

Betim and Porto Alegre, Brazil

Participatory process with stakeholder involvement groups for Local Renewables in Betim and Porto Alegre

The Renewable Energy and Energy Efficiency Reference Centers in the cities of Betim (MG) and Porto Alegre (RS) coordinate with several relevant stakeholders from different segments of society through their stakeholder groups. This participatory process has helped local governments with the implementation of sustainable energy policies.

113

ICLEI Case Studies

July 2010

Abstract

Betim (in the state of Minas Gerais) and Porto Alegre (in Rio Grande do Sul) are the two Model Communities of ICLEI's Local Renewables project (Rede Elo in Portuguese) in Brazil.

The two Model Communities each have a Renewable Energy and Energy Efficiency Reference Center (CRER in Portuguese), whose mission is to incorporate renewable energy and energy efficiency services in local development, and to serve as an information center to promote sustainable energy technologies and projects to inspire public policies and actions also in other cities.

Both cities have had positive results with the setting up of stakeholder groups (SG) within CRER, comprising several relevant stakeholders from different segments of society.

This case study defines stakeholder group, its objectives, its participants and its importance for the Resource Center. The results of the SG's participation in Betim and Porto Alegre's Centers are presented, as well as a step-by-step guide on how to set up a stakeholder group.

The importance of stakeholder involvement

Local governments play a central role in the promotion of sustainable public policies. They have a variety of administrative, regulatory and financing tools at their disposal, which can assist in the implementation of sustainability policies.

Creating municipal model programs on sustainability is an excellent way of setting example as well as to involve all key stakeholders in the process and replicate successful experiences in other locations.

Cities, specially those experiencing rapid growth in developing countries, are increasingly more vulnerable to the impacts of climatic changes. Therefore, local governments, as the sphere of government closest to citizens, are fundamental when discussing practical local action to tackle global environmental changes.



Key Information

City information can be found on the final page of this case study.



An ICLEI Initiative

ICLEI supports and strengthens local governments which promote the generation and supply of renewable energy and energy efficiency in the urban environment.

Case Study

The Betim context

Located 30 km from the state capital Belo Horizonte, the municipality of Betim is part of the metropolitan region of the capital of the state of Minas Gerais. Its strategic location is a strong attraction to companies and industries such as the automotive and petrochemical industries that are looking for low cost transportation and fiscal incentives. Betim joined ICLEI's Cities for Climate Protection Campaign (CCP™) in 2002 in order to help decrease its greenhouse gas (GHG) emissions and energy demands. In 2005 Betim became the first city in Brazil to become a Model Community within the Local Renewables project and its Renewable Energy and Energy Efficiency Reference Center was set up in 2006.

The Porto Alegre context

Located on the shore of Rio Guaíba, Porto Alegre is the state capital of Rio Grande do Sul. It is the center of the fourth most populous metropolitan region in Brazil, and has an economy mainly based on agriculture, industry and shipping. Porto Alegre has been a Model Community of the Local Renewables project since 2008. In addition, Porto Alegre also participated in ICLEI's Cities for Climate Protection (CCP) Campaign and is currently taking part in an ICLEI project with the support of REEP focusing on the generation of biogas from waste water systems.



Porto Alegre cityscape

Energy stakeholder groups' participative process helps local governments in the implementation of sustainable energy policies

The work done by the Renewable Energy and Energy Efficiency Reference Centers (CRER in Portuguese) depends on the participation of several relevant stakeholders from different segments of society through their stakeholder groups.

What is a stakeholder group?

Each CRER stakeholder group (SG) is responsible for:

- overseeing the execution of activities carried out by the Resource Center, possibly assessing them and indicating the priorities for the actions;
- promoting the dissemination of CRER's activities and information of interest relating to sustainable energy;
- submitting proposals for actions and activities to be carried out jointly with CRER;
- taking steps to establish contact with institutions with a goal to collaborate; and
- notifying CRER about its actions relating to the renewable energy theme.

What are the stakeholder group's objectives?

The objectives of counting on the SG's participation in CRER are:

- to involve the relevant stakeholders in the debate on sustainable energy;
- to facilitate the integration of sustainable energy as government policy, thus ensuring its implementation; and
- to provide useful information and advice.

Who takes part in the stakeholder group?

