

European Commission, DG TREN

Midterm Evaluation of the
Sustainable Energy Europe
Campaign (2005-2008)

Final report

November 2007

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1 Summary

1.1 The Sustainable Energy Europe Campaign

The objectives of the Sustainable Energy Europe Campaign 2005-2008 are to:

Campaign objectives	<ul style="list-style-type: none"> • Raise the awareness of decision-makers at local, regional, national and European levels. • Spread best practice • Ensure a strong level of public awareness, understanding and support • Stimulate the necessary trends towards an increase in private investments in sustainable energy technologies.
Campaign stakeholders	<p>The Campaign depends on the involvement of different types of stakeholders including:</p> <ul style="list-style-type: none"> • sustainable energy partnerships • campaign associates • organisers of Sustainable Energy Days and other events.
Sustainable energy partnerships	<p>The concept of sustainable energy partnerships is the core element of the Campaign. Sustainable energy partnerships are local, regional or national authorities, industry, energy agencies, associations, NGOs etc. who are committed to a sustainable energy project or programme which is intended to have a significant impact upon the energy environment in the European Union. The purpose is to establish a European network for exchange of experience and spread of best practice.</p>
Campaign associates	<p>Campaign associates are major umbrella and network organisations involving sustainable energy actors who are able to offer a range of multiple actions through their communication channels.</p> <p>The reason for involving associates is that they may contribute to the objectives of the Campaign through their network of contacts and their own respectability in their respective areas of work. Through a range of promotional actions they may increase the visibility of the Campaign and encourage new partnerships.</p>
Sustainable Energy Days	<p>Sustainable Energy Days are organised by stakeholders throughout Europe. Their aim is to involve the general public in a wide range of activities related to the production or use of renewable energy sources and energy efficiency. They</p>

are usually organised at the local, regional or national level for a specified period.

EUSEW

Another element of the Campaign is the European Sustainable Energy Week (EUSEW), the basic idea of which is to provide a framework for various stakeholders to organise their own events during one week. The Campaign itself is not responsible for any events apart from the annual award ceremony.

Support functions

The Campaign offers a number of support functions to the different stakeholders in the Campaign, including:

- media work
- publications
- promotional toolbox
- website
- practical support and guidance

1.2 The midterm evaluation

Objectives of the midterm evaluation

The objectives of the midterm evaluation are:

- To determine the impact of the Campaign by analysing the objectives and implementation approach. Perform the evaluation of impact in terms of numbers of actors involved, quality of actions accomplished by partners and follow-up actions.
- To determine strong and weak points as well as opportunities and threats (SWOT).
- To provide recommendations for the final period of the Campaign and for a possible follow-up.
- To perform a survey among the actors as well as the beneficiaries of the Campaign.

Overall assessment

The overall assessment is that the campaign concept is well-functioning in relation to reaching the very diverse and broad target groups included in the campaign objectives. However, one overall issue is hampering the possibilities for meeting the campaign objectives at European level: The lack of activities in the new member states. As shown in Table 1, partnerships, associates and energy days in the new member states are almost totally lacking.

Table 1: *Involvement of the new member states in campaign activities*

Partnerships			Associates			Energy days		
Total	Pan-European	New MS	Total	Pan-European	New MS	Total	Pan-European	New MS
228	80	15	80	45	2	97	0	5

This means that none of the campaign objectives can be said to be met in the new member states and thereby in Europe as such. This must be considered a serious problem for a pan-European campaign.

SWOT analysis

The strengths, weaknesses, opportunities and threats have been analysed as part of the midterm evaluation and the result appears from Table 2 overleaf.

Table 2 Analysis of the strengths, weaknesses, opportunities and threats in relation to the Campaign

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The Campaign seems to produce good value for money • The Campaign creates local ownership and impact through active involvement of stakeholders • The Campaign adds credibility for the stakeholders involved • Professional assistance is provided to stakeholders • Prestigious annual award • Professional and effective media work 	<ul style="list-style-type: none"> • Lack of partnerships, campaign associates and Energy Days/events in the new member states • Somewhat confusing campaign structure • Unclear definition of partner/partnership/project • Website which does not provide a clear and fully up to date overview of the Campaign. • Ambition to reach citizens directly • Lack of commitment on the part of some associates • EUSEW is not properly integrated into the Campaign 	<ul style="list-style-type: none"> • Potential for strong commitment in the member states by expanding the concept from the pilot project with the Italian Ministry of Environment to all countries • There is an overwhelming demand for material/merchandise among ED organisers. This is an opportunity for the Commission to reach the local level - even into the pockets of the citizens • The annual award is a way to reach decision makers in both the public and private sectors. By drawing attention to successful examples of efforts to promote sustainable energy, decision makers are a) complemented on having made a right decision when investing funds in the award winner, b) encouraged to proceed with similar efforts (- and not discontinue support to the award winner) • The potential of the newsletters could be exploited better by extending readership among stakeholders • Sustainable energy and climate are hot issues 	<ul style="list-style-type: none"> • Lack of focus resulting either in activities being maintained when they are no longer relevant, or in new initiatives not being integrated properly with other activities • Risk that the award becomes less attractive if there is inadequate promotion of follow-up/support to award winners (e.g. timely announcement of winners where relevant, opportunities for speakers to speak at European events) • Inability to meet the demand for Campaign material for energy days - a demand created by the Campaign itself!

Recommendations for the remaining campaign period

The recommendations as to how the Campaign can be fine tuned in the remaining campaign period include:

- Attract more partnerships, campaign associates and Energy Days in the new member states
- Reduce the number of partner and associate categories.
As some categories are very small and not prioritised by the Campaign, it will give the Campaign a more clear appearance to skip these.
- Improve the campaign website, including:
 - Redesign the front page
 - Update of the Campaign section to reflect the Campaign in its present form
 - Mark active links more consistently
 - Define more realistic level of ambition in relation to translation of the website
 - Add more visual elements to the website
- Improve the promotion of the winners of the Award Competition
- Improve the integration of the European Sustainable Energy Week in the Campaign

Recommendations for a possible follow-up campaign after 2008

The recommendations for a possible follow-up campaign after 2008 include:

- Develop a strategy for making the Campaign truly European, including a clear strategy integrating new member states
- Develop a clearer campaign structure
- Expand the "Italian model" whereby the implementation of the campaign in each country is shared with a national authority
- Redesign the Campaign website to support the new structure of the Campaign
- Make the EUSEW more focused and manageable

2 Introduction

The EU Commission's Directorate General for Energy and Transport (DG TREN) has outsourced this evaluation under the existing COWI Service Framework Contract covering Ex Post and Mid Term Evaluations (Ref. Tren/A1/17-2003 Lot 2).

