



DISPLAY CAMPAIGN GUIDE

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1 INTRODUCTION

- ✓ **Concept of the guide**
- ✓ **Structure of the guide**

This guide shall help you develop an awareness-raising campaign aimed at increasing the energy-efficient behaviour of building users. The general approach for organising a campaign is always the same, no matter what type of building you focus on.

Concept

The guide will provide you with a step-by-step approach to design, implement and evaluate your actions.

It outlines the key activities that will help you achieve your awareness goals. It has been developed from existing programme strategies and from the experience of the Display participants to provide a menu of "good practice" options for energy efficiency programme planners and implementers.

Of course, it is not a binding list of activities but should be seen as a proposal of ideas and approaches from which you can develop your own actions. You are free to choose the proposed elements you want to take over for your own campaign. In any case, the different modules are kept quite general so that they can be easily tailored to the conditions in your organisation.

Structure

The guide is divided into five chapters (including this introduction as **chapter 1**).

Chapter 2 ("Recruiting Partners") outlines who has to be involved in the activities. In addition, it explains how you can motivate people to get committed to your cause and take action for energy efficiency.

Chapter 3 ("Communicating your activities") focuses on the internal and external ways of communication. It underlines the importance of regularly exchanging ideas within the campaign team and describes the cooperation with the local media.



Chapter 4 ("Implementation") focuses on the campaign implementation, its launching and its life over the medium and long term. Making a campaign long-lasting is one of the hardest jobs of a campaigner.

Chapter 5 ("Organising Users Clubs") contains information on how to organise users club in order to gather feedback from diverse Display participants and to discuss recent changes.

Chapter 6 ("Evaluation") contains information on how to assess the initiatives and measures undertaken in a quantitative as well as qualitative way during the campaign and at its end.

Start at the beginning for a comprehensive approach or flip to the sections you are interested in for greater detail.

Display had its first success in schools. They are crucial places to raise awareness on energy and climate issues. Why? Here are some arguments...

Schools

- Are a place of learning which provides children with the knowledge and abilities to become responsible, active citizens
- Are (generally) free of advertisements, which facilitates the dissemination of energy-saving information
- Allow communication with the same people over long periods

Pupils

- Have to become eco-citizens
- Are much more willing to learn than adults
- Will disseminate energy efficiency among their family and friends once sensitised

Teachers

- Represent an authority to the pupils and should be a role model for them
- Have the necessary pedagogical qualifications
- Can spread information easily to a large number of people

Have a look at the Shining Examples on the Display website to know more about it. Some schools have even decided to combine Display with Eco-Schools, an international programme for schools (www.eco-schools.org/countries/europe.htm)



2 RECRUITING PARTNERS

- ✓ Convincing management
- ✓ Convincing all other employees
- ✓ Involving external partners
- ✓ Motivating participants

The campaign's success mostly depends on the people involved, their skills and their willingness to work together towards a common goal!

Convincing management

It is very important to find partners who trust you and who are highly motivated to make the project successful. Once you have decided on a building (or complex), persuade the managing staff in an informal meeting of the advantages of Display. In addition to technical improvements, any building is appropriate for measures aimed at changing the behaviour of energy consumers. If user behaviour changes, **a building's energy performance can be reduced by 10 to 15%!** That relieves the organisation's budget and can be a clear statement for the climate!

Do you need more convincing arguments for raising energy awareness on energy issues? Here they are...



Here is a short list of convincing arguments for your building(s) to participate in Display:

- Lower energy costs & consumption
- Protection of the environment through lower CO₂ emissions
- Energy savings make more money available for other activities and equipment in your offices, schools etc.
- Improved comfort conditions
- Increased general awareness
- Increased empathy of employees and visitors with your organisation
- Reach more easily the commitment for the Covenant of Mayors initiative
- Energy is a broad topic that can be integrated in and linked to different ongoing activities
- Etc.

Discuss with the managing personnel the possible time schedule for the campaign as well as the staff and financial resources. They can best judge what can be implemented in the building and will help you organise the campaign. An awareness campaign driven by the head of the organisation ensures greater chances of attaining success.


