Interreg Baltic Sea Region

Co-funded by the European Union

ENERGY TRANSITION RenoWave

GUIDE FOR MAPPING AND ASSESSING SOLUTION PROVIDERS

Guidance for One-Stop-Shops to map and assess solution providers for energy efficiency implementation.

Development Centre of Võru County

17 February 2025

CLIMATE-NEUTRAL SOCIETIES

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About RenoWave

The project “One-Stop-Shop extended model to increase the multi-apartment building stock renovation in the BSR” (RenoWave) establishes cooperation among homeowners, construction companies, energy agencies, and public authorities to initiate more energy-efficiency renovations in multi-apartment buildings. The main result of the RenoWave project will be a One-Stop-Shop (OSS) model that includes traditional and additional OSS services that cover all the steps necessary to initiate and implement energy-efficiency renovation projects in multi-apartment buildings. The RenoWave project is implemented under the Interreg Baltic Sea Region Program 2021-2027 with the support of the European Regional Development Fund. Implementation time of the RenoWave project is January 2023 to December 2025.

Project partners

1. County Board of Dalarna (Sweden)
2. City of Lappeenranta (Finland)
3. Vidzeme Planning Region (Latvia)
4. Association of Communes and Cities of Małopolska Region (Poland)
5. Magistrat of the City Bremerhaven (Germany)
6. Baltic Environmental Forum Latvia (Latvia)
7. Housing Initiative for Eastern Europe (Germany)
8. Let’s renovate the city NGO (Lithuania)
9. Polish Foundation for Energy Efficiency (Poland)
10. North Sweden Energy Agency (Sweden)
11. Development Centre of Võru County (Estonia)

Summary of Deliverable

The content of this deliverable is aligned with and contributes to the overall objectives and goals of the One-Stop-Shop (OSS) extended model for multi-apartment buildings in the BSR regions and its purpose is twofold.
This guidance document outlines simple steps for policymakers to

- analyse and map the different stages of a renovation project and screen out key types of service/solution providers on in a specific region
- determine actions that help solution providers' ability to provide services in the regions and, if necessary, provide specific guidance on implementing the actions based on first-hand experience

In addition the document includes checklist for procuring some of the key service/solution providers in the renovation projects that help to enhance the quality of work.

www.interreg-baltic.eu/project/RenoWave

The project RenoWave establishes cooperation among homeowners, construction companies, energy agencies, and public authorities to initiate more energy-efficiency renovations in multi-apartment buildings.

Why is mapping quality service providers important?

One of the barriers to reconstruction, especially in less populated and rural areas, is the perceived lack of quality service providers. Renovation projects may become stalled in different stages due to this. By thoroughly understanding the renovation process and the stakeholder within policymakers can pinpoint the specific challenges and barriers that stakeholders face at each stage.

It became evident during the development of the OSS concept that a method to analyse stakeholders in the renovation process and good examples of promotion of quality services providers formulated as a simplified guidance document would be helpful. Thus, this deliverable was born as a general guidance note that would document best practices and draw attention on the organization of the process of promoting high quality suppliers by an organization, whether private or public, who wishes to do so.

There are two important steps for any OSS to consider:

1) Understand and analyse different stages of a renovation project and describe key service/solution providers in a specific region where an OSS is developed

2) determine the necessary actions to support solution providers' ability to provide services in the region of the OSS

Addressing these aspects improves HOMAB confidence in successfully procuring service providers as well as indicating that a healthy project pipeline exists in a region, sparking interest among service providers. Streamlined processes enhance project timelines and budget adherence, resulting in timely and cost-effective renovations. Improved coordination and communication among stakeholders increase project quality and sustainability. Ultimately, addressing these challenges fosters greater confidence among homeowners and authorities, promoting wider adoption of energy-efficient renovation practices and contributing to the overall goal of climate-neutral societies.

It is suggested that this issue is tackled in the first step of setting up an OSS and deciding on a business model, as this framework helps to map the market gaps and the necessary activities to address them.

