


Why an Evaluation Report and for whom?

- 🔥 (1) Present the methodology applied and the achievements reached
- 🔥 (2) Describe the evaluation process and share its outcomes
- 🔥 (3) Propose an improved project methodology including tips and recommendations


🔥 For a varied audience: project planners and implementers, policy makers, project funders and researchers



This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under Grant Agreement No 641660.




Contents of this presentation



- 🔌 **Introducing save@work**
- 🔌 **Main results of save@work**
- 🔌 **The evaluation process used in save@work**
- 🔌 **Main outcomes of the evaluation:**
 - Success in changing behaviour and supporting the change
 - Challenges encountered
 - Reflections on the methodology applied
- 🔌 **Recommendations for future projects**





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INTRODUCING SAVE@WORK



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Introducing save@work – 1.



- 🔋 **H2020 funding**
- 🔋 **9 countries:** Austria, Belgium, *France*, **Germany**, Hungary, Italy, Latvia, the UK, and Sweden






Introducing save@work – 2.

- 🔋 **Saving energy through behaviour change in public buildings**
 - Target: 15% saving (*based on literature and previous practice*)
 - In the frame of: 1-year-long energy saving competition
 - National / European
- 🔋 **Objective:**
 - involve 20 public buildings /1000 employees / country,
 - So: **180 buildings / 9000 employees over Europe**




Introducing save@work Methodology - 1

- 🔌 Theory of interpersonal behaviour
 - Importance of past behaviour
 - Importance of social factors and emotions
- 🔌 Importance of small groups
 - Motivate behaviour change
 - Enhance „fun” element, create new associations
 - Practical: group dynamics






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Introducing save@work Methodology - 2

- 🔌 Combination of top-down and bottom-up
 - *Top-down*: Authorities/Municipalities as active partners
 - *Bottom-up*: Local implementation team formed with employees: Energy Teams
- 🔌 Using a variety of enablers and motivators (i.e. Tools)
 - Cater for the needs of different personality types and settings





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Combination of top-down and bottom-up

Project	Authorities	Buildings
<ul style="list-style-type: none"> Online Tools: Energy Savings and Green Clicks Organisation of Events Communication: Website, Logo, Flyer, Poster Materials: Strategic Handbook, Starter Kit, Energy saving tips Training and Workshops Simple Energy Audit and Action Plan tool Evaluation Dissemination 	<ul style="list-style-type: none"> Top-Down-Commitment: Project has top priority National level Working Group – country level project board National Jury Co-organisers of events <p style="text-align: center; color: red; font-weight: bold;">Difference between countries: 1 authority vs. Several</p>	<ul style="list-style-type: none"> Bottom-up: Energy Teams Action plan Building-level Campaign Organization Communication with employees Energy consumption Data Collection



Introducing save@work: Overview of implementation

Preparation: recruitment and preparation of tools and materials

Start of implementation in buildings

Step 1: Forming Energy Teams in each building

Step 2: National Opening Events

Step 3: Local campaign preparation: training Energy Teams, building energy audits,

Step 4: Energy saving campaign in buildings

Step 5: Action plan update

Step 6: National level evaluation


Step 7: National Closing Events: prizes and celebrating saving (and community) together


End of implementation in buildings


European level evaluation

European closing and prize event


Project evaluation, conclusion and dissemination










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Introducing save@work: Overview of tools and materials

<p>Materials for Energy Teams:</p> <ul style="list-style-type: none"> 🕒 Starter Kit: <ul style="list-style-type: none"> • Measuring devices (e.g. energy meter, thermometer, etc.) • Promotional materials 1: flyers, posters, door-hangers, stickers • Promotional materials 2: chocolates, mugs, bags, etc. 🕒 Strategic Handbook 🕒 Biweekly thematic saving tips 🕒 Simple audit template 🕒 Action plan template 🕒 Templates for activities and communication (quizzes, letters, posters, etc.) 🕒 Challenges 	<p>Online tools:</p> <ul style="list-style-type: none"> 🕒 website 🕒 Energy Saving Tool 🕒 Green Clicks 🕒 Blog 	<p>Events:</p> <ul style="list-style-type: none"> 🕒 Initial training workshop for Energy Teams (and interested employees) 🕒 National Opening Event 🕒 Working Group Meetings 🕒 National Midterm Event 🕒 National Closing event 🕒 European Prize Event 	
<p>save@work tools, materials and methods</p> 			
<p>Evaluation:</p> <ul style="list-style-type: none"> 🕒 Pre- and post-campaign surveys 🕒 Template for pre-campaign survey report for participating buildings/authorities 🕒 Best campaign questionnaire 🕒 Self-evaluation questionnaires (mid-term and final) 🕒 Final report on campaign, results and lessons learnt 			<p>Communication and dissemination:</p> <ul style="list-style-type: none"> 🕒 Press releases 🕒 Pre-campaign survey report 🕒 Pre-campaign survey report for participating buildings/authorities 🕒 National brochure on campaign and results 🕒 European brochure on campaign and results 🕒 Meetings with authorities not yet involved in campaign 🕒 National strategy papers 🕒 Presentation on final report on campaign, results and lessons learnt

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Tailoring to local context *Examples*

- 🕒 Differences in implementation structures
- 🕒 Differences in recruitment
- 🕒 Differences in communication
- 🕒 Adapting materials (e.g. energy saving tips) to local context (e.g. climate, building characteristics, etc.)
- 🕒 Extra materials developed

🕒 **Please see details in the Evaluation Report!**

Available from: www.saveatwork.eu




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THE MAIN RESULTS OF SAVE@WORK


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The main results of save@work


- 🔌 176 buildings participated,
- 🔌 17,280 employees were reached
- 🔌 73% of participating buildings saved energy
- 🔌 8% energy was saved on average, *but*:
 - 25% in winning building: **Town Hall of Zemst, Belgium**
 - 20% in second: Markaryd Municipality, Sweden
 - 19.5% in third: Smiltene Municipality Council, Latvia
- 🔌 Altogether:
 - 6.5 GWh of primary energy was saved
 - 1,783 tons of CO₂ emissions were avoided






How the winning team saved energy?


