

# Sustained Development and Modernisation of the Administration Exemplified by the Schleswig-Holstein Energy Foundation

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## 1. SYNOPSIS

The Schleswig-Holstein Energy Foundation is an example of a private-public-partnership which was set up in the course of the modernisation of the public administration in order to guarantee a sustainable climate protection policy.

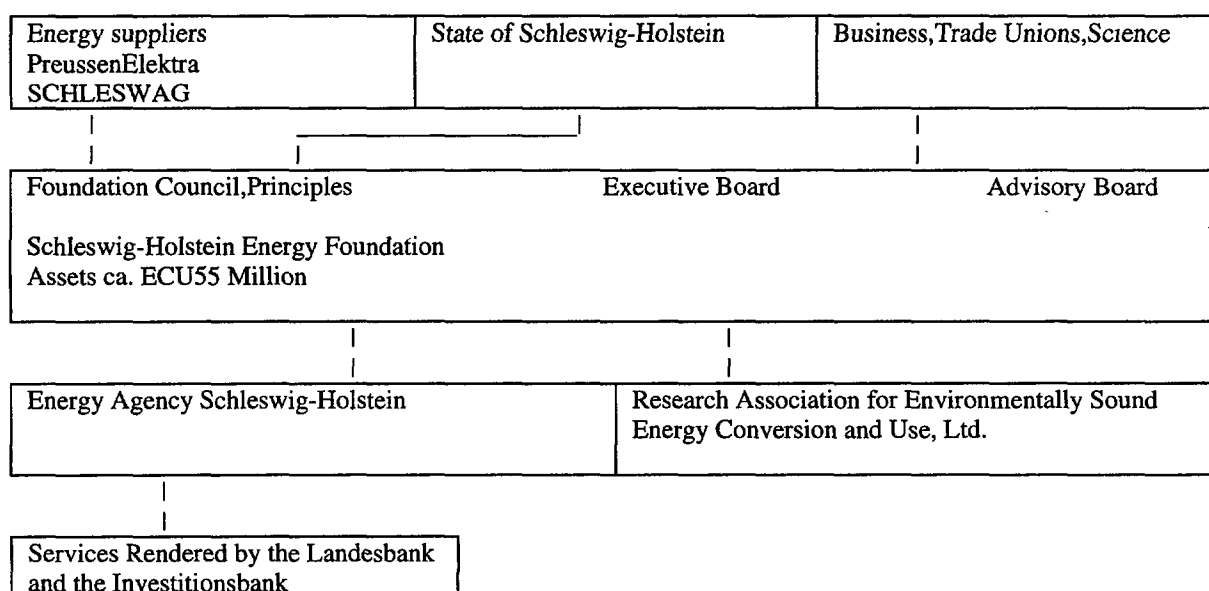
## 2. INTRODUCTION

As a result of a change in government in 1988, a new energy policy was launched in Schleswig-Holstein which, in addition to the planned abandonment of nuclear power, contained, above all, the promotion of energy saving, of rational energy use and of renewable forms of energy. As the existing capacities within the ministerial administration were soon insufficient, two special institutions were founded in 1990 and 1991. A research institution took on the task of scientifically assisting and evaluating the energy policy programme in Schleswig-Holstein. An energy agency was given the task of competently advising the participants of the energy programme on saving energy in public buildings, on setting up district heating systems with combined heat and power generation, on the construction of low consumption buildings and on the utilization of renewable forms of energy. Initially, the most important target groups were the towns and municipalities. In the course of different projects, the cooperation between energy policy and the energy supply industry was increasingly developed to the extent that the energy supply industry was finally prepared to participate in the costs of the newly set up institutions and to promote other projects in the field of climate protection. The cooperation was set up by the Schleswig-Holstein Energy Foundation.

## 3. ORGANISATION AND OBJECTIVES

The Energy Foundation was founded in December 1993 as a foundation under public law. The Foundation's capital currently amounts to ECU55 million, half of which is supplied by the state, the other half by energy suppliers. The annual total available for promotion from this capital amounts to up to ECU3.8 million.

Table 1: The bodies of the Schleswig-Holstein Energy Foundation



### 3.1 Tasks and Objectives

The Energy Foundation was founded to contribute to research, development and dissemination of knowledge and measures in the field of climate protection, rational energy use and particularly reduction of CO<sub>2</sub> emissions. It is the aim of the Foundation to show through which social, economic and financial, technical, legal and organisational measures the use of existing techniques used in climate protection can be promoted.