A team of consultants from COWI A/S has performed the evaluation in the period September to November 2007.

2.1 Evaluation objectives

The technical specifications for the midterm evaluation outline the following subjects for the evaluation:

- To determine the impact of the Campaign by analysing the objectives and the implementation approach. Perform the evaluation of impacts in terms of numbers of actors involved, quality of actions accomplished by partners and follow-up actions.
- To determine strong and weak points as well as opportunities and threats (SWOT).
- To provide recommendations for the final period of the Campaign and for a possible follow-up.
- To perform a survey among the actors as well as the beneficiaries of the Campaign.
- To make a cost-benefit analysis, if possible.

2.1.1 Extension of the campaign period to be included in the midterm evaluation

The technical specifications state that the evaluation should cover the period from the Campaign's commencement until the EU Sustainable Energy Week (EUSEW), which took place from 29 January to 2 February 2007. However, as the Campaign has developed significantly since then it has been agreed with DG TREN that the evaluation should cover the period from campaign commencement until 1 October 2007. The extension of the evaluation period has not affected the budget for the evaluation.

2.1.2 Cost-benefit analysis

The technical specifications mention the possibility of carrying out a cost-benefit analysis and comparing it to similar initiatives. However, at the kick-off meeting with DG TREN, it was agreed that a cost-benefit analysis could not be carried out, as it would be impossible to establish a quantitative baseline and because the results of the Campaign can not be measured in quantitative (monetary) terms.

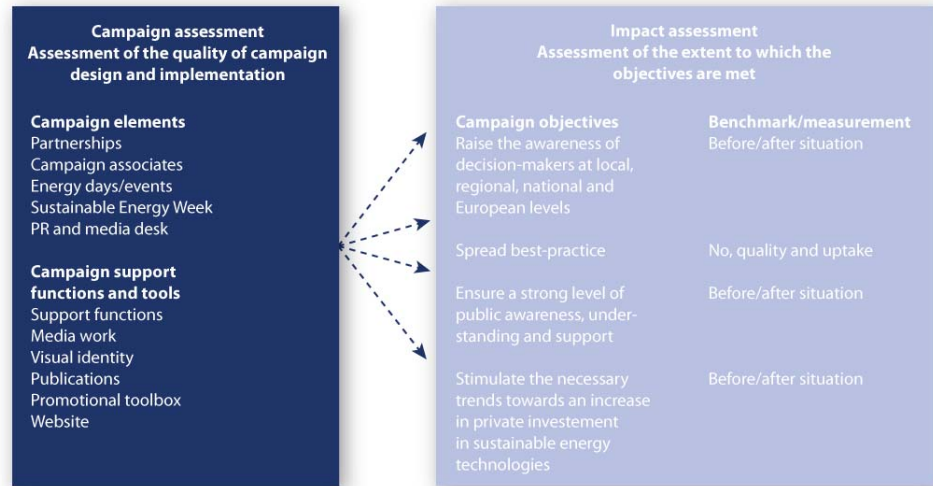
Therefore, it was agreed that the evaluation should not include a cost-benefit analysis, although it is important to determine if the Campaign produces value for money in more qualitative terms.

2.2 Evaluation methodology

The evaluation has focused on assessing the quality of the campaign design and implementation. This is illustrated in the left side of Figure 1. It is not within the scope of the evaluation to perform a full impact assessment to determine the extent to which the campaign objectives have been met. As illustrated in the right side in the Figure 1, that would require a far more ambitious evaluation establishing a baseline for each of campaign objectives and a survey addressing the campaign target groups; including: Decision-makers at local, regional, national and European levels; the general public; and potential investors in sustainable energy technologies¹.

¹ Initially a set of achievable benchmarks for 2008 were provided. The purposes of the benchmarks were to measure the progress of sustainable energy actions and serve as goals for decision-makers and planners. The benchmarks included a number of objectives in relation to the use of renewable energy sources, alternative fuels for transport and energy performance in buildings. However, early in the Campaign it was realised that the fulfilment of these objectives will depend on numerous other factors than the success of the SEE Campaign. Therefore, it was decided to skip these benchmarks. The evaluators agree with this decision.

Figure 1 Campaign assessment vs. impact assessment



However, as illustrated by the arrows in the figure, it will be possible to assess whether the implementation of the Campaign is likely to have a positive influence on the campaign objectives as listed below.

- Campaign objectives
- Raise the awareness of decision-makers at local, regional, national and European levels
 - Spread best-practice
 - Ensure a strong level of public awareness, understanding and support
 - Stimulate the necessary trends towards an increase in private investment in sustainable energy technologies.

2.2.1 Compilation and analysis of data

The various steps in the evaluation process are illustrated in Figure 2.

Figure 2 Evaluation process



Compilation of data

As illustrated in Figure 2, the evaluation builds on four different types of data compilation which are described below.