- 🔌 **Energy Hackers Collectife in Belgium**
- 🔌 Started with a powerful communication campaign to establish shared objective: saving and winning
 - Hacking municipal computer system to display message about save@work




- Walk through all the offices to talk to employees about campaign





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How the winning team saved energy?

- 🔌 **Regular reminders:**
 - Bi-weekly saving tips
 - Reminders around the office
- 🔌 **Smaller actions throughout the campaign:**
 - Adjusting heating
 - Installing LED lights
 - Support for employees to change their own specific routines
 - Small rewards for energy saving behaviour
 - Energy Teams regularly checking around offices

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The main results of save@work

- ⏻ In addition to quantitative achievements, it is important to mention the contribution to:
 - Raising awareness,
 - Developing and strengthening relevant skills,
 - **Forming more cohesive employee communities,**



- ⏻ And by doing so, strengthening the foundations for and ensuring the continuation of energy saving efforts.





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THE EVALUATION PROCESS AND METHODOLOGY IN SAVE@WORK




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The evaluation process: objectives

- 🔌 (1) support internal learning and evaluation
- 🔌 (2) learn more about the impact of the project
- 🔌 (3) help identify success factors and barriers

🔌 External assistance and feedback: DuneWorks


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The evaluation process: methodology

🔌 Participants: pre- and post-campaign surveys


Country	No. of employees	Pre-campaign survey		Post-campaign survey	
		No. of filled in surveys	Response rate	No. of filled in surveys	Response rate
Austria	2 494	149	6,0%	173	6,9%
Belgium	1 960	694	35,4%	353	18,0%
France	1 280	125	9,8%	93	7,3%
Germany	2 126	119	5,6%	129	6,1%
Italy	1 699	483	28,4%	418	24,6%
Hungary	2 010	714	35,5%	375	18,7%
Latvia	687	270	39,3%	177	25,8%
Sweden	1 049	319	30,4%	174	16,6%
UK	3 975	92	2,3%	167	4,2%
total	17 280	2 965	17,2%	2 059	11,9%






The evaluation process: methodology (*continued*)


- 🔌 Energy Teams: best campaign surveys
- 🔌 Project partners:
 - self-evaluation surveys: mid-term and final
 - interviews by DuneWorks, summarized in internal report
 - discussions at project meetings led by WP leader



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The evaluation process

- 🔌 **Special in save@work:** evaluation very much integrated into overall project methodology, its results used throughout the project, *e.g.*:
 - To finetune methodology
 - To assist in making/adjusting local action plans
 - To inform the project consortium
- 🔌 Results and outcomes presented here and in the report were gained from the different evaluation tools.



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MAIN OUTCOMES OF THE EVALUATION

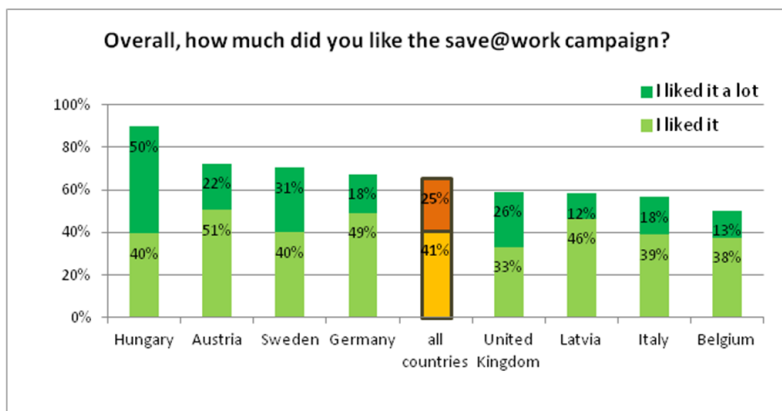
Success in changing behaviour and supporting the change

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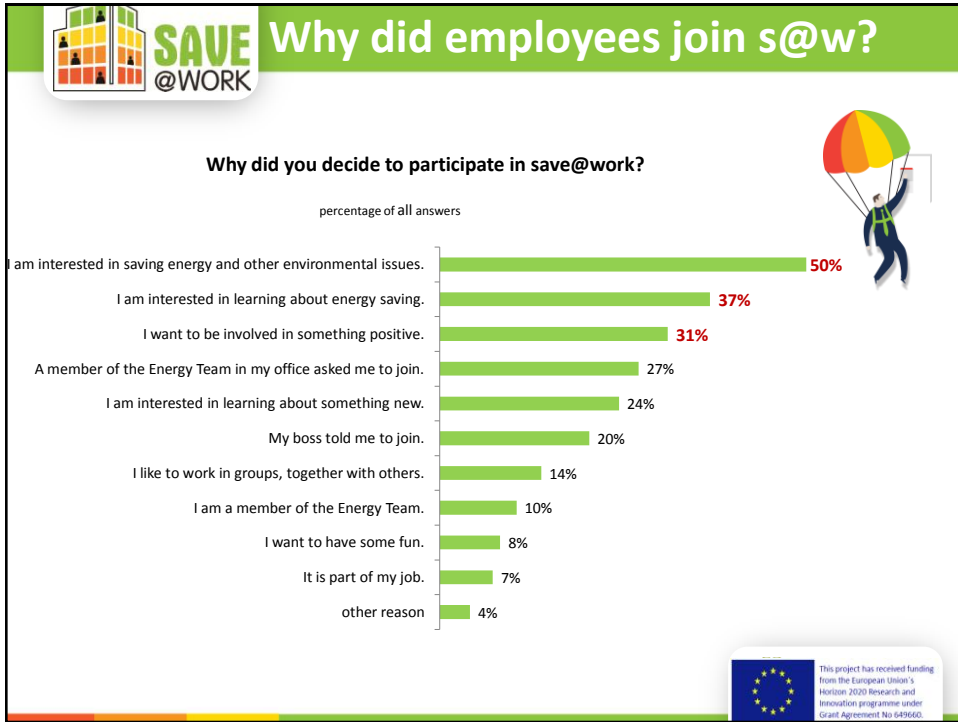