Convincing the other employees

Once you have the support from management to start the awareness raising campaign, inform **all other staff** together with management. It is a decisive element in the campaign's communication.

The best thing to do is to **organise a general seminar** with all different groups of the staff to give you the opportunity to explain the impact of climate change and the potential that is at the bottom of Display to fight against it. Together with them you can elaborate and decide on the goals that could be achieved with an awareness raising campaign.



Do not forget to invite those to this meeting who represent an authority to the employees (heads of department, school head teacher etc.). They can thus better motivate everybody to become involved in the campaign. Introductory words by one of them can be followed by a PowerPoint presentation of Display (see PPT presentation on CD) and background information on the campaign. Then recruit enthusiastic, competent team members from the people sitting in front of you.

 *You could do it like Montreux in Switzerland. They organised an evening dinner to inform all facility managers about Display.*

Make these frequent building users - who constitute one important target of the Display poster in the building - aware of energy issues and help them carry out simple measures proposed on the poster.

Even though three groups (employees, technical staff and irregular building users) have different functions within the building, they should be informed on energy savings and behaviour changes in the same way.

After the seminar, all participants should be able to answer the following questions:

- Why should energy be saved? (limited energy resources, global warming, high energy costs...)
- How can energy be saved? (see the energy saving tips in chapter 5 "Display Items" of this folder)
- Which information does the Display poster provide?
- What financial savings can it enhance?
- What will be the building user's share in the savings?
- Etc.

It is very important that your campaign team fully understands the policies and practices that may affect energy behaviour. Explain to them their role in the campaign and encourage them



to fully involve themselves over the course of the project. Try to designate “energy ambassadors”, i.e. people leading a group for the duration of the campaign.

After this introductory seminar, it is advisable **to arrange an additional seminar** (1/2 day max.) with:

- a) Energy ambassadors (i.e. designated employees)
- b) Technical/facility staff

a) Energy ambassadors (committed employees)

...are the ones that are shaping a building's energy performance with their everyday behaviour. They are the intermediary between the campaign organisers in your organisation and the campaign participants, i.e. the building users in general. It is therefore very important that they learn and understand the link between climate change and energy savings. You could ask your local energy agency for support in the campaign. They may be more experienced in awareness-raising than you are.

Some material (books, leaflets, experimental energy kit, etc.) could support the ambassadors' efforts and be handed out to them during the seminar.



This concept was successfully used by Colomiers in South-West of France in 2006 and 2007 and is now being applied by other Display members.

b) The technical/facility staff...

...handle the technical equipment and manage the building's energy supply. They can regulate energy consumption immediately and should thus receive answers to the following questions:

- On which technical data is the Display poster based?
- How much energy is generally needed in a building of their type?
- How can this energy be controlled systematically?



- How can the profitability of investments be calculated?
- Etc.



The City of Neuchâtel (CH) focused their local campaign on the building caretakers as they are directly responsible for the management of energy in most public buildings. The city thus organised specific training sessions on energy management methods. Guides for the management of technical equipment such as a 'Heating guide for caretakers' and 'Optimising heating installations' were provided to the caretakers.

The technicians and facility managers should get a presentation of the technical aspects of the Display Campaign and the poster (see PPT presentation on the Display website). It is important that the building managers be aware of the fact that regularly collected data and results can help:

- Elaborate and/or complete data sheets on the monitoring of the building's energy consumption,
- Elaborate a municipal plan of performance improvement with measurable targets, and
- Assess whether the target of energy education and energy efficiency has been achieved.



In Echirolles (FR) preparation work was done in collaboration with the Environmental and Sustainable Development Department, technical services, and the Sports Department. Officials, technicians, and caretakers of the sports halls took part in a half-day awareness-raising campaign for Display®. Improper equipment, usage, and user behaviour were discussed, and improvements were proposed. At the same time, energy audits were



performed in two sports halls that have been renovated in 2007. Recommendations were then drawn up and put on the poster under the section "simple actions" and "technical solutions".

Use the seminar to impart knowledge of calculation methods, analysis of energy bills, technical equipment, etc.