- Interviews with DG TREN staff** In order to get an overall understanding of the background as well as the objectives and design of the Campaign, an interview was carried out with the DG TREN staff responsible for the Campaign². The interview was conducted at the kick-off meeting on 14 September 2007. A follow-up telephone interview with Mr Ballestro Torres was carried out on 30 October 2007.
- Interview with service providers** The service providers are a consortium including the two companies: MOSTRA (lead) and PRACISIS. The staff members from both companies who are responsible for the evaluation were interviewed during a meeting at MOSTRA on 19 September 2007.
- Review of campaign material and documents** The reviewed campaign materials include:
- All campaign material produced by the service providers
 - Documentation relating to partnerships, associates and energy days projects and activities
 - The campaign website
 - Statistics in relation to the campaign website and the press coverage in relation to the videos produced as part of the Campaign
 - Project documents; e.g. ToR, progress reports and budget information.
- A full list of reviewed documents is enclosed in Appendix 1.
- E-questionnaire** An Internet-based questionnaire was sent to all partnerships, associates and Energy Days organisers in order to get their assessment of the Campaign. The questions focused on the following issues:
- Their motivation for joining in the Campaign
 - Their assessment of different elements of the Campaign
 - Their assessment of the collaboration with the Campaign and the support they have received from the Campaign
 - How the Campaign has added value to their activities.

The respondents were given two weeks to respond. Two reminders were sent to them during this period.

The response rate for each group is shown in Table 3.

Table 3: Response rate to the e-questionnaire

Group	No. of responses	Response rate
Partnerships	94	41%
Campaign associates	43	54%
ED Organisers	34	35%

² Mr Pedro Ballestros Torres and Ms Katarina Dobranovic

The questionnaire is enclosed in Appendix 1: List of documents reviewed

General

- Slides from meeting on 19 September 2007
- TOR for SEE campaign
- Inception report
- Achievements reports - May 2006, December 2006, June 2007
- Status and proposed action reports 2006 + 2007
- Budget information

Partners

- Examples of partners per category
- Partnership report, September 2007
- Partnership status reports 1-30
- Database with contact information for questionnaire
- Partner certificate
- Conception papers concerning partnership schemes
- Partner application form

Award competition

- Concept paper concerning Annual Award Scheme and Ceremony
- Invitation to serve on selection committee
- List of award competition nominees 2007
- Show script details for award ceremony 2007
- List of members of the jury (last page of the Selection Committee letter)

Campaign associates

- Interim report on campaign associates
- Database with contact details of campaign associates
- Campaign associates - Information and guidelines
- Collaboration agreement
- Collaboration agreement for media associate
- Campaign associate planning templates [
- Reports from meetings/workshops
- Co-operation agreement with the Italian Ministry of Environment
- Draft co-operation agreement, to be signed in January'08 during the EUSEW, with the national Energy Agency of Germany
- Informal working guidelines between Italy and the Campaign

Sustainable energy week (EUSEW)

- EUSEW concept paper
- EUSEW activity report
- EUSEW secretariat tasks - draft
- Programme 2007
- Draft programme 2008
- List of participants 2007
- Number of participants in sessions 2007
- Analysis of 2007 logistics and recommended improvements
- First logistical information and planning key dates - EUSEW 2008

- Minutes of coordination meetings)
- Minutes of feedback meeting in February 2007

Energy days (ED)

- ED poster/folder
- Database with contact details
- ED call for action
- Templates for ED organisers (poster, press announcement, press release)
- Collaboration agreement, SD organisers
- Lists of EDs and campaign events in 2007
- ED evaluation forms (blank + filled in by ED organisers)
- Concept paper (= annex 22 and 23 of first interim report)

Website

- Extract of tender outlining objectives, target groups etc. for website
- Statistics on visits
- Access to member area

Media strategy

- Examples of project descriptions and press releases
- Media newsletters
- Statistics on media coverage (VNR updates)

Publications

- 2 brochures
- Invitation for annual meeting 2005
- SEE toolbox
- Newsletters
- Style guide
- Catalogue of partners
- List of subscribers to the media newsletter

Appendix 2.

Interviews with selected partnerships

As the concept of partnerships is seen as the key element of the Campaign, two or three partnerships within each partnership category³ were selected for a telephone interview in order to achieve a better understanding of the collaboration between the Campaign and the partnerships, and how the partnerships contribute to reaching the objectives of the Campaign. To the extent possible, the partnerships to be interviewed were selected so as to ensure representation of different countries and have a winner of the Award Competition 2007 in each category.

In addition to the interviews with selected partnerships, the Ministry of Environment in Italy was interviewed as they have a special agreement with DG TREN on co-managing the Campaign in Italy.

³ Except the category cooperation programmes as they do not play a significant role in the Campaign.

The list of interviewed partners is enclosed in **Error! Reference source not found.**

Analysis of data

For the purpose of analysis, the evaluation has divided the different components into two categories: "campaign elements" and "support functions and tools" as listed below.

- | | |
|-------------------|---|
| Campaign elements | <ul style="list-style-type: none"> • sustainable energy partnerships • campaign associates • energy days/events • EU Sustainable Energy Week. |
|-------------------|---|

- | | |
|-----------------------------|---|
| Support functions and tools | <ul style="list-style-type: none"> • support functions • media work • visual identity and promotional toolbox • publications • website |
|-----------------------------|---|

Presentation of analysis	<p>Based on the analysis of the documentation and information obtained from stakeholders through the e-questionnaire and the interviews, the evaluators' expert assessment is given for each of the components listed above.</p>
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These assessments are summarised in an overall assessment and a SWOT analysis is provided outlining the main strengths, weaknesses, opportunities and threats of the Campaign.

Finally, recommendations are given as to how the Campaign may be improved in the remaining part of the current campaigning period, and how a possible follow-up campaign could be designed and implemented in order to exploit the strengths and opportunities, eliminate the weaknesses and avoid the threats of the current Campaign.

3 Assessment of campaign elements

This chapter contains the evaluators' description and assessment of the four campaign elements; namely:

- sustainable energy partnerships
- campaign associates
- energy days and other events
- The European Sustainable Energy Week (EUSEW).

3.1 Sustainable energy partnerships

Purpose

The concept of sustainable energy partnerships is the core element of the Campaign. The purpose is to establish a European network for exchange of experience and spread of best practise. The expectation is that this will lead to large scale replication at local, regional, national and European levels. Strong, efficient and coherent communication channels are seen as the key to achieving this⁴.

Definition

Sustainable energy partnerships are local, regional and national authorities, industry, energy agencies, associations, NGOs etc. who are committed to a sustainable energy project or programme which is intended to have a significant impact upon the energy environment in the European Union. In order to qualify for partnership, the project must:

- be ongoing
- be financed
- have an action plan
- have replication potential.