Employees appreciated s@w

- 🔴 Overall: 66% of employees liked it or liked it a lot
- 🔴 Some differences between countries:




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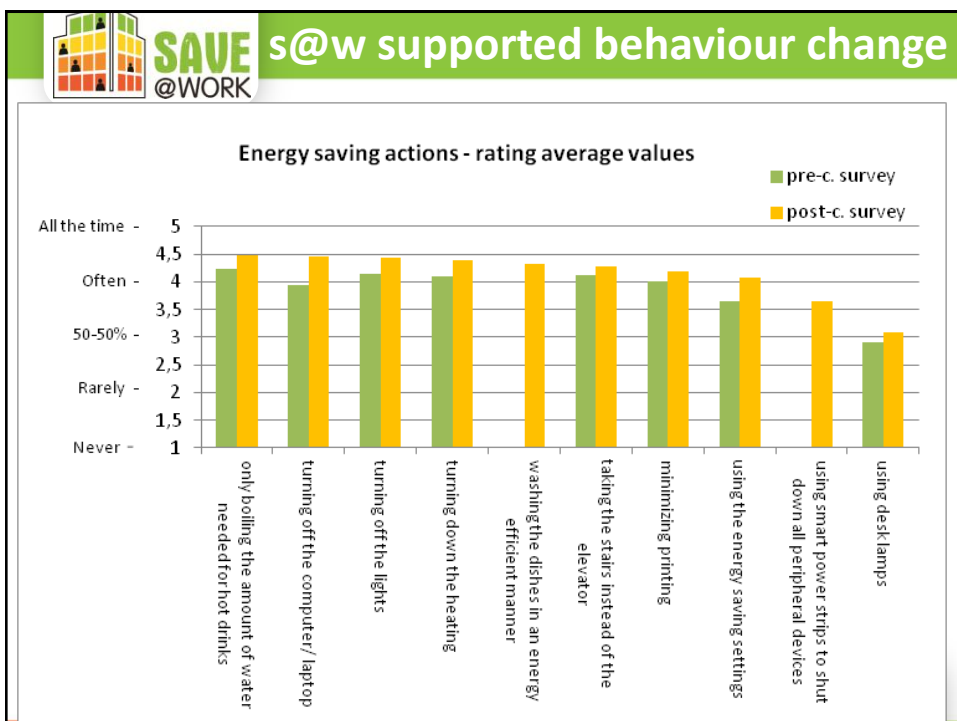
s@w supported behaviour change

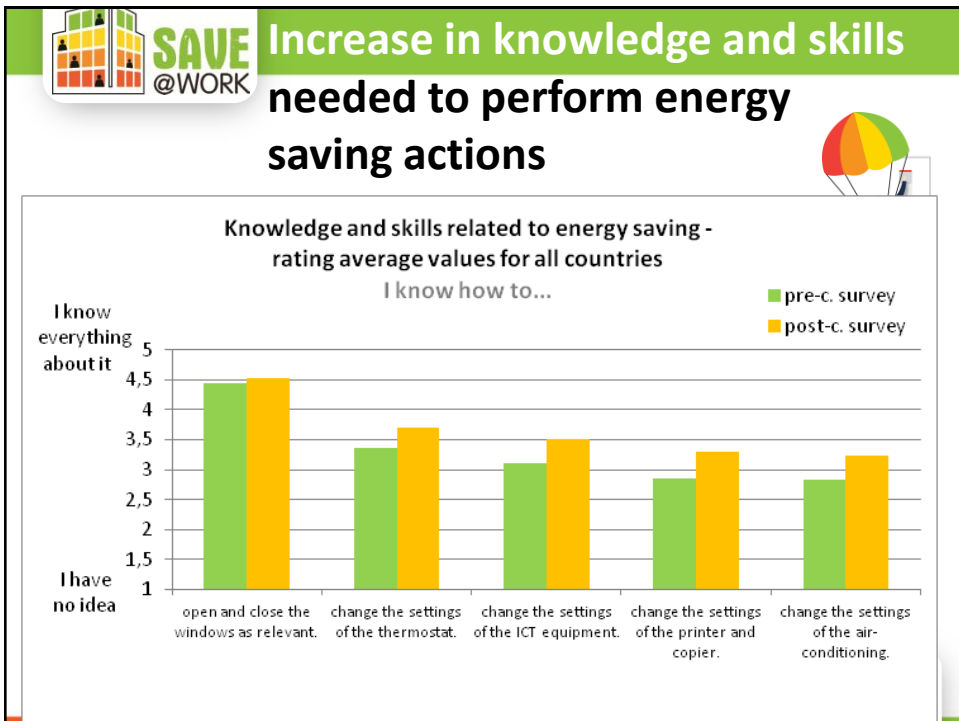
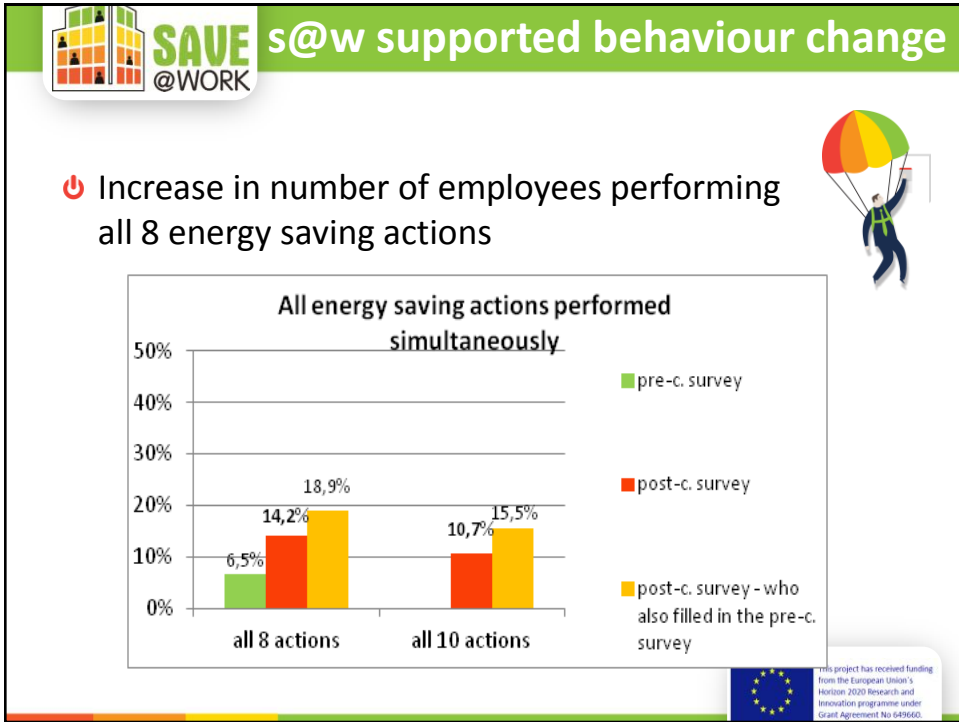