In the end, do not forget to **choose a person within the building**, whom the campaign participants can contact if they have questions and suggestions or have detected leaks or defects in the building. We recommend that you **choose the caretaker/energy manager as the main contact**. This person controls the technical equipment and installations of the building and can immediately act upon request.

During your campaign, please keep in mind that the caretaker plays a decisive role in increasing energy efficiency. Ensuring that strategic actors are involved when starting your local display communication campaign can save a lot of time and money!

Involving external partners


Do not forget to also inform the **external partners** about the planned campaign. The more they are familiar with its goals, the more they will support you in achieving your objectives.




In Varna (BG) the parents assisted in the renovation of the local nursery by buying and installing the insulation strips for the windows to improve the air tightness of the window frames.

Outside experts such as your **local energy agency** (if there is one) can help determine the success of the campaign through staff training and planning. Excellent energy efficiency or renewable energy programmes can be implemented in schools to support the communication work of Display.



 In Pamplona (ES) the local energy agency initiated the “Net of Photovoltaic Schools” project. This is an excellent example of how renewable energy technology that reduces CO2 emissions, such as solar PV panels, can be combined with an educational programme to raise awareness of climate change and renewable energy. The interactive display that is linked to the solar panels allows children to see real-time data on the panel in their school, making the function of the solar panel more visible to them. The prominent position of the panels on the rooftops means that they can also be seen by and promoted to the local community. The display rating for these school buildings were all class B.

In addition, many local or national energy agencies already have experience especially when it comes to the technical aspects of building renovation.

 In Almada (PT) the experts involved in the refurbishment of the Casa Municipal do Ambiente had previously participated in the implementation of Almada’s Local Agenda 21 and in the creation of the Local Energy Agency, AGENEAL. Additional expertise was accessed through contacts made with Portugal’s National Energy Agency to help identify and implement the most innovative technological solutions for the Casa Municipal do Ambiente.

Once you have built up a team of reliable, dedicated persons, you can launch the campaign.



- ✓ Local actors
- ✓ Schools
- ✓ Citizens / Households
- ✓ SMEs
- ✓ Industries
- ✓ Public administrations
- ✓ Social housing companies
- ✓ Health services (hospitals...)
- ✓ Energy Agencies /Development agencies
- ✓ Representatives of regional and/or national authorities
- ✓ Sponsors
- ✓ Etc.



From then on, your role will consist in coordinating the team, ensuring internal communication, and monitoring activities.

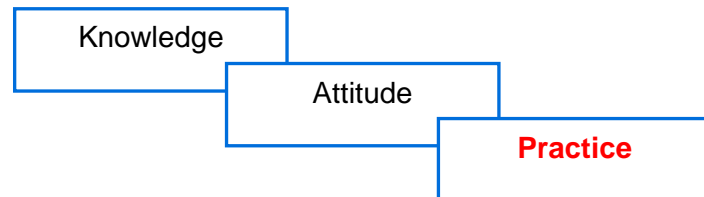
Motivating participants

Convince users that they can take action and make a difference!

Before starting to change the users' behaviour, you will have to find out what motivates the participants to change it. A lot of campaigns have failed because they did not go beyond the dissemination of information.



Many studies conducted in the last few decades have shown that people who *know* about energy-saving practices do not automatically *behave* energy-friendly. Knowledge of energy efficiency must lead to a change in attitude and be supplemented by opportunities and incentives to act (practice).




The three steps to sustainable energy-conscious behaviour

For many people, changing behaviour means giving up familiar actions, which is perceived as a constraint. Generally, people associate energy saving with a loss of comfort and will only act when they personally benefit from it.


To encourage people to make their behaviour energy-efficient, underline the advantages that a behaviour change enhances. Unfortunately, the feeling of doing a good deed is not enough for most people, and special incentives are needed.

Participants want **to be motivated**. And experience has proven that the best motivation is to involve them as much as possible in decision-making and actions at every stage of the campaign.