Evaluators' assessment:

The evaluators have experienced some inconsistency in terminology in relation to the partnership concept. In information about the Campaign - online and printed - there is reference to "partners", "partnerships", "campaign partners", "partnership promoters", "promoter organisations", "project promoters" and simply "projects". In our assessment, this may lead to confusion.

⁴ Draft catalogues of partners - showcasing Europe's best energy solutions, p.5

Application and acceptance

Partnerships are recruited in different ways. Some apply directly, while others are recommended by campaign associates or identified and approached by the service providers.

By September 2007, close to 1,300 applications had been evaluated and only 228 partnerships approved⁵.

As shown in Table 4, the objective in terms of number of partnerships has been revised several times in the course of the Campaign.

Table 4: Objectives as to the number of partners

Date	Objective
30 June 2006	100
31 December 2006	200
12 March 2007	152
31 December 2007	300

Source: Status and proposed actions report from service providers

Evaluators' assessment:

The big gap between the number of partnership applications and approved partnerships reflects the emphasis put on accepting only partnerships presenting high-quality projects or programmes as assessed on the basis of the evaluation criteria, rather than reaching a large number of partnerships

The rationale for adjusting the target number of partners seems to be based on what can realistically be achieved rather than what would be desirable or necessary from a campaign point of view.

Distribution on types and geography

The partnerships are divided into five categories:

- market transformation including voluntary commitments
- promotional, communication and educational actions
- demonstration and dissemination projects
- cooperation programmes
- Sustainable Energy Communities.

As shown in Table 5, the distribution of partnerships is quite uneven both in terms of categories and geography.

⁵ At the final stage of reporting, the service providers informed that the number of approved partnerships reached 329 by 1 November 2007

Table 5 Distribution of partnerships on countries and categories

Country/category	Market transformation incl. voluntary commitments	Promotional, communication & educational actions	Demonstration and dissemination projects	Cooperation programme	Sustainable energy communities	Total
Austria		1	2		1	4
Belgium			2	1		3
Bulgaria			2		1	3
Croatia		1				1
Czech Republic			1			1
Denmark			2		1	3
European	15	27	17	4	17	80
France		2	2		2	6
Germany		5	3	1	3	12
Greece		1	1			2
Hungary		1		1	3	5
Ireland	1				2	3
Italy	2	11	15	1	17	46
Lithuania			1			1
Macedonia			1			1
Netherlands		3			1	4
Poland		1	1		2	4
Portugal		2				2
Romania		3				3
Slovenia			1			1
Spain	1	9	5		9	24
Sweden			4		3	7
United Kingdom			5		7	12
Total	19	67	65	8	69	228

Whereas priority is given to attract new partnerships within the categories: market transformation, promotional communication, educational actions and sustainable communities, especially cooperation partners receive less attention. According to DG TREN, the reason for prioritising these categories is that the prioritised categories have a higher potential impact on the final objective of the Campaign, which is to raise awareness and change attitudes and behaviours among the citizens.

Evaluators' assessment:

The very limited number of partners in the new member states must be considered a problem for a European campaign.

If the partner category *Cooperation programmes*, which contains only 8 partnerships, is not prioritised it should be considered to skip this category.

Benefit for partnerships

The benefits offered to partnerships include:

- Official recognition
- Exclusive rights to use the campaign logo for any communication concerning the programme or project
- A promotional toolbox
- Inclusion in the annual catalogue
- Inclusion in the partnership database
- A biannual campaign newsletter
- Networking and promotional opportunities via the annual competition
- Assistance to improve and mainstream their communication.

Together, these tools and measures are meant to increase the visibility of the partnerships and showcase their projects and programmes as leading examples of good practice within the application of sustainable energy.

As shown in Table 6, practically all respondents to the questionnaire find that being part of the Campaign does in fact add credibility/visibility to their project/programme.

Table 6 Credibility/visibility resulting from the Campaign

Do you find that being part of the SEE Campaign adds credibility/visibility to your project/programme?		
Yes, a lot	47	51%
To some degree	41	44%
No	0	0%
No, not at all	5	5%
Total	93	100%

Networking potential

As stated above, a key objective of the partnership concept is to create a network for exchange of experience and best practice. This requires awareness among partnerships about the expertise and experience offered through the network. Therefore, campaign partnerships must have easy access to relevant information about each other. The Campaign seeks to achieve this by means of different tools and support functions, including a partnership database and an annual catalogue of partners. For further discussion of these tools, please refer to section 4.

The e-questionnaire included questions which were intended to give an impression as to whether partnerships are a source of inspiration for others.

Table 7 shows the proportion of respondents who have been inspired by other projects within the Campaign, and Table 8 shows how many have been contacted by others because of their partnership.

Table 7 *Partnerships as a source of inspiration*

Have you been inspired by other projects being a part of the Campaign?		
Yes - through the partnership database	16	17%
Yes - through personal/professional contacts	21	22%
No	57	61%
Total	94	100%

Table 8 *Contacts resulting from partnerships*

Have you been contacted by any one because of your partnership?		
Yes	32	34%
No	61	66%
Total	93	100%

Forum for exchange of experience

Initially, the Campaign was intended to include an annual conference for all sustainable energy stakeholders. Among the purposes of the annual conference was to give partnerships the opportunity to showcase their programmes or projects and share best practices.

At the start of the Campaign, a launch conference with 300 participants took place in November 2005, but according to DG TREN the assessment was that it was "*just a conference among others*", and it added no real value. Therefore, it was decided not to pursue the idea of an annual meeting, but instead provide the framework for a European Sustainable Energy Week (See chapter 3.4). However, according to the response in the questionnaire survey as shown in Table 9, this new event does not seem to cover the need for face-to-face meetings among partners.

Table 9 *Need for a forum where partners can exchange experience*

Do you see a need for a forum where partners can meet face to face to exchange experience other than the EU Sustainable Energy Week?		
Yes, a lot	39	42%
To some degree	48	52%
No	0	0%
No, not at all	6	6%
Total	93	100%

Evaluators' assessment:

The Campaign succeeds in providing high credibility/visibility to the partnerships whereas the networking potentials seem less developed.