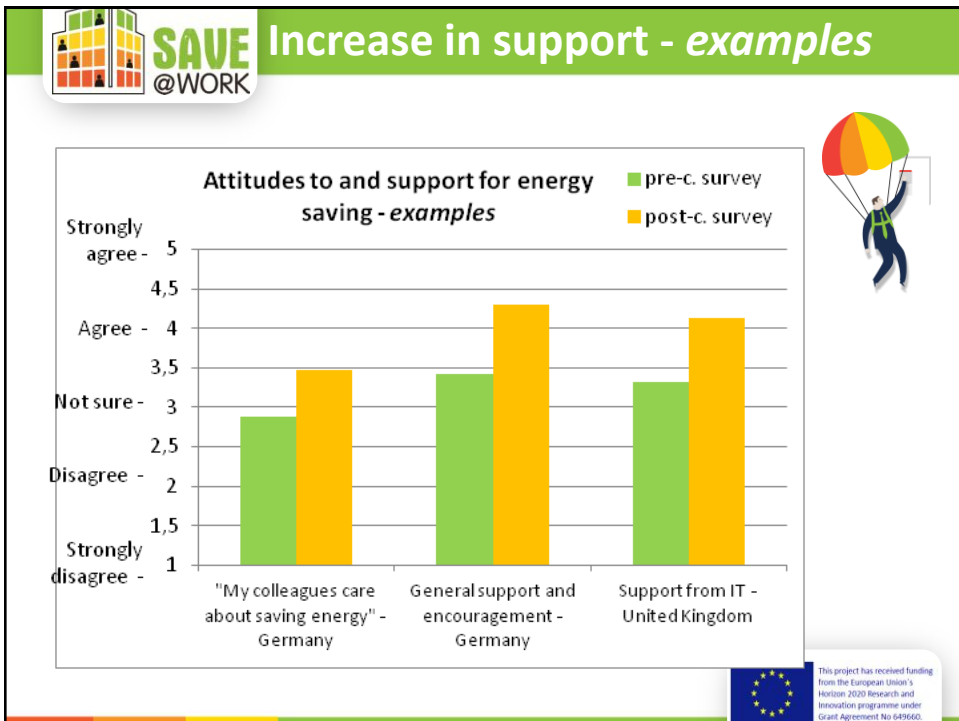
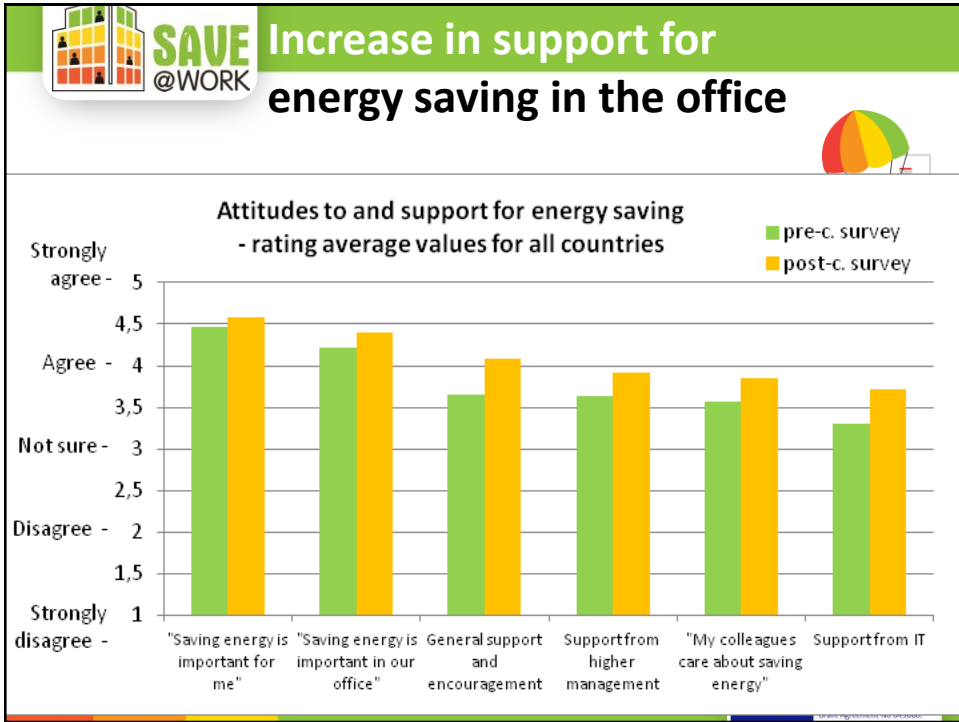
- ⏻ 8 energy saving actions surveyed in both pre- and post-campaign survey
 - E.g.: turning off lights, using energy saving settings, turning down heating, using stairs instead of elevators, etc.
- ⏻ Increase in the regularity of the performance of all
- ⏻ Greatest increase:
 - Turning of computers and laptops when not in use