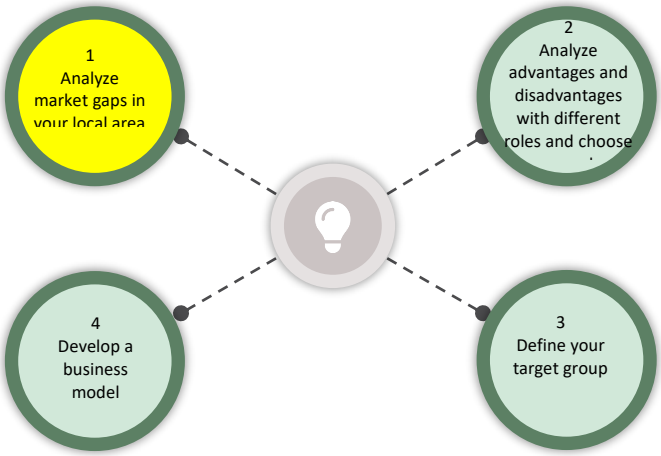

Figure 1. Recommendations for setting up an OSS and deciding on business model

Description of the challenge

Each of the renovation project lifecycle stages present unique challenges that can impede the successful execution of energy-efficient building renovations. These stages typically include initial assessment and planning, design and approval, procurement and contracting, construction and implementation, and final commissioning and monitoring. A primary challenge lies in coordinating these phases seamlessly, as disruptions or inefficiencies at any stage can lead to project delays, cost overruns, and compromised quality. One of supportive actions policy makers can take is to map the existing technical solution providers and missing services in their respective regions and assists HOMABs in assessing and buying services from quality service providers.

Step 1 Understand the renovation project lifecycle in your region

The renovation process is complex with multiple stakeholders and additional there are regional specificities to keep in mind. Thus the first step is to analyse what stages a renovation process consists of, who are the stakeholders participating in the process, and what is there significance to project success.

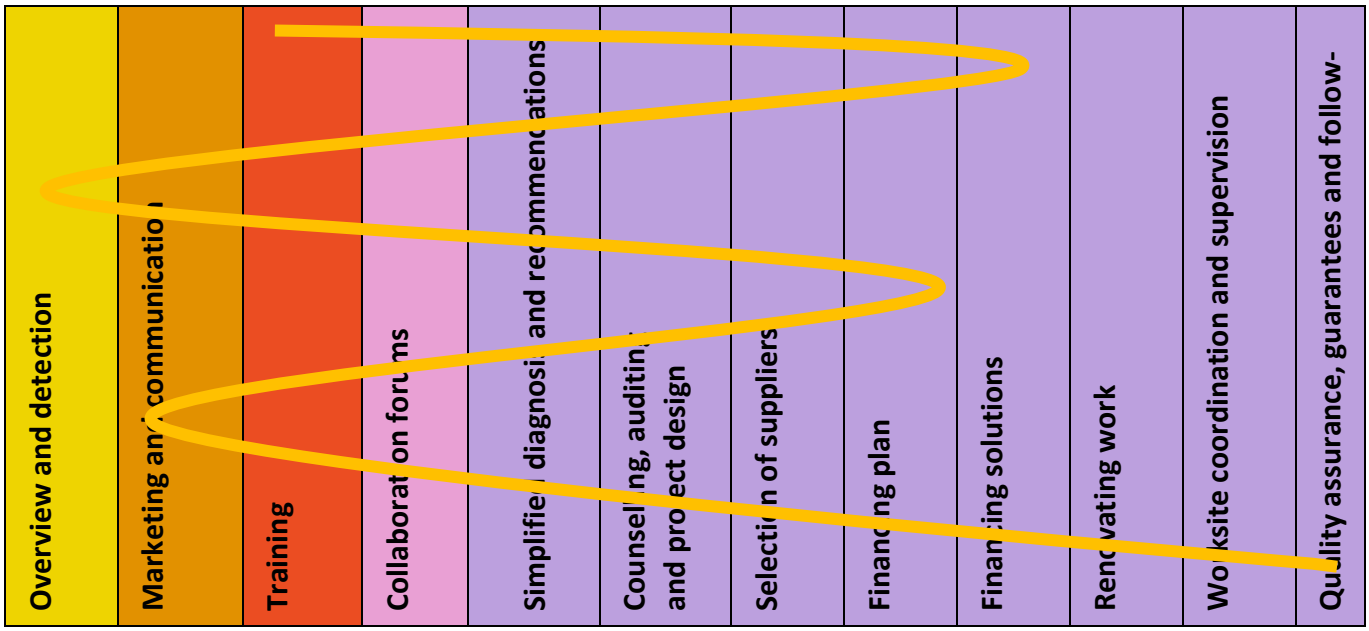

Figure 2. Example of a renovation pathway and stakeholder mapping

Mapping the renovation pathway helps to understand the stages of the renovation process and ensure the full life cycle of the project is covered. Mapping the stakeholders and their importance within the project life cycle assists in understanding where OSS activities need to be directed, i.e. where the impact and effect to renovation project success is the biggest.