The SG is comprised of members from different segments of society, chosen according to their relevance to the sustainable energy theme and their ability to provide content for the development of the project, namely:

- technical or political representatives from secretariats, government bodies, departments, superintendences and local and state government agencies;
- representatives from the municipality's legislative power;
- representatives from the electricity company in the municipality;
- representatives from the private sector, trade unions and professional associations; and
- representatives from teaching and research institutions, and from technology centers.



Credit: ICLEI LACS

Stakeholder group meets in Betim

Renewable Energy and Energy Efficiency Reference Centers

The Renewable Energy and Energy Efficiency Reference Center (CRER in Portuguese), is a vital part of the Local Renewables project. Betim's CRER was set up in 2006, while Porto Alegre's CRER was set up in 2009.

The Renewable Energy Reference Centers in the cities of Betim and Porto Alegre have the participation of several relevant stakeholders from the different segments of society through their stakeholder groups. This participative process has assisted the local governments in the implementation of sustainable energy policies.

For more information on the establishment of the CRER in Betim, please see ICLEI Case Study #105.

In the case of local authorities, it is important that an SG include the bodies responsible for the following services:

- water and sewage;
- administration;
- housing;
- urban waste collection;
- environment;
- public works;
- planning;
- transportation; and
- other services that are relevant to the area.

The Local Renewables project

The Local Renewables Model Communities Network (or Local Renewables project) aims to support and strengthen local governments in promoting sustainable energy and to become model cities in their national and regional contexts. This international project (2005-2010) connects leading cities to cooperate in sharing their expertise and experience in the fields of renewable energy (RE) and energy efficiency (EE). Thus, the project is a key component of ICLEI's Local Renewables Initiative.

Special support for participating model communities in India (Bhubaneswar, Nagpur and Coimbatore) and Brazil (Betim and Porto Alegre) was possible due to generous funding from the German Federal Ministry for Economic Cooperation and Development (BMZ) through the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH.

The European Resource Cities of Bonn, Freiburg, Milan, Växjö and Malmö have highly developed renewable energy and energy efficiency strategies which they were happy to share.

The ICLEI offices for South Asia (Delhi), Brazil (Sao Paulo) and Europe (Freiburg) were giving continuous guidance and organized the exchange among the cities.

www.iclei.org/local-renewables

What is the importance of the stakeholder group?

- Without an SG's participation, the implementation of policies and the running of the CRER may be compromised. In such cases, joint action is fundamental, because through the interaction of the different stakeholders it is possible to steer actions for the development of sustainable energy public policies.
- The involvement of different stakeholders enables the analysis of deficiencies and the potential of initiatives. It is, therefore, possible to choose options that will be converted into more effective plans.
- SG's collaborative model allows for organization, acknowledgement and strengthening of actions. The potential for action is also enhanced, given the SG's greater scope which encompasses the different segments of society.
- Another benefit of the multi-disciplinary role played by an SG, within which there are different levels of knowledge, is the possibility of joint learning.
- The SG is dynamic, incorporating the main interested parties in the process and creates a formal channel for participation. Therefore, it serves as a forum for interaction, negotiation, problem solving and fosters the search for solutions.
- The cross sector work is presented as an important contribution for the creation of better conditions for a cooperative logic and to give voice not only to civil society, but also to engineers and specialists in the area. The result is the improvement of access to information and greater sector integration.

Results of the project

For the CRER, the most positive results of this group are the proposals of ideas. The stakeholder group has helped to show which areas lack development, and what the necessary actions are.

- The SG also motivates action, because it is a group in which participants share common interests, offering greater chances for joint action.
- The SG has been helping to promote the CRER in the municipality and in the region.
- It is important that secretariats and other municipal departments take part in CRER through the SG, as many actions depend on more than one secretariat for their implementation.
- In Betim's case, the role of the CRER's SG has been fundamental in enabling the drafting and future approval of a law on the use of solar heaters.

- The SG's in Betim and Porto Alegre have made important contributions in events such as 'First Seminar on Energy Efficiency, Renewable Energy and Local Government: Technological Innovation for a New Economy', held in March 2010 as well as a series of debates.
- Porto Alegre CRER's SG has played a vital role in enabling regulation (currently ongoing) of sustainable energy laws.
- Porto Alegre CRER's SG suggested the creation of working groups to debate specific topics and proposals for focused actions. This subdivision is currently ongoing and has the participation of all representatives.