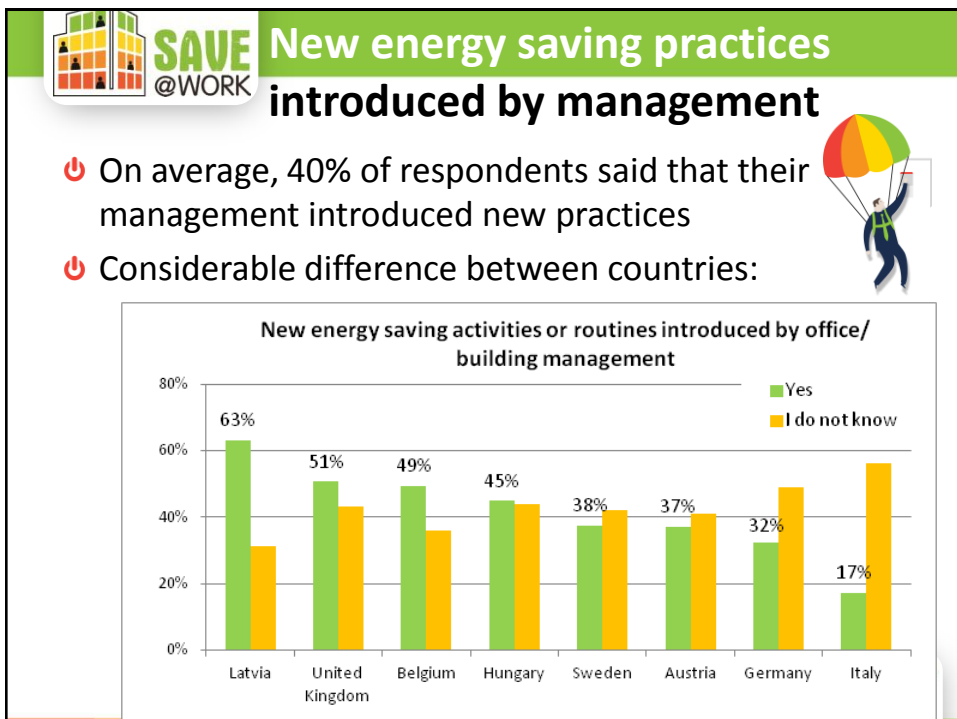
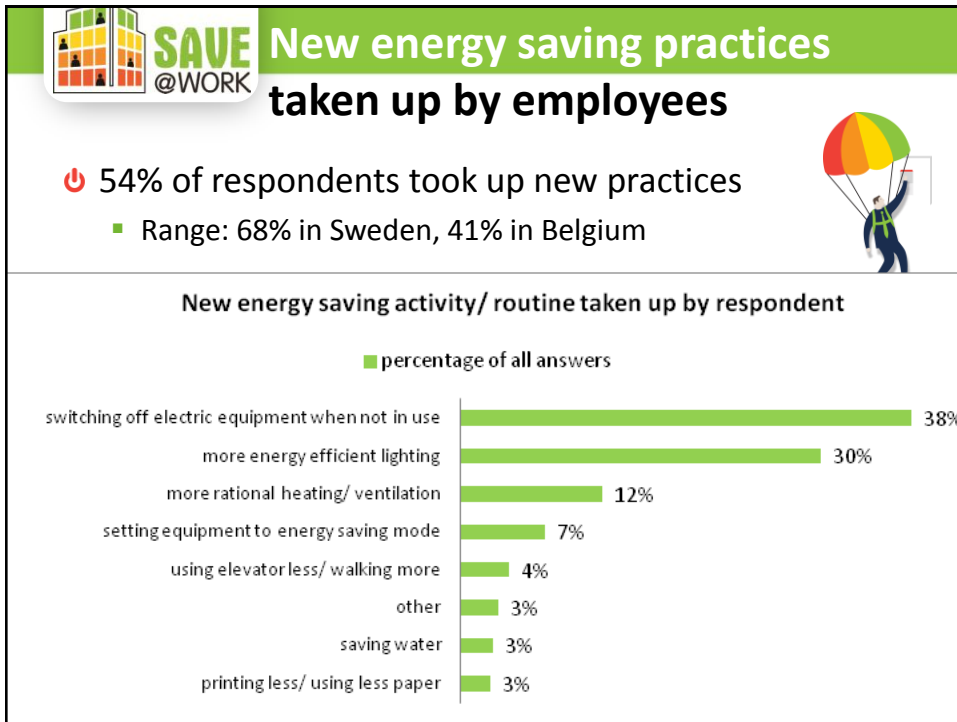