 *In Echirolles (FR), notebook in their hands, the schoolchildren conducted a survey on energy and water consumption in their school (and at home) that served as a basis for a calculation of energy efficiency in the building. Then they worked with teachers to come up with ways to save energy and water, which were included on the Display® poster so that the building could move towards class A.*




In addition, **small awards** such as the sample products displayed at the end of this folder can already be sufficient to stimulate participants. That is why we recommend awarding especially committed building users with small incentives handed out from time to time. Granting one big award might be counter productive as building users could consider it the end of the campaign and therefore stop their efforts to reduce energy consumption.

 *In Salerno (IT), the school showing the greatest energy saving was awarded with a prize of 100 energy-efficient bulbs, kindly offered by the project partner Salerno Energia.*


Moreover, the school showing the greatest water saving won a new set of bespoke water tanks, offered by the partner Salerno Sistemi, to replace the old tanks that only came in one size.

If possible, try to foresee **financial incentives shared by the campaign participants**. Several energy saving projects in Europe are based on this principle.

 *The municipality of Saarbrücken implemented a programme called “Ökologische Schule” (Ecological School) in the year 2000. In this project all schools are encouraged to reduce their energy and water consumptions. The incentive to participate is that the school receives part of the saving made (as all costs of the school are paid by the municipality, this means that the school receives money that it can choose to finance its own projects)*



Another possible form of motivation is to **organise a competition** between users. People tend to compare themselves with others and to adapt behaviour to others. You as a campaigner should take advantage of this mechanism and amplify it by posting a reward to the best energy saving department (or class or person) in the building.

 *That is why the French city of Colomiers has launched a Display® competition between 15 local schools in order to encourage energy-saving activities. It awards the one that saves the most of energy on its own consumptions. The children will be involved through an educational and hands-on approach.*

Finally, we also want to mention the motivating effect of **feedback**.

Continuous information on the success of a behaviour change is not only an option but should be a central part of the awareness-raising campaign.

Tell your Display community regularly how much energy was saved thanks to their involvement and thanks them for their efforts (see also "Evaluation" in this campaign guide).



3 COMMUNICATING YOUR ACTIVITIES

- ✓ **Internal communication**
- ✓ **Communication with the general public**
- ✓ **Media communication**

In a first step, you should prepare a detailed action plan for your Display communication. This helps you to stick to the priorities and to efficiently get the message through to your target group(s). Try to find out whether another communication plan already exists, for example in the framework of an Agenda 21 strategy or your organization's "environmental or energy" policy. For local authorities Display should be one of your actions within your Sustainable Energy Action Plan and contribute to your mayor being able to sign the "Covenant of Mayors" (www.eumayors.eu).

Internal communication

A well functioning communication within the campaign team (i.e. the municipal or organisation's representative and an energy team within the building) is crucial to make the whole project work.

Regular exchange of views can help to:

- **Bring the campaign participants together**
- **Identify and overcome problems**
- **Generate new ideas**
- **Motivate the team**




Engage in open, fair and precise communication. Arrange regular meetings to talk about the campaign's advancement, its successes and the obstacles encountered. Praise should be allowed as well as criticism.

Most of the time, the necessary communication channels already exist, but are not efficiently used. Search for existing ways of communication in your Display building and use them regularly for your internal communication.


You can inform your team of recent developments by means of:


- Staff meetings
- Letters joined to regular information such as a monthly pay slip
- House journal/School journal
- Newsletters or e-mail reminders to the building staff
- Blackboard
- Intranet - if not available, create a simple one for staff and (in schools) one for pupils
- Meetings
- Presentations
- Web 2.0 tools (blog, Twitter etc.)
- Etc.



 To inform its municipal staff, the Swiss participant Montreux joined information letters to the pay slip. The note contained:

- Description of the project and the poster campaign
- Awareness-raising on energy wastage
- Distribution of a “EnergyBox” leaflet, a brochure giving recommendations on how to save electricity

 The city of Nantes as part of its internal strategy set up a system to educate the municipal staff via the dissemination of information on eco-actions. Initially each worker received a brochure on the subject and then occasional reminders such as posters visible in the work place, short articles on the intranet and in the municipal magazine ensure that the workers maintain their newly found environmental conscience.