Lessons learned and recommendations for replication

Based on Betim and Porto Alegre's experiences, we suggest the following steps to set up and run a group of relevant stakeholders:

Define the role of the stakeholder group in the framework of the project before inviting the relevant stakeholders to take part. The role of the group can also be discussed once the group has been formed. However, participants will want to know the responsibilities that they will be assuming before accepting the invitation. This can be done through terms attached to the invitation letter;

Organize a meeting to present the project for new members with information on its objectives and the action plan to be implemented;

Identify the main organizations which are relevant to the area of the project and which can contribute for its implementation. In the case of Local Renewables, the working groups exercised care by having a number of institutions that could be managed and properly integrated. The working group decided that no more than 20 institutions should take part. This can be changed depending on cultural aspects and on how the group shall be organized. As the majorities of the meetings are attended by all participants, it was considered that a meeting with more than 20 people would not offer everyone the opportunity to fully participate. It is important to invite all relevant stakeholders, even those who do not share the same views on the matter.

The participation of stakeholders with diverse opinions might represent a challenge worth tackling early on in the process, for they could block future actions when the process is almost completed, after great efforts and resources have been invested. Invite organizations and sensitize them as to the importance of their participation in the project and for the renewable energy cause. For example, in Betim, the working group organizes themed meetings with specialists as guest speakers in order to educate participants in the group. Often speakers are SG members themselves. Porto Alegre is also following this example, organizing lectures where SG members make presentations of their projects and initiatives, starting with the local electricity company, who presented their Energy Efficiency Program;

It is of strategic importance to invite political and technical representatives within the framework of a program led by the government, so one can complement the knowledge and skills of the other;

Request that these organizations suggest others whose participation is relevant to the group;

Request that the participating organizations appoint at least 2 representatives, a senior representative and a deputy in order to guarantee the institution's participation;

It is advisable to be flexible and have common sense in relation to group enlargement. A lack of participation of a particular member should be considered. For example, if an institution representing academia is not playing an active role, it may be prudent to invite another institution. Another situation to be considered would be the appearance of a fresh stakeholder. For instance, if a university opens a research laboratory dedicate to RE and EE technology, an invitation must be considered, even if the group already has a representative from another university;

Bear in mind that although the participants have strategic reasons and benefit from taking part in such a group, they are collaborating voluntarily. The stakeholder group must be treated as a precious good which could easily disintegrate if not cared for. A group that legitimizes and adds to the work that is being done deserves incentives and reasons to continue to be involved. For example, every once in a while hold meetings in pleasant and special locations such as a building that is located in a park or garden. It may also be considered if meetings could be held in the representatives' building – this may facilitate the participation of those pressed for time;

It is important to thank the steering group in public. For example, they may be acknowledged at events which they supported and were involved in. Also, one can show appreciation by inviting members to have a more active role at events such as volunteering a speaker or moderator.

The working group, jointly with the project leaders need to continuously suggest and carry out activities that are mutually beneficial. For example, in the case of Betim, CRER carried out a survey on energy and financial savings in housing estates which had been implemented by CEMIG – Minas Gerais Energy Company, a member in the SG. This survey was identified as an important tool for CEMIG for the planning of future projects and for proposing improvements to the estates.

Beneficial collaboration

For more information on the survey conducted by CRER on energy and financial savings in low-income housing estates, please see ICLEI Case Study #112.

Photo: ICLEI LACS



Resident of Dicalino Cabral being surveyed about her solar water heater.

Understand that there are several ways to work with each participant. The participants cannot always attend the meetings. The dedication of a participant may include supplying contacts, attendance at small bilateral meetings on a specific subject, collaboration on resources for CRER's activities, sponsorship and serving as a contact and strategic supporter.

It is not always productive to gather the whole group. Consideration must be given to when it is relevant to form sub-groups according to themes or needs. For example, in Porto Alegre, the SG will be divided into two. Each sub-group will be discussing a policy to achieve more results in an objective manner. If a meeting is not productive, this may demotivate future participation.

Arrange meeting times and the agenda well in advance so participants can make plans. This level of attention guarantees better attendance and maintains participants' confidence in the organization.

Budget and finances

The stakeholder group's members have been participating voluntarily and the working group, the organizer of the stakeholder group, is comprised of staff from the Municipal Secretariat for the Environment.

Local Renewables project materials

India

Bhubaneswar, Nagpur and Coimbatore City Completion Reports

Case Study # 108: Pioneering renewable energy and energy efficiency application in India's municipal health sector in Bhubaneswar

Case Study # 109: Installation of energy efficient lighting at the Lord Lingaraj Temple in Bhubaneswar

Case Study # 110: Water sector audit enables efficient use of water and energy resources in Nagpur

Case Study # 111: Reducing carbon emissions while improving Coimbatore's municipal public services

Brazil

Betim and Porto Alegre City Completion Reports

Case Study # 105: The Renewable Energy Reference Centre: Engaging stakeholders in renewable energy applications; Betim, Brazil

Case Study # 106: Cooking oil waste is used in community development with the Eco-oil Programme; Volta Redonda, Brazil

Case Study # 107: Turning pollution into profit: the Bandeirantes Landfill Gas to Energy Project; Sao Paulo, Brazil

Case Study # 112: Solar heaters in low income housing: Energy and financial savings in Betim

Case Study # 113: Stakeholder involvement groups for Local Renewables in Betim and Porto Alegre

Case Study # 114: Portuguese: Energia Solar é Incentivada em Lei sobre Compensação Vegetal em Porto Alegre

Case Study # 115: Portuguese: Cemig leva Energia Elétrica elétrica chega à a comunidade de baixa renda com apoio do CRER Betim

Global

Case Study # 104: Freiburg, Germany: Long-term strategies for climate protection in Green City Freiburg

Case Study # 116: Växjö, Sweden: Becoming Fossil Fuel Free with citizen and stakeholder involvement

Case Study # 117: Milan, Italy: Improving the district heating system with RE and EE

Further case studies about energy efficiency and renewable energy in India, Brazil and the European Resource Cities, as well as city completion reports for the Local Renewables project are available on the project website.

www.iclei.org/local-renewables

Key Contacts

Reference Center on Renewable Energies and Energy Efficiency

Municipal Secretariat for the
Environment
Municipality of Betim
Rua Pará de Minas 640 Brazil
32560 020 Betim, MG, Brazil
Tel: +55-31 / 3594-2990
Email: crerbetim@gmail.com
www.betim.mg.gov.br

Reference Center on Renewable Energies and Energy Efficiency

Municipal Secretariat for the
Environment
Municipality of Porto Alegre
Av. Carlos Gomes, 2120
Porto Alegre, RS, Brazil
Tel: +55-51 / 3289-7503
Email:
crer@smam.prefpoa.com.br

ICLEI Latin America and the Caribbean Secretariat

Project Office
Avenida Quarto Centenário,
1268 Sala 215
Portão 7A do Parque
Ibirapuera
04030-000 São Paulo, SP
Brazil
Tel: +55/11-5084-3079
Fax: +55/11-5084-3082
Email: iclei-lacsbrasil@iclei.org
www.iclei.org/lacs/portugues

ICLEI World Secretariat Capacity Center*

Kaiser-Friedrich-Strasse 7
D-53113 Bonn, Germany
Tel: +49-228 / 976299-00
Fax: +49-761 / 976299-01
Email:

local-renewables@iclei.org
www.iclei.org/local-renewables

*taking over from the former
International Training
Center which was the Local
Renewables project manager.

Key City Information

Betim

Population / Land area

Approx. 435,000 / 346 km²

Municipal budget

Approx. 1.15 billion BRL (2009)
(€ 519 million)

Local economy

Automotive industry, petrochemicals

Role of city in region

Fast-growing city within state capital metropolitan region

Porto Alegre

Population / Land area

Approx. 1,436,123 / 470 km²

Municipal budget

Approx. 2.82 billion BRL (2008)
(€ 1.27 billion)

Local economy

Industry, shipping, electronics

Role of city in region

An important port city for exporting products

Acknowledgements

We would like to thank

- The German Federal Ministry for Economic Cooperation and Development (BMZ) through the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH.

Author: Fabiana Barbi and Paula Gabriela Freitas Editor: Paula Gabriela Freitas and Rebecka Arbin Layout: Rebecka Arbin



ICLEI – Local Governments for Sustainability is an international association of local governments implementing sustainable development. ICLEI's mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability with special focus on environmental conditions through cumulative local actions.



This case study is part of a series focusing on the activities of ICLEI Members across the globe. ICLEI World Secretariat. Email: publications@iclei.org

© 2010 by ICLEI – Local Governments for Sustainability. All rights reserved.

July 2010