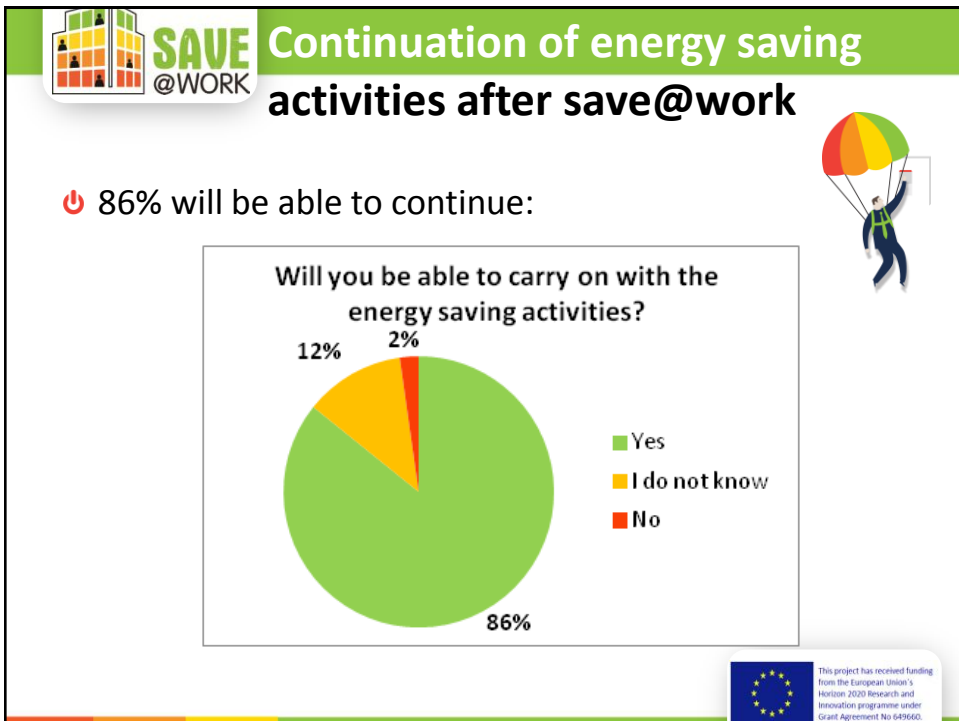
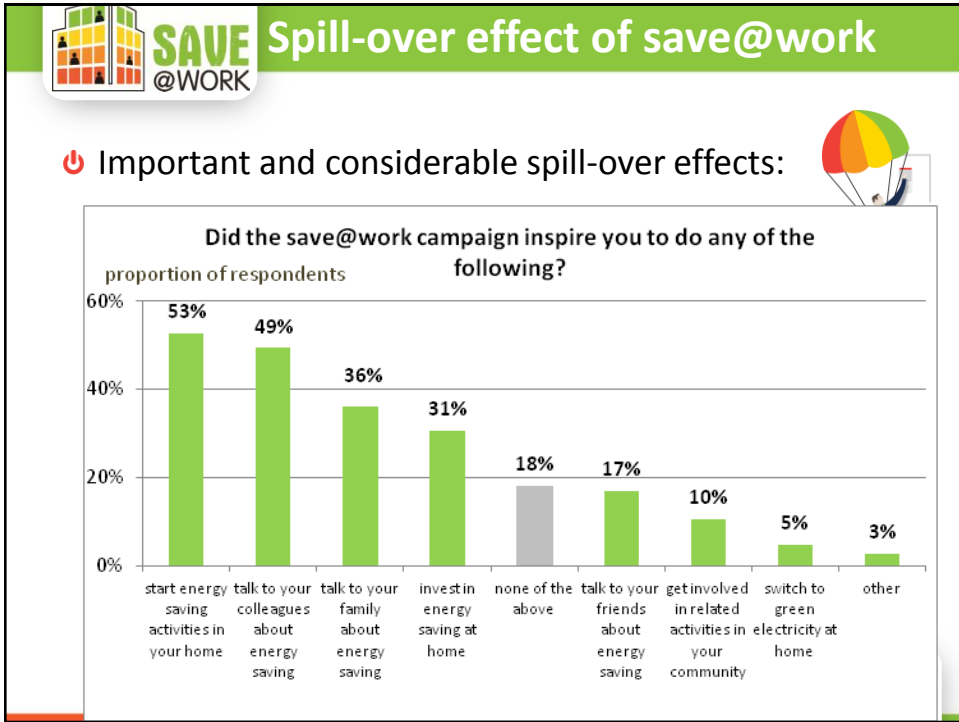
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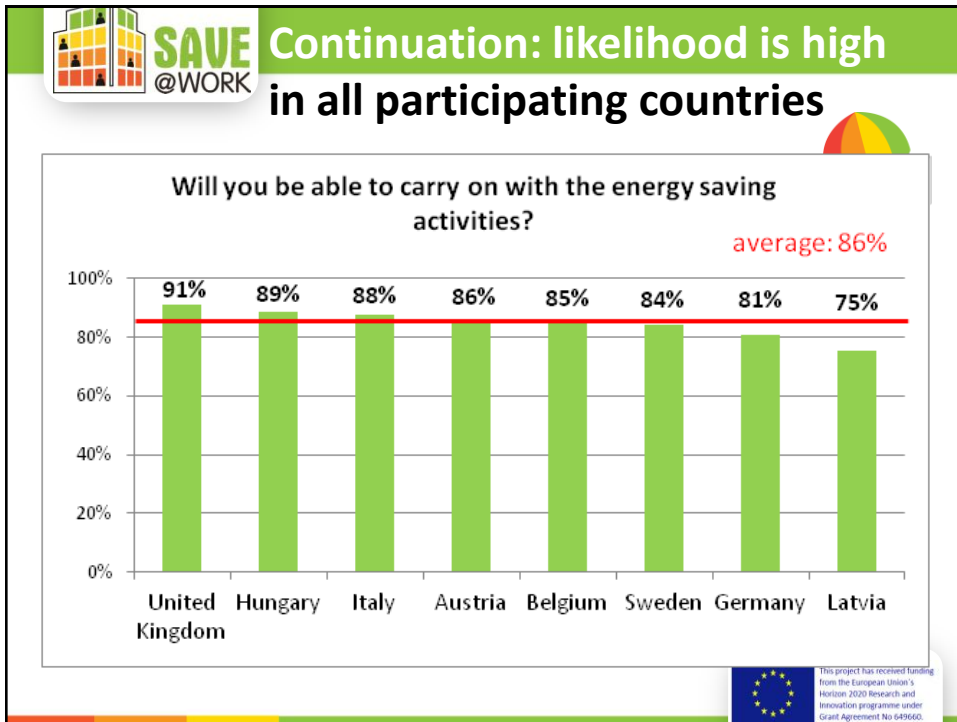