 In Bristol (UK) stickers were distributed to the 150 Environmental Awareness Representatives (EAR's) and Site Energy Officers (SEO's) and also attached to around 250 internal mail envelopes which circulate throughout 450 council buildings. Additionally, two different types of Display postcards were sent to Council staff showing, as the stickers, sleeping light bulbs and dozing monitors.





Four types of awareness posters were put up in approximately 33% of the building stock.



Display items were attached to the newsletter that circulates in the council's core buildings which is also available on the internet and via internal e-mail. The Energy Echo is the Energy Management Units newsletter – Display was regularly featured in this publication which is placed on the back of toilet doors in council buildings.








Communication with the general public

The primary audience for the campaign will, of course, be the regular building users, but some communication tools or events will also need to be organised for larger groups or the general public. Possible communication tools in addition to the ones used for internal communication can be:

- Websites (the municipality, the company, the school etc.)
- Annual reports
- Special events

 *Colomiers (FR) set up a dedicated telephone line and web page for their local Display campaign.*

 *The city of Martigny (CH) sent each of the households an “Energy Box” with advice on how to reduce energy consumption in the house and a couple of free low energy light bulbs.*

 *In Montreux the city did not shy away from the citizens. They organised an exhibition in the centre of their busiest shopping mall and presented Display and the energy efficiency activities directly to the public.*


Media Communication

To achieve the highest possible success of your campaign, disseminate its goals and share your actions with the general public. Involve the media, they may communicate major actions to the public and raise awareness inside and outside the organisation. The press unit of your organisation might be able to name contacts in the different editorials of local media. Tips on the cooperation with the local media are included in the chapter "Press relations" of the folder.



Work with media representatives (local newspapers, press agencies, TV & radio stations) for special occasions:

Informing about NEWS	<ul style="list-style-type: none">- Send out press releases- Send out ready-made articles- Send out exclusive interviews or coverage
Planning an EVENT	<ul style="list-style-type: none">- Invite photographers/journalists
Celebrating major SUCCESSES or other big happenings	<ul style="list-style-type: none">- Organise a press meeting

 *In Helsinki (FI) they organised a special Display information day to gather a variety of actors from the local and national level and of course the media. The event was organised around a cocktail reception with a presentation by the deputy mayor and an announcement that it had set a target to Display posters in 50 buildings by the end of 2006. This high-level cocktail style event was highly successful and attracted a large number of people from the media.*

Take the chance to promote and inform people about your city!

Please also inform Energie-Cités about the events you have held in your municipal buildings. You can send us a short report, published press articles and photos if available to:

www.energie-cites.eu/miriam

We will publish them on the Display website for everyone to see.



4 IMPLEMENTATION

- ✓ **Get your campaign started**
- ✓ **Make Display long-lasting**

The community comprises several different groups depending on the type of building such as:

- **Heads of department and employees**
- **Pupils and teachers**
- **Caretakers**
- **Administrative staff**
- **Cleaners**
- **Catering staff**
- **Other building users such as clients, parents, etc.**

Ok, you have finished all the necessary preparations and you can't wait to start? You are absolutely right - it's time to get the whole building community involved!



Get your campaign started

Once you have informed everybody and built up a leading energy team, you can launch the awareness campaign in line with Display. With good planning and enough flexibility, the campaign should go smoothly, and any surprises can easily be handled.

The public start of your campaign should be the official hang-up of the Display poster (see chapter 1 "Launching Display" of this folder). The poster explains the energy situation of the building to its users and is the main argument for taking action.

Consider the employees or pupils not only as a target group for your information but also as partners in the campaign. Explain to them the idea and challenge of energy saving and the importance of their involvement in your project. The more you and the heads of department show them all of your enthusiasm for the campaign, the more pleasure they will take in participating. Do not be too scientific in your explanations but choose a more playful approach by using visual material. You can either present the campaign and its goals during a regular meeting or arrange a separate event with a large group of building users.

You can also **organise an 'energy walk-round'** through the building for individual groups of employees (or pupils). For schools: With the students you can note down defects, have a closer look at the technical equipment, and listen to the energy-saving solutions they have. If the building users have been involved in designing the programme, they are more likely to feel a part of it and want it to succeed.