Tool for mapping service providers

An Excel tool been developed for mapping service providers and their impact to the success of the project (see Annex 1).

The **Renovation Pathway and Stakeholder Significance Assessment Tool** is an Excel-based tool developed to assist policymakers, renovation service providers, and other stakeholders in evaluating the significance of different actors in the renovation process. The tool supports informed decision-making by providing a structured approach to assess stakeholder influence and their impact on project success.

The tool serves as a **stakeholder mapping framework**, helping users identify key players in the renovation ecosystem and their relative importance in ensuring successful project implementation. It consists of the following key components:

1. **Stakeholder Categorization**
    - Legislative bodies (e.g., regulators, subsidy administrators)
    - Technical service providers (e.g., energy auditors, architects, engineers)
    - Implementation actors (e.g., contractors, installers, project managers)
    - Financial stakeholders (e.g., public financing institutions, retail banks)
    - Market facilitators (e.g., NGOs, real estate brokers)
2. **Impact Assessment Criteria**
    - **Energy Efficiency Impact**: The extent to which the stakeholder contributes to the energy efficiency outcomes of a renovation project.
    - **Importance for Project Success**: The level of influence the stakeholder has in determining the overall success of the renovation.
3. **Scoring System**
    - Each stakeholder group is evaluated on a numerical scale based on the two impact criteria.
    - The aggregated scores provide an overall ranking of stakeholder significance.

When interpreting the results, users should look for **stakeholders with high scores in both categories**, as they are crucial for driving energy-efficient renovations successfully. **Discrepancies between the two scores** highlight areas where additional support or policy interventions may be needed—for example, stakeholders with **high project success but low energy impact** may benefit from more technical training, while **high energy impact but low success ratings** may indicate logistical or financial bottlenecks. The results help guide **strategic decision-making**, ensuring that efforts are focused on the most impactful actors in the renovation ecosystem. Large Language Models (OpenAI, Copilot or similar) may be used to provide further insight.

Piloting results

The tool was piloted among all project participants see comment above and the findings emphasize the need for multi-stakeholder collaboration—with technical experts ensuring high energy savings and financial/policy actors providing the necessary framework to scale up renovations. This collaboration is

what an OSS can facilitate and lead. The results from the piloting are provided in Table 1 below. The most important conclusions are that:

- **Policymakers and financiers are key enablers of renovation projects** but do not directly drive energy efficiency.
- **On-the-ground service providers (installers, contractors, auditors) have the highest direct energy efficiency impact.**
- **Project managers and financial institutions help ensure success but do not influence efficiency as much.**

Table 1. Scores from piloting the mapping tool

	Energy efficiency impact	Importance for project success	TOTAL AVERAGE
Legislative (law, subsidy programmes etc)	4,00	5,00	**4,50**
Energy auditors	4,22	4,67	**4,44**
Craftspeople and installers	4,33	4,44	**4,39**
Architects and engineers	4,44	4,00	**4,22**
General contractors	4,11	4,25	**4,18**
Equipment manufacturers	4,11	3,78	**3,94**
Project managers	3,13	4,63	**3,88**
Public financing institutions	2,78	4,11	**3,44**
Retail banks	1,78	4,33	**3,06**
NGOs	2,22	2,56	**2,39**
Real estate brokers	1,22	1,44	**1,33**

Legislative influence seems universally crucial for project success:

- Legislative bodies (law, subsidy programs, etc.) scored 5.00 for project success, the highest in the dataset.
- However, their energy efficiency impact is only 4.00, suggesting that while policies and regulations shape the overall feasibility of renovations, they do not directly impact the efficiency of implemented solutions.