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MAIN OUTCOMES OF THE EVALUATION

Challenges encountered

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Challenges in a successful project

-  Low level of interest and motivation from public buildings in all countries
 - Workload of employees
 - Energy saving practices not yet integrated into everyday routines → seen as additional tasks
-  Availability and access to energy consumption data
 - Lack of knowledge of where meters are and how data is stored
 - Lack of even simple data management and no assigned responsibility
 - s@w helped identify need and started establishment of simple systems in some buildings




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Challenges in a successful project

-  Managing communication at multiple levels
 - For project partners: municipal management, building management, Energy Teams, employees, media
 - For Energy Teams: management, employees, media
 - Some tools already provided and some advice/tools integrated into training and document, but more needed
-  Getting employees to fill in the pre- and post-campaign surveys
 - Time-consuming even if great effort made by consortium to reduce length
 - Prizes helped in some countries (e.g. Hungary), but not in others (e.g. Germany, Austria)
 - More gradual campaign start and finish is suggested






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All challenges overcome...

- 🔌 In the end, through various measures, the s@w consortium managed to overcome the challenges.
- 🔌 Also, we hope changes will continue:
86% of respondents in the post-campaign survey said they can continue with energy saving practices.
- 🔌 We suggest changes to methodology to better face challenges (or not have them) in a future project.
 - → see updated implementation plan in **Evaluation Report**
 - → see Practical tips in **Evaluation Report**






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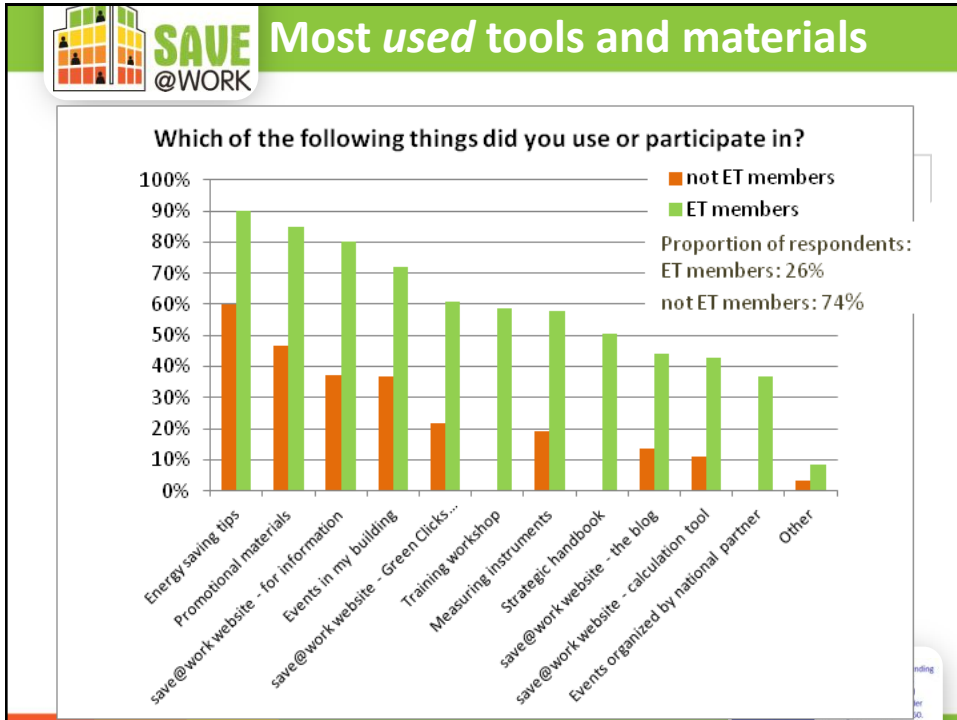