Award competition

One of the key benefits offered to the partnerships is the increased visibility from being part of a European movement. Here, a key instrument is the annual award competition which was held the first time in February 2007 as part of the European Sustainable Energy Week.

All partnerships participate automatically in the competition and they are evaluated according to the following criteria:

- Originality and feasibility (approach, methodology, adequate resources, credible management)
- High replication potential of the project to other organisations in Europe
- Potential impact (energy results and environmental impact related to the size of the project and, for communication partnerships, communication results related to the size of the project).

Table 10 shows that a great majority of the respondents to the partnership questionnaire find the award competition an important part of the Campaign, and practically all find that it gives the winners a high credibility/visibility (Table 11).

Table 10 *Importance of the award competition*

Do you find the award competition an important part of the Campaign?		
Yes, a lot	34	37%
To some degree	45	48%
No	0	0%
No, not at all	14	15%
Total	93	100%

Table 11 Credibility/visibility resulting from the award competition

Does the award give the winners a high credibility/visibility?		
Yes, a lot	45	48%
To some degree	41	44%
No	0	0%
No, not at all	7	8%
Total	93	100%

These issues were also discussed during interviews with partnerships who were award winners in 2007. The respondents generally agreed that the award is important and winning it does result in greater credibility and visibility. It also puts pressure on decision-makers to continue along the same path and not, for instance, cut down on funds at the expiry of the initial project period. However, some noted that the follow-up from the Campaign did not meet expectations. Some examples given were that there was a delay in transmitting news about the award to relevant parties, and a request to speak at Commission events was never acted upon.

Evaluators' assessment:

The evaluators find that the award competition is a very important part of the Campaign. It motivates potential partnerships to become part of the Campaign, and it serves as an excellent tool for giving the best projects credibility/visibility. The winners themselves use the award to promote their project/programme.

However, we think that there are potentials for a better promotion of the winning projects. The winners are not promoted very strongly on the website. In order to find the 2007 winners, one has to go to the partnership area of the site, click on "award competition" in the right-hand menu and then click at the "Award ceremony 2007". Here is a description of the ceremony with a short description of the winning projects.

Also, DG TREN might consider whether the winners could be promoted in other forums where DG TREN is present.

3.2 Campaign associates

Definition	Campaign associates are major umbrella and network organisations involving sustainable energy actors who are able to offer a range of multiple actions through their communication channels.
Purpose	The purposes of involving associates are that they may contribute to the objectives of the Campaign through their network of contacts and their own respectability in their respective areas of work. Through a range of promotional actions they may increase the visibility of the Campaign and encourage new partnerships.
Recruitment	Potential campaign associates are identified and recruited by DG TREN, whereas the service providers are responsible for the subsequent support and follow-up.

Categories and number of campaign associates

So far a total of 80 associates have been recruited covering different types of organisations as shown in Table 12.

Table 12: Campaign associates - categories and numbers

Category	Number	Category	Number
Financial sector	1	Networks	17
Energy industry	15	Societal stakeholders	4
Energy agencies	11	International cooperation	2
Public authorities	3	Educational institutions	1
Industry and professional associations	14	Media	12

As was the case for partnerships, the geographical distribution is quite unequal. Out of the 80 associates, 45 are pan-European organisations. Out of the remaining 35, only 3 are from the new member states.

The recruitment of new campaign associates is not a priority from a resource point of view. The key priority is to strengthen the work within the network and to improve its internal communication in order to bring new partners to the Campaign and to increase its visibility and promote its messages. However, it will be prioritised to attract new campaign associates representing consumers, retailers, the financial sector and NGOs as these categories are insufficiently represented and, according to DG TREN, should play a key role in achieving the campaign objectives.

Evaluators' assessment:

In order to make it a true European campaign, it should be a high priority to attract campaign associates from the new member states.

It should be considered to skip categories with only few campaign associates which are not prioritised, except from public authorities. It is recommended to prioritise this category in line with the "Italian model"; see below.

Benefits for campaign associates

The benefits offered to campaign associates include:

- Formal acknowledgement as a key ally of the Campaign in relevant promotional materials and campaign communications
- The formal right to present and represent the Campaign in relevant meetings and conferences
- Access to the Public Relations Desk of the Campaign for promotion and marketing advice
- A link from the campaign website to the website of the campaign associates' organisation
- Inclusion of promotional articles and news items in the biannual Campaign Newsletter and/or on the website
- Various promotional material from the PR Desk

- Inclusion of own events on the websites of the Campaign and Managen-ergy.net.

Out of the 80 campaign associates, 43 responded to the questionnaire submitted as part of the evaluation. They had the following assessment of the benefits they get from the Campaign:

Table 13 shows that practically all respondents find that being part of the Campaign adds credibility/visibility to their organisation.

Table 13 Credibility/visibility for campaign associates resulting from the Campaign

Do you find that being part of the SEE Campaign adds credibility/visibility to your organisation?		
Yes, a lot	18	42%
Yes, some	22	51%
No	0	0%
No, not at all	3	7%
Total	43	100%

Obligations of campaign associates

The campaign associates sign an agreement whereby they accept obligations to actively support and promote the Campaign among others by:

- Proposing and assisting in evaluating potential partnerships
- Participating in campaign events
- Disseminating information about the Campaign at events and through their own media.

In terms of campaign associates fulfilling these obligations, the PR Desk has supplied the following information:

- 33 have made presentations about the Campaign at events (41%).
- 49 have distributed campaign material at their events (61%).
- 23 have the displayed the campaign logo and the web link on their homepage, whereas other 31 have this information in other related section. This means that one third of the campaign associates do **not** promote the Campaign on their website.
- 42 have published articles/announcements about the Campaign in internal or external publications (53%).

In relation to the campaign associates' effort to attract new partnerships, the assessment shows that 35 of the current 68⁶ campaign associates have proposed at least one potential partner. In total, these 35 campaign associates have pro-

⁶ The 12 media associates represent a special category of campaign associates as they are only obliged to promote the Campaign, not to encourage new partnerships

posed 139 potential partners. As a result, 58 projects have been approved. From these 58 approved projects, 23 projects have been proposed by the Italian Ministry for the Environment, Land and Sea, where a special agreement has been made; see below.