Technical service providers have balanced scores:

- Energy auditors (4.22/4.67), architects & engineers (4.44/4.00), and general contractors (4.11/4.25) all scored high in both categories.
- This reflects their direct role in improving energy performance while also being critical enablers of project execution.

Implementation-focused roles have a greater energy efficiency impact:

- Craftspeople and installers (4.33 energy impact, 4.44 project success) are more influential in executing renovations effectively.
- Equipment manufacturers (4.11/3.78) have a slightly lower success rating, likely because they provide the materials but do not directly manage the project lifecycle.

Project managers are vital for success but less so for energy efficiency:

- Project managers scored 4.63 for project success but only 3.13 for energy efficiency.
- This suggests that while they ensure timelines and budgets are met, their role in choosing and applying energy-saving solutions is secondary.

Financial and market actors have mixed influence:

- Retail banks (1.78/4.33) and public financing institutions (2.78/4.11) show a pattern where their role is pivotal in enabling projects financially but does not directly improve energy efficiency.
- Real estate brokers (1.22/1.44) and NGOs (2.22/2.56) have the least influence, indicating they mainly play supporting or advocacy roles.

Step 2 Plan your actions

The results of the tool provide a data-driven foundation for designing targeted actions to enhance the efficiency and success of renovation projects. The results of this tool feed into the OSS analysis process as follows:

1. **Identification of high-impact stakeholders**
    - Stakeholders scoring **high in both Energy Efficiency Impact and Project Success** (e.g., architects, engineers, auditors, and installers) should be actively engaged in renovation initiatives.
    - Strengthen collaboration with these key actors throughout your OSS activities.

2. **Address stakeholders with high project success but lower energy impact**
    - Examples: **Project managers, financial institutions, public bodies**
    - These actors are critical in ensuring smooth project execution but may lack expertise in energy efficiency – they should be in the core scope of the OSS activities. *Please refer to the OSS guide for suggestions and best examples.*

3. **Consider the need to strengthen underutilized or low-scoring stakeholders**
    - Examples: **NGOs, real estate brokers, retail banks**
    - These actors may have limited direct influence but can support awareness-raising and market facilitation. Actions should focus on **engaging them in public outreach campaigns, providing incentives for energy-efficient financing solutions, and integrating them into OSS service models**.

4. **Fill identified gaps in the stakeholder landscape**
    - If the tool reveals missing or weak stakeholder engagement in key areas, **targeted policy interventions or business models should be developed to attract and strengthen necessary expertise**.
    - Governments and market facilitators can introduce **financial incentives, policy mandates, or pilot projects** to encourage the involvement of underrepresented but necessary stakeholders.
5. **Monitor and adapt based on ongoing assessments**
    - The Excel tool should be **used periodically to reassess stakeholder influence and project needs**.
    - If bottlenecks persist (e.g., lack of technical skills, financial barriers), interventions should be adjusted to **address evolving challenges dynamically**.

By strategically using the assessment results, renovation initiatives can ensure that key actors are empowered, gaps are filled, and projects are executed efficiently—ultimately accelerating the adoption of energy-efficient renovations across regions.

Promotion of high quality service providers

Once an OSS establishes a good discussion platform with service providers there may be willingness to promote high quality service providers. It was concluded in the project workshops that a **publicly available rating system** is a strong approach to promoting **high-quality service providers**, as it fosters **trust, transparency, and competition** in the renovation sector.

Why a public rating system works

- **Increases Visibility:** High-quality service providers gain recognition, making it easier for customers to find and trust them.
- **Encourages Competition:** Providers are motivated to maintain high standards to secure better ratings.
- **Reduces Risk for Customers:** Homeowners and developers can make more informed choices based on **verified performance metrics**.
- **Supports Market Growth:** A transparent system attracts new skilled professionals and discourages low-quality services.

Public organisations should take care of impartiality in the implementation of any promotion system, but there are some suggestions for the implementation of any kind of system:

Develop a Pilot Program- Start with a selected region or category (e.g., energy auditors, contractors) and scale gradually.
Collaborate with National Bodies - Work with governments and industry associations to integrate certification standards.
Ensure Continuous Monitoring & Updates - Implement a system where providers must renew their rating periodically to reflect their most recent performance.

Please find in the next section good examples provided by project partners.

Examples of promotion of service providers

POLAND

https://www.peee.gov.pl/pl/expert/find/1/1

The Polish Energy Efficiency Experts (PEEE) website at peee.gov.pl functions as a centralized directory to connect users with certified experts in energy efficiency. The key features make it a useful example for promoting technical expertise in building renovations:

1. **Expert Search Functionality**: The site offers a search tool where users can filter experts by location, expertise area, and specific qualifications. This helps users find specialized professionals who meet their project requirements, ensuring relevant and tailored expertise for renovations.
2. **Certification and Quality Assurance**: All listed experts are verified to ensure they meet national standards for energy efficiency consulting. This focus on certified professionals increases trust in the listed providers and ensures high-quality service.
3. **User Accessibility**: The interface is user-friendly, allowing both private individuals and public entities to quickly locate service providers. This accessibility encourages widespread usage and simplifies the process for those seeking support in energy-efficient building upgrades.

This model effectively addresses the gap in locating quality service providers, promoting transparency and quality in Poland's renovation and energy efficiency market.

FINLAND

https://www.motiva.fi/ratkaisut/energiakatselmustoiminta/tuetut_energiakatselmukset/katselmuksia_tekevat_yritykset

The Finnish website hosted by Motiva, serves as a directory of certified companies that conduct energy audits. Here's a summary of its functions, making it a strong example for inclusion in the report:

1. **Directory of Certified Energy Auditors**: The platform lists companies approved to perform subsidized energy audits. Users can filter companies based on the type of audit (e.g., industrial, building, transport) to find providers with relevant expertise for their specific project needs.
2. **Support for Subsidized Audits**: The platform provides information about eligibility for government subsidies, enabling users to understand and access financial assistance for audits. This incentivizes organizations to utilize certified providers, ensuring audits meet national quality standards.
3. **Educational Resources**: In addition to the directory, Motiva's platform offers guidance on conducting energy audits, detailing the benefits and requirements. This increases transparency and promotes informed decisions, encouraging the uptake of professional audits.
4. **Promoting Quality and Consistency**: By listing only certified companies, Motiva's directory promotes consistent standards across Finland's energy audit market. This quality assurance fosters user trust and raises overall industry standards.

SWEDEN

https://klimatknuffen.se/

The Klimatknuffen website focuses on supporting individuals and organizations in Sweden in adopting energy-efficient and climate-friendly practices. It offers guidance, tools, and resources for reducing carbon footprints, primarily through improved energy management and sustainable decision-making. The platform provides tailored recommendations and action steps for users, encouraging environmentally friendly behavior and enhancing awareness of energy-saving measures. On the platform, you can look at other associations in your vicinity that have implemented energy-saving measures with good results - and thus get a friendly nudge in the right direction. A push towards a lower energy bill, an increased property value and

more climate-smart housing. For more details, you can explore their offerings directly at Klimatknuffen's website.

GERMANY

https://energiekonsens.de

The **Quality Network – ENERGIE EXPERTEN** initiative by Energiekonsens in Germany is a valuable resource for fostering a network of certified energy experts, similar to the directories in Finland and Sweden:

1. **Network of Qualified Experts**: ENERGIE EXPERTEN includes a directory of pre-qualified professionals such as craftsmen, engineers, planners, and architects. Each member is independently verified to ensure they meet high standards of expertise in energy efficiency and sustainable building practices.
2. **Trusted Resource for Clients**: This network acts as a reliable contact point for property owners, municipalities, and developers looking to undertake modernization or construction projects. By listing only qualified experts, Energiekonsens ensures that clients can access professionals with proven knowledge and commitment to energy-efficient solutions.
3. **Continuous Training and Standards**: To maintain their status, network members often engage in ongoing training to stay updated on the latest energy efficiency techniques and regulations. This emphasis on continuous learning helps ensure that the network remains a high-quality, up-to-date resource.
4. **Support for Sustainable Goals**: The Quality Network directly supports Germany's broader climate goals by enabling clients to connect with experts dedicated to implementing energy-saving measures effectively.

This network model from Energiekonsens provides a structured approach for clients to find skilled professionals and for experts to be part of a recognized, reputable group, thereby promoting quality in the sustainable building sector.

One-Stop-Shop extended model to increase the multi-apartment building stock renovation in the Baltic Sea Region

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