You could ask them for a written commitment (collection of signatures) to participate actively in the campaign. By signing an action plan, they are more likely to carry it out and be eager to attain the goal. You can hang the list of signatures up at a



central place so that their commitment is publicly known and is hard to revoke.

That method works with young and old building users!

With the technical solutions specified on the poster, your organisation, **too, publicly declares its will** to make this an energy-efficient building. This written statement detailing the energy-efficiency measures the organisation has undertaken or intends to undertake in the coming years is the best way to demonstrate commitment and responsibility in environmental matters!

Towards a class A building

► Simple actions

Turn off your PC monitor when you go for lunch and when you go home.
Use natural daylight as much as possible. Turn off lights in an empty room.
Don't open windows if you are too hot; ask for the heating to be turned down.
Ensure that all taps are turned off.
Report all leaks and running overflows immediately.
Don't overfill kettles.

► Technical solutions

Adjust heating controls to suit weather conditions.
Install a wood fuel biomass boiler to replace a gas fired plant.
Adjust lighting controls to be more sensitive to daylight.
Draught proof all windows and doors.
Replace all PC monitors with flat screens
Ensure urinal controls operate correctly, and replace batteries regularly.
Replace old WC cisterns with modern dual flush or 6 litre flush cisterns.

Energy-saving tips and commitment to improvement measures on the poster of an infant school in Durham County Council (UK)

These initial activities should be followed by energy-related tips, event days, school trips, exhibitions, competitions, etc. (see suggestions in chapter 1 of the folder, "Launching Display").



Make Display long-lasting

Always try to go beyond your goals!

People need time to internalise new messages and transform their habits and underlying attitudes. Thus, changing energy behaviour should never be a one-off mission that ends after a short time.

A well planned but brief campaign is not of much help if afterwards people return to their old habits. Attaining significant **energy-efficiency in a building should ideally be a long-term effort** by all the building users.

To maintain energy awareness in a building, you should, on the one hand, **remind "old" participants of their commitment** by means of several energy-relevant activities organised in the course of the year.

On the other hand, do not forget to immediately involve **new building users** (e.g. new employees). From the very beginning on, they should learn about the organisation's ongoing energy-efficiency programme and almost automatically become involved in it.

Try to **institutionalise such actions** in your organisation so that they will become a fully implemented tradition of the municipality's/company's activities.

Furthermore, to maintain the effort, organise **motivational training** with those in charge of the campaign (teachers or selected employees and caretakers from time to time - maybe in cooperation with the local energy agency if any). Tell them how important they are for the whole campaign and what their benefits will be.



You, as the coordinator, should always be at your Display team's disposal in case there are questions, problems, suggestions. Show them that you support them without restrictions. That motivates all participants!



5 ORGANISING USERS CLUBS

- ✓ **European Users Clubs**
- ✓ **National Users Clubs**
- ✓ **Local Users Clubs**

How to organise a Users Club

You have already carried out a successful local communication campaign, the local actors are mobilised and you have a system in place to evaluate your results and the reactions of the public. What next?

An important point not to forget when participating in Display is that you are not alone – this is a European Campaign with hundreds of other local authorities and a growing number of private companies (see participants section of the website). Therefore, in this chapter we want to stress the importance of sharing your experience with other members of the Campaign by attending or organising a Display Users Club. During these meetings you can **pool resources** and **discuss successful initiatives**, and common obstacles.

Display Users Clubs can be organised at different levels and are always linked to the needs of the participants. Currently there are three levels of Display users clubs, namely: European, National and Regional/Local.

European Users Clubs

European Users Clubs take place **on average once a year** and are normally organised during the Energie-Cités Annual Rendezvous or after the “Towards Class A” Award ceremony. This is an important meeting where members from all over Europe meet to share their experiences and are able to think beyond National and local issues.



The aim of these clubs is to gather feedback from diverse Display participants and discuss the recent changes at the European level and compare what is happening at the National and local levels. The following are common topics that are dealt with at a European club:

- The state of the art of the Campaign in Europe,
- Technical advice on how to manage a communication campaign,
- New orientations that the Campaign is taking.



As well as the external influences on the Campaign such as:

- Changes to the EPBD National adaptations of the EPBD.

The European Users Club is essential to maintain the consistency between local and National activities and maintain the very important European identity of the Campaign.

National Users Clubs

Swiss French speaking cities started using Display with the help of an INTERREG IIIA project called REVE Jura Léman. During one of the REVE project meetings the Swiss communes expressed a need to meet to exchange their experiences and discuss obstacles and challenges. The first Swiss Users Club was organised in 2006 initially with a small group of actors specifically around the challenge of initiating local communication campaigns (this was identified as the first



challenge). Today this group is much larger uniting all Swiss Display users (over 30) and meets **twice a year**. Below is a list of steps that you can follow to set up a Users Club in your own country inspired by the work carried out by the Swiss:

Step 1 – Preparation

- ✓ Gather a list of Display users (e-mail addresses and telephone numbers) in your country or cities that are interested in communicating the energy performance of their public buildings. Energie-Cités can help you compile this initial list.
- ✓ Choose a **meeting place** that is easily accessible for all the participants (in Switzerland the group meets at a meeting room at the train station in Yverdon-les-Bain, in France the group meets in Paris).
- ✓ Find a source of **funding** to help you. This is not very costly but it does help to have money to pay for the meeting room or the time it takes you to organise the meeting. NB: participants come to the meetings at their own costs.
- ✓ Designate a **person** who will facilitate the meetings.
- ✓ Decide **how often** you should meet (once a year, bi-annual, tri-annual?).

Step 2 – What is on the agenda?

The focus is on how to carry out a local communication campaign. It is useful to choose one of the participants who has already initiated a campaign to provide a testimony of what they did etc. For the first meeting it could be helpful to invite a representative from an advanced city from a neighbourhood country, a coordinator of a national users club or of Energie-Cités' Display Team.

You can also invite external communication specialists who can provide their professional advice (Remember most of the people who are responsible for managing the Display Campaign in the local authority are energy specialists and not communication specialists!)



Round table discussions between participants are very important to ensure that the meeting remains interactive and participative. Try not to have too many presentations and foresee enough time for discussion.

A topic that is often on the Agenda is what is happening nationally. How is the EPBD being transcribed nationally and what is the role of Display?

Step 3 - Leave a trace

Create a specific website where you can publish presentations, the agenda, participants list, etc. Make sure that minutes are produced and placed on this website or sent to all the participants and interested parties.

Local Display Clubs

The need to organise Display users clubs at a local level was first identified in the Grenoble conurbation. As there are a large number of towns or villages outside of the main city of Grenoble participating in Display, the local energy agency decided to set up a local users club to deal with the specific needs of these smaller towns. In general local users clubs are useful if there are a large number of Display users (normally smaller towns) within the same geographical area.



Local users clubs are adapted to the needs of the smaller towns and generally deal with the following issues:

Presentation of the calculation tool – as many of the smaller towns do not have the capacity to employ technicians to deal with Display often more time is needed to explain the calculation tool.

Pooling resources – Often smaller towns have limited budgets to produce communication materials and it is wiser for them to pool their resources and ensure that they all use one supplier to print their Display posters and other communication materials.



Conclusion

The local energy agency in Grenoble was able to produce an annual bulletin highlighting all the activities of the towns in the Grenoble conurbation thus increasing the visibility of the work carried out by each of the towns.

Unfortunately one of the biggest constraints at the local level is finding the funding to carry out these meetings. In France this is often done by an energy agency.



6 EVALUATION

- ✓ **Process evaluation**
- ✓ **Final evaluation**

Evaluations can reveal strengths and weaknesses to improve the campaign.

Process evaluation

If you wait until the end of your campaign to carry out an evaluation, you may discover that certain aspects of your approach were not effective. Continuous campaign research helps clearing faults early enough. It allows you to fine-tune a campaign that is already in progress to better achieve the desired outcomes. A mid-course evaluation does not need to be expensive or time-consuming. Several informative discussions with the energy team or a group of staff members can already reveal much about what is working well, what is not, and why.

The monitoring of the campaign development plays a crucial role. You can carry out a target-performance comparison and find out how effective your campaign is or was.

An evaluation process should reveal answers to the following questions:

- **Are staff members aware of the key elements of the campaign, including possible incentives?**
- **Do all building users know what they are asked to do and how to use energy efficiently?**
- **Are they doing anything differently now as a result of the campaign, and if so, what?**
- **Is there anything keeping them from doing these things? If so, what is it and how can you solve the problem?**

(Source: Handbook for Federal Energy Managers, FEMP, 2002)



Furthermore, **an evaluation is not only important for the campaigners, but also for the target group.** They need feedback about the consequences of their behaviour and want to know that their endeavours have not been fruitless. Thus, you (or the organisations energy team) should **link the campaign to regular controls.** Do not wait until the end of the campaign. Carry out intermediate evaluations rather regularly. Consider making recommendations based on your evaluation results (permanent improvement process).

Final evaluation


It is quite difficult to get 100% reliable information on the real effectiveness of the campaign, but an evaluation helps you to filter out its strengths and weaknesses.

At the end of the campaign, two main factors should be assessed:


(1) the amount of energy saved, and (2) the extent to which people's changed behaviour contributed to the savings.

(1) Monitor energy consumption

- Get intermediate data - if possible at the end of each month.
- Quantitative evaluation: How much energy has been saved?
- Compare the results to what you expected.
- Publish trends and comparisons, not just a new number each time.
- Visualise the results (i.e. diagram).

 *In Leicester (UK,) thanks to their intelligent energy metering system they can produce precise graphs of real consumption data and place this next to the Display poster.*



 In Montbéliard (FR) they produce graphs comparing monthly data consumption for electricity and gas for two different years to compliment the Display poster.

Experience has shown that, in most instances, the change in attitude and behaviour of the building users is quite considerable and can be assessed positively.


(2) Monitor behaviour change and public interest:

It is always difficult to assess behaviour change, but with personal meetings and surveys, you can try to find out whether the participants have internalised the campaign's message well. Whenever possible, it is important to determine whether the changes in awareness, attitudes or behaviour were a direct result of the Display poster and the accompanying measures. Or maybe other factors such as general press coverage or other parallel energy or climate campaigns also contributed to this change.

Other interesting questions to investigate could be:

- How many buildings/departments/offices hung up the poster?
- What has the feedback from participating buildings/departments/offices been?
- To which extent have the indirect target groups (i.e. building visitors) been sensitised?
- How many requests and suggestions did you receive from outside (partners, other municipalities, NGOs, etc.)?
- etc.



 *On the intranet of the Bristol (UK) city council, a weekly poll on a topical subject has been installed to evaluate the public response to the posters. The poll takes the form of a simple multiple choice question online.*

When analysing data (from questionnaires, interviews, focus groups, or whatever), always start by reviewing your evaluation goals. That will help you analyse the data properly and find out if the input was in due proportion to the outcome.

The following list will give you an idea of some possible evaluation methods.

For your awareness-raising campaign, several outcome indicators can help you assess the project:



MEASURES	AIM	TOOLS
Quantitative		
Media monitoring	Find out the campaign's presence in the media	Take an inventory of the articles, TV shows, etc., that dealt with the campaign
Monitoring of energy consumption	Quantify the energy saved	Analyse data 1. Manually 2. Spreadsheets 3. Energy management software and compare with the target
Qualitative		
Survey building users	Determine whether, globally, a change in attitude/behaviour has taken place	Carry out interviews with small groups of building users
Survey staff	Analyse the workflow of the campaign, exchange of experience, behaviour change	Initiate meetings with staff (if possible regularly)
Survey building visitors	Assess the campaign's impact on visitors	Find out while speaking with clients etc.

Furthermore, **campaign documentation** of the ongoing activities and a final evaluation will help you adjust and improve your campaign concept. Your evaluation results should also facilitate the realisation of future campaigns.



**GOOD LUCK WITH YOUR LOCAL
DISPLAY CAMPAIGN!**