Evaluators' assessment:

The overall effect of the campaign associates on the Campaign seems limited both in terms of promoting the Campaign and attracting new partnerships.

3.2.1 Pilot project in Italy

A special cooperation agreement between the EU Commission DG TREN and the Italian Ministry for Environment Land and Sea was signed on 1 February 2007.

According to the agreement, the Campaign is to be managed jointly by DG TREN and the Italian Ministry of Environment in Italy. This means that recruitment of partnerships in Italy are subject to a slightly different procedure whereby the Commission checks if a potential partner is eligible, and if so it is up to the Ministry to decide if the partnership is to be accepted.

If a partnership is of special interest the Ministry, a special arrangement may be made whereby the Ministry extends further support to the partnership including financial support.

The pilot project transfers part of the administrative burdens from the DG TREN to the Ministry, but by accepting this the Ministry gains increased influence on the implementation of the Campaign and thereby an incentive to play an active role. And this is evidenced in the fact that the Italian Ministry accounts for more than one third of the total number of partners proposed and approved by campaign associates so far.

Based on the success of the pilot project in Italy, the ambition is to make similar arrangements with other national or regional authorities. For instance, a cooperation agreement is expected to be concluded between DG TREN and the German Energy Agency in connection with the European Sustainable Energy Week in 2008.

Evaluators' assessment:

The concept of shared responsibility for implementation of the Campaign between DG TREN and a national (or regional) authority should be exploited further. Ideally, it should cover all member states. This concept could be an important part of the solution of the problem with the small number of partnerships in the new member states.

3.3 Energy days and other events

The Campaign includes two types of events:

- Sustainable Energy Days aimed at the general public at local level
- Other events aimed at energy stakeholders

Sustainable Energy Days

Sustainable Energy Days are organised by stakeholders throughout Europe.

Energy Days aim to involve the general public in a wide range of activities related to the production or use of renewable energy sources and energy efficiency. Usually organised at the local, regional or national level for a specified period, the types of activities may vary, but normally they include one or more of the following:

- guided visits and tours
- educational activities and programmes
- open door days
- exhibitions and fairs
- opening ceremonies, inaugurations, exhibitions or shows.

Even though the main target group of Energy Days is the general public, Energy Days may also, in some cases, be an effective way to reach decision-makers as the organisers are often local or regional authorities.

Other events

Other campaign events are more specific activities targeted at specialists, businesses and decision-makers. These events are seen as networking opportunities for stakeholders.

Contribution to campaign objectives

Energy Days and other events are seen as a way for the Campaign to fulfil the objective of reaching the local, regional and national level throughout Europe. Therefore, focus is both on increasing the number of events and on helping to achieve high quality events.

In terms of number, the service providers' Status and Proposed Action Report for 2007 sets the target at 100 Energy Days and with 97 already part of the Campaign, this target has almost been met.

Lack of activities in the new member states

However, as in the case of both partnerships and campaign associates, the geographical distribution of the events is very uneven, with only five of the 97 events taking place in one of the new member states.

Measures to increase the number of events

The Campaign follows four different approaches to increase the number of events:

- Organising new events from scratch through contacts to local authorities or energy agencies
- Boosting existing initiatives to fit with the Energy Days concept
- Integrating existing events under the campaign umbrella and providing the organisers with the campaign framework, tools and support

- Repeating successful Energy Days and sometimes turning local or regional events into national events.

Table 14 shows that most of respondents in the questionnaire survey would have organised the Energy Days even without the support of the Campaign.

Table 14 Energy Days with or without the Campaign

Would you have organised the Energy Days without the support of the SEE Campaign?		
Yes	29	85%
No	5	15%

Measures to improve the quality of events

The Campaign has established an Energy Days Desk to support organisers of Energy Days and thereby achieve high-quality events under the campaign umbrella. The assistance relates to organisation and promotion and may consist of:

- General advice and help to setting up and promoting the events via the campaign website and newsletter.
- Media support through the campaign network to Media Associates and the European press.
- Use of the on-line educational tool developed by The ManagEnergy which may be used by teachers as a virtual educational tool for children.
- Promotional toolbox: official Energy Days and other campaign events are entitled to use the campaign logo and other promotional tools to highlight the connection to the Campaign - "being part of a European movement". The latter includes various materials such as balloons, pens and other merchandise.

As shown in Table 15, satisfaction is very high among the respondents to the questionnaire regarding the support offered by the Campaign.

However, it should be mentioned that the service providers experience a much higher demand for promotional material and merchandise than can be provided within the budget.

Table 15 Assessment by organisers of Energy Days regarding the support provided by the Campaign

	Agree completely or agree	Disagree or disagree completely
The campaign logo gives the Energy Day more credibility	32 (94%)	2 (6%)
Using the campaign logo makes participants in Energy Days feel they are part of a European movement	31 (91%)	3 (9%)
The CD-Rom of resources makes it easy for me to produce promotion material in a professional manner.	25 (76%)	9 (24%)
The campaign brochures and merchandise provide me with high quality material for participants.	25 (76%)	9 (24%)
The opportunity to promote my event on the campaign website and in the calendar of EU events makes my Energy Day more visible.	33 (97%)	1 (3%)
The assistance from the campaign Media Desk gives my Energy Day better media coverage	27 (79%)	7 (21%)

Evaluators' assessment:

Although the effect of the Campaign on the actual number of Energy Days and campaign events is limited, it seems as if the Campaign succeeds in improving quality and promotion of these events.

Again, the lack of activities in the new member states is a major problem.

3.4 The European Sustainable Energy Week

Replacing the annual conference

As mentioned in chapter 3.1 above, the Campaign was originally intended to include an annual conference for all sustainable energy stakeholders. Very early in the Campaign, this idea was abandoned, however, and it was decided to provide the framework for a European Sustainable Energy Week (EUSEW) instead.