### 3.2 Instruments

To fulfill its aim, the Foundation initially uses the services of the energy agency and the research institution, which have been organisationally combined within the Foundation as the parent organisation. Moreover, the Energy Foundation promotes pilot and demonstration projects within its fields of operation, the setting up of foundation professorships at universities, young academics by awarding grants and also promotes the carrying out of scientific lectures and other events.

Since the work of the Energy Foundation is intended to set off work processes in which all those mainly involved will participate and through which the solutions for current climate protection problems can be developed, a project group was allotted to each field of operation. Depending on the emphasis of the task, the representatives of energy companies, the state administration, the local authorities and other important organisations belong to these groups. In the project groups all project proposals are presented and discussed before financial support is approved by the Foundation. An intensive exchange of experience about the work in hand also takes place.

### 3.3 Emphases to date

Since 1994 the Energy Foundation has set up four fields of operation. Each of these deals with a particular target group.

Table 2: *Fields of Operation of the Energy Foundation*

Field of Operation	Main Target Group	Instruments
Biomass Rational use of energy in local authority areas	Agriculture Local authorities	Investment promotion EDP planning instrument
Consumption and Behaviour Energy policy in the Baltic area	Society Politics	Further education Scientific events

#### 3.3.1 Biomass Utilization

Here the main target group is the agricultural industry. In cooperation with its organisations, a biomass plan of action for Schleswig-Holstein is being worked out which shows four sections. In addition to an investment support programme which has been planned for 1996, the technical state of development of available plants is currently being checked, the compliance with German environment norms is being tested, cooperation with the plans for district heating systems in towns and municipalities is intended and a further training and qualification programme is being compiled.

#### 3.3.2 Rational Use of Energy in Local Authority Areas

Extensive pilot and demonstration projects, particularly in the field of energy saving in public estates, have shown the concrete saving potential in this field of operation. The problems which arose during the projects are now being worked on in different projects.

### 3.3.3 Consumption and Behaviour

This field of operation is devoted to the communication with society concerning all issues in the context of climatic protection. Main topics of discussion include the question of lifestyle and the changing values with regard to their significance to all action taken towards climatic protection. Projects are directed at those making the decisions and at the values they express.

### 3.3.4 Energy Policy in the Baltic Area

The geographic site of Schleswig-Holstein makes the energy policy and energy supply decisions in the Baltic area particularly significant. Therefore this work group puts great emphasis on the developments of each of the Baltic states. In doing so, the different concepts on energy policy, for example in Norway and Denmark, are especially intensively discussed.

## 4. RESULTS

In the first year of its existence the Energy Foundation could, first of all, undertake the modernisation of existing structures in energy agency and research institute. The activities of these institutions were coordinated better than up to that point and the fields of operation as well as the intended target groups were re-structured accordingly.

In the field of biomass utilization several projects on biogas production and the use of wood and straw in heating stations have been initiated, promoted and scientifically accompanied by the Energy Foundation.

The consultancy service for the local authorities in Schleswig-Holstein is much more efficiently run now than two EDP supported programmes on energy management in buildings and on heating planning are being used. Experiences from Switzerland and Denmark are being used in the "Klimaschutzstadt" and "Brundtlandstadt Bredstedt" projects. They show the necessity of more extensive modernisation measures within local administration in order to fulfill the demands on climate protection they have partly set themselves.

In order to promote the communication with society, the Energy Foundation has promoted several projects in cooperation with schools, further education institutions and universities. In this way the subject of climate protection has been brought into these institutions' existing fields of operation.

The energy policy discussions are currently concentrating on integrating the model of the Schleswig-Holstein Energy Foundation into the altered political and economic energy environment. The project group concerned is discussing the effects of deregulation in the energy supply industry on climate protection strategies and administration modernisation.

## 5. CONCLUSION

The setting up of the Schleswig-Holstein Energy Foundation is a unique experiment in Germany. In accordance with the principle of private-public partnerships an organisation model is created which can accommodate the demands of the current social and economic developments in the concepts of a policy of climate protection. The Schleswig-Holstein Energy Foundation is a social laboratory which, with its independent research and consultancy capacity, can develop an infrastructure, in which pluralistic principles are embodied, capable of cooperation with the most important planners from politics, the economy and society. Thus it is possible for the Foundation to initiate or support social processes in which new ideas and innovations in the field of climate protection can develop, and which show greater error-friendliness than the technology that was previously used.