MAIN OUTCOMES OF THE EVALUATION

Reflections on the methodology applied

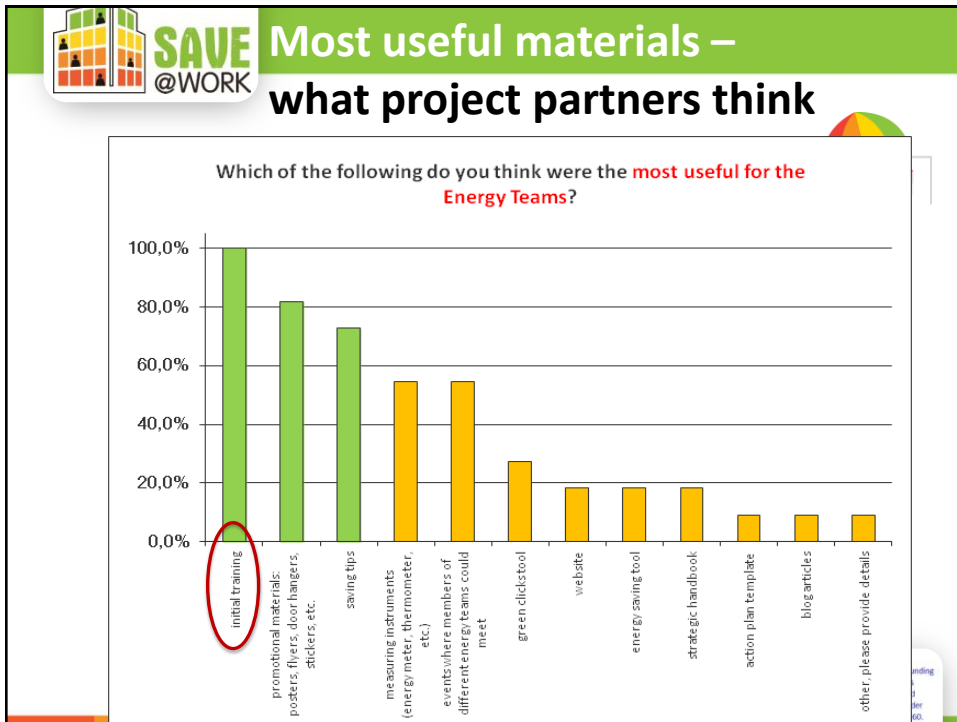
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SAVE @WORK Most useful tools and materials


No.	ET member respondents	Other respondents
1.	Energy saving tips	Energy saving tips
2.	Measuring instruments	save@work website - for information
3.	Promotional materials	Measuring instruments
4.	save@work website - for information	Events in my building
5.	save@work website - Green Clicks tool	Promotional materials
6.	Events in my building	save@work website - Green Clicks tool
7.	Training workshop	save@work website - calculation tool
8.	save@work website - calculation tool	save@work website - the blog
9.	save@work website - the blog	
10.	Events organized by national partner	
11.	Strategic handbook	


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SAVE @WORK Main conclusions about materials

- 🔌 **Energy saving tips:** most used and most useful for all project stakeholders
 - Also 2nd most enjoyable for participants (post-campaign survey)
- 🔌 **Other most used and useful:**
 - Promotional materials (flyers, small presents, etc.)
 - Informational pages of website
 - Measuring devices (energy meter, thermometer, etc.)
- 🔌 **Also important:** communicate to participants why some materials are useful and how they can be used



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Any tools or materials missing or not necessary?

-  No important tools or materials missing, and all needed for success, even if not most used
 -  E.g. Energy Saving Tool: essential for monitoring and calculations
-  Use of some of the materials can be improved
 -  Used differently (e.g. Strategic Handbook in modules and supplemented by management and communication tips)
 -  Training or guidance to facilitate use of complex tools
-  Some tools or materials could be added, *e.g.*:
 -  Midterm Event (possibly European)
 -  Closed online group for Energy Teams
 -  Communication tools to engage management




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What would the s@w team do differently? *Examples*

-  Even more time for recruitment/preparation
 -  It has a big impact on later success: understanding of project, accepting objectives, supporting employees, etc.
-  Further facilitate tailoring to local (municipal) context
 -  Ensure the creation of cohesive Energy Teams
 -  Use existing tools to this end: e.g. the pre-campaign survey can be used to create better local action plans
-  Discuss national implementation plans early in consortium
 -  This can help recognize and learn from diversity
 -  Partners can assist one another better if similarities in implementation are identified early




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RECOMMENDATIONS FOR FUTURE (BEHAVIOUR CHANGE) PROJECTS

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5 important recommendations

🔌 Integrate and make it the norm

- Integrate energy saving into everyday processes
- Make energy saving part of everyone's work
- *Integration should not mean less emphasis: training, support, events are still needed*

🔌 Build cohesive groups and employee communities

- Groups are important to initiate, support and maintain behaviour change
- Spend time and effort to create cohesive groups, e.g. through training, events, facilitation





5 important recommendations

- 🔌 **Know what you want to change**
 - In order to save energy, you need data and information on:
 - Historical and current consumption
 - Existing attitude, behaviour and practices
 - Infrastructure, skills and knowledge
 - Carry out baseline assessment and monitor regularly
- 🔌 **Change and learning new things can be enjoyable**
 - Change is challenging to achieve: connect with enjoyment and comfort
 - Learning new things provides both motivation to engage and considerable enjoyment




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5 important recommendations

- 🔌 **Recognize and build on diversity**
 - In a European project creating an environment allowing for and fostering diversity is important
 - Use/create methods that allow for flexibility and at the same time ensure comparability
 - Use diversity as an opportunity for learning
 - In s@w, self-evaluation proved useful in recognizing and learning from diversity
- 🔌 **Further recommendations:**

practical tips in **Evaluation Report**




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THANK YOU!

Report prepared by: GreenDependent Institute

Contact: Edina Vadovics, edina@greendependent.org

Evaluation Report: www.saveatwork.eu

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