The concept

According to information on the web, the aim is for the EUSEW to become the key annual reference point for sustainable energy issues in Europe.

The basic idea is to provide a framework for various stakeholders, including campaign associates, to organise their own events during one week. The Campaign itself is not responsible for any events, except the ceremony of the annual award. By combining many related events organised by stakeholders, the EUSEW intends to provide more critical mass, and at the same time make it easier for participants to attend when events take place within a short time frame instead of being scattered throughout the year.

First EUSEW in 2007 The first EUSEW was held on 29 January to 2 February 2007. It included almost 30 events in Brussels, 5 in Murcia, Spain and 2 in Grenoble, France.

The events in Brussels were ranging from a workshop on the creation of a regional energy cluster with a Kyoto perspective, over a European renewable energy conference to an exhibition on local and regional sustainable energy solutions.

Support from the Campaign

A dedicated website was established for EUSEW and a link to it was inserted in the top banner of the campaign website⁷. The Campaign took care of logistics in central Brussels and provided the common image and promotion efforts.

The media relations included:

- Promotion of the EUSEW in the European press through three different email alerts up to the EUSEW
- Invitation of selected journalists to attend the EUSEW
- Development of press packs
- Media events
- Logistical assistance to journalists
- Two camera crews present Wednesday and Friday at the disposal of invited journalists
- One camera crew producing material for daily broadcast of EUSEW highlights on Europe by satellite (EbS)⁸.

Evaluators' assessment:

- No clear common message
- The connection between the SEE Campaign and the EUSEW is not very clear - illustrated by:
 - No link to EUSEW website from the SEEC website at the time of the evaluation
 - Information about EUSEW 2007 is not featured as an event on the campaign website
 - SEEC only appears at the EUSEW website with a small logo together with the logos of the DG TREN and the European Commission
- More detailed evaluation should be carried out after the EUSEW in 2008 in order to determine whether to repeat it in 2009
- Media relation activities of high quality.

⁷ The link to the EUSEW website did not appear from the top banner on the Campaign website at the time of this evaluation, so it may have been removed after the event took place.

⁸ The European Commissions audiovisual service

4 Assessment of support functions and tools

The campaign organisation has set up support functions and developed tools to support the implementation of the Campaign, i.e. to:

- Provide readily available and accessible information
- Enhance the impact of the Campaign and its activities
- Improve the visibility of the Campaign towards the general public
- Reflect the evolution of the Campaign.

This chapter does not go into details about all aspects of these functions and tools, but it provides an overall impression and highlights aspects which are particularly relevant to support the recommendations in chapter 6.

4.1 Support functions

Originally, the Campaign envisages two support facilities: The PR Desk and the Media Desk. In the course of time, however, this has developed into four support facilities working in each their respective areas:

- The Media Desk handles the media work of the Campaign including contacts to a network of journalists and support to organisers of events
- The PR Desk handles issues relating to partnerships and campaign associates, including enquiries, recruitment of partners, support and follow-up
- The Energy Days Desk handles issues related to Sustainable Energy Days including enquiries and support to the organisers
- The EUSEW secretariat handles all matters relating to the European Sustainable Energy week.

Evaluators' assessment:

- The support of the Desks is valuable especially for NGOs, small companies etc. who do not have access to similar resources of their own
- The growing number of support desks may be confusing for the individual seeking support and information. In fact, it is necessary to understand the structure of the Campaign to choose the right point of entry.

4.2 Media work

Objectives of media work	<p>As mentioned above, the media work of the Campaign is in the hands of the Campaign Media Desk. The objectives of the media work are to:</p> <ul style="list-style-type: none"> • Promote local, regional and national Energy Days and Campaign Events • Assist in promoting the partnerships and campaign associates • Ensure maximum visibility and position the EUSEW as an annual reference point for reviewing sustainable energy issues in Europe and beyond.
Communication channels	<p>The main channels used by the media team are:</p> <ul style="list-style-type: none"> • the Media Desk • the press corner of the website • TV-Link (videos).
Activities	<p>The regular activities include:</p> <ul style="list-style-type: none"> • press releases • media newsletter • video features • project descriptions • invitation of journalists during EUSEW.
Network of journalists	<p>An important tool in the work of the media team is a database of 600 specialised journalists throughout Europe. According to need, this network may be extended even further to include a large number of non-specialist contacts. The database seems to cover all member states fairly well.</p>
Media coverage	<p>The evaluators have only received statistics concerning media coverage in relation to the videos produced. It is easier to follow up on these because they are distributed according to orders received, as opposed to other material which is sent out directly at regular intervals. This makes it possible for the media team to obtain information about broadcasts/rebroadcasts and size of audience.</p> <p>Three videos have been released. When a new video is available, the Media Desk sends out a media alert to announce that the video exists and invite media people to order a copy. The statistics based on feedback from these media contacts reveal that the videos have been broadcast in 10-13 countries as well as some by international media.</p> <p>In spite of the fact that the videos are advertised online, one partner interviewed was unaware of the existence of a video which would be very relevant for his line of business and was actually asking for exactly that type of material.</p>
Promotion of partnerships and campaign associates	<p>As shown in Table 16, 25% of the respondents in the questionnaire survey have made use of the offer of support from the Media Desk. But information received both during interviews and at the meeting with the service providers indicates that this is often because many organisations have own staff at their disposal and therefore prefer to deal with media relations themselves. And Table</p>

17 also shows that those who do in fact get assistance for media relations find it valuable or very valuable.

Table 16 Use of Media Desk by partnership and campaign associates

Have you received any support from the SEE Media Desk?		
Yes	22	17%
No	104	83%
Total	126	100%

Table 17 Value of assistance from Media Desk

Did you find the assistance valuable?		
Very valuable	19	35%
Valuable	27	49%
Not valuable	9	16%
Total	55	100%

Evaluators' assessment:

- The media team seems to have a good understanding of the work of journalists and deliver high-quality products in the form of press releases, videos and news updates
- The efforts in relation to distribution of videos seem to result in good media coverage, but "internal" marketing towards Campaign stakeholders may be improved
- The assistance provided to partnerships and campaign associates is very valuable.

