investment beforehand.
- Changing government policies and subsidies during the project.
- Changing of the turn-key suppliers position during the project (take-over, policy shift)
- The time span for decisions in the (social) housing sector is very long and complicated by the rent price laws (the lessees need to agree on the investment).
- The turn-key framework contract does not allow for installation by the demands sides parties 'own' familiar installer.

2.5 Which recommendations would you give other parties who want to imitate the project? (lessons learned)

- Built in more flexibility regarding choice of systems and installers.
- Refine the business model such that the financial risks of all parties involved are reasonably limited.

2.6 What other parties could act as initiator for a project like this?

- Local/regional energy agencies.