4.3 Visual identity and promotional toolbox

Clear common identity

A style guide has been prepared which lays out the rules for the application of the entire visual identity of the Campaign. The style guide defines the images, fonts and colour schemes to be used to create a common visual identity of material relating to the Campaign. It also provides examples of how to implement the different elements.

Promotional toolbox

All partnerships and campaign associates have the exclusive right to use the logo and other elements that make up the visual identity of the Campaign. For that purpose, they receive a promotional toolbox on CD including:

- campaign logo, images, animation etc.
- campaign publications in pdf

- PowerPoint presentation of Campaign⁹

Appreciation of common visual tools

As shown in Table 18 and Table 19, the great majority of partnerships and campaign associates use the campaign logo and find it valuable.

Table 18 Use of campaign logo by campaign associates and partnerships

Do you use the campaign logo?		
Yes	119	87%
No	18	13%
Total	137	100%

Table 19 Value of promotional toolbox

What is the overall value to your activities of the communication toolbox provided by the SEE Campaign?		
Very valuable	21	15%
Valuable	92	67%
Not valuable	24	18%
Total	137	100%

Evaluators' assessment:

- The Campaign has managed to establish a clear visual identity which is described well in the style guide and applied consistently in all printed materials relating to the Campaign.
- The logo is used and appreciated by partnerships and campaign associates.

4.4 Publications

A number of publications and other material have been produced in the course of the Campaign, including:

- campaign brochures
- newsletters
- catalogue of partners
- tools for Energy Days

⁹ The presentation includes outdated information, e.g. about the annual meeting and the campaign areas

4.4.1 Campaign brochures

Two brochures

Two campaign brochures have been produced. The first (in 6 languages) was issued at the very beginning of the Campaign, and it is fairly elaborate. The second (in 23 languages) is more brief, and it was designed for citizens as the main target group. Only the most recent brochure is still being used, but both can be downloaded from the website.

During the interviews, one partner commented that the campaign brochure was difficult to use and talk about with citizens because it contains too much information. And another interviewee suggested that the material targeted at citizens should be more in the form of easy tips on what to do and why - and perhaps an explanation of "sustainable energy", because people often do not understand what it means.

Evaluators' assessment:

- If the first campaign brochure is no longer to be used, it should not be available on the website.
- The new campaign brochure may be very useful as a source of information for potential campaign associates, partnerships, decision makers, etc., - or politically active citizens with an interest in sustainable energy. But for the general public, it still contains too much information.

4.4.2 Newsletters

Description

The Campaign issues two newsletters:

- biannual newsletter
- monthly media newsletter.

Biannual newsletter

The biannual newsletter has been part of the Campaign from the beginning, and five issues have been produced so far (one in 2005, one in 2006 and three in 2007). The newsletter is available in English, German and French.

The newsletter is not sent to subscribers, but printed copies can be obtained from the Commission, at events, it can be downloaded from the website, and the service providers maintain a mailing list which allows them to send out alerts when a new issue (or other news) is available online.

As shown in Table 20, most partnerships do not receive the biannual newsletter, whereas half or more among campaign associates and organisers of energy days do.

Table 20 *Distribution of biannual newsletter*

Do you receive the biannual Campaign newsletter?								
	Partnerships		Associates		ED organisers		Total	
Yes	34	36%	26	60%	15	44%	75	44%
No	60	64%	17	40%	19	56%	96	56%
Total	94	100%	43	100%	34	100%	171	100%

Table 21 shows that the great majority of those who do receive the biannual newsletter read half of it or more.

Table 21 *Proportion of newsletter read by subscribers*

How much of it do you read?								
	Partnerships		Associates		ED organisers		Total	
Everything	13	38%	13	50%	6	40%	32	43%
About half	13	38%	11	42%	8	53%	32	43%
Less	8	24%	2	8%	1	7%	11	15%
Total	34	100%	26	100%	15	100%	75	100%

Table 22 shows that the most popular topic, by far, is European energy policies and initiatives.

Table 22 *Most popular topics in biannual newsletter*

What topics do you find most inspiring?		
European energy policies and initiatives	55	74%
National energy policies and initiatives	34	46%
The annual award	24	32%
Energy days	34	46%
Presentation of partnerships	31	42%
Presentation of campaign associations	25	34%
Others, please specify	0	0%
Total	203	

Evaluators' assessment:

The biannual newsletter is popular among those who receive it, but the potential does not seem to be fully exploited. In spite of the fact that the biannual newsletter is stated as one of the benefits of partnership, most partners do not receive it

Monthly media newsletter

The Media Desk produces a monthly newsletter aimed at the media which highlights latest news and upcoming events. This new initiative provides an opportunity for more regular contact to journalists and a chance to educate them about the existence of the Campaign and developments concerning sustainable energy. The media newsletter is distributed via e-mail to subscribers both within and outside Europe (e.g. North America) and may also be downloaded from the website.

Evaluators' assessment:

- The media newsletter seems like a good initiative to keep journalists up to date with latest developments in relation to the campaign
- The integration with other Campaign activities might be improved, e.g. the newsletter might be relevant to other stakeholders than media people
- It would seem natural to feature this newsletter in the "Newsletter" section of the website, perhaps under a heading such as "monthly news update"

4.4.3 Catalogue of partners

Catalogue of partners - and more

The Campaign includes an annual catalogue which was originally intended to present all partnerships with a short description, contact information etc. The evaluators have received a draft copy of the 2007 issue of the catalogue, and as pointed out by the service providers, it is no longer just a catalogue of partners. It also includes sections on main campaign actions, the annual awards, campaign associates and sustainable energy days.

Evaluators' assessment:

The catalogue seems to have developed pari passu with the campaign, but it might be a good idea to reconsider the purpose and target group of this publication. For instance:

- Is there still a need for a catalogue to present information about partnership, or does it suffice to have an online partnership database?
- Is there a need for a campaign catalogue instead, or would that overlap with the brochure and/or the biannual newsletter?

4.4.4 Tools for Energy Days

Material and support

The organisers of Sustainable Energy Days get support from the campaign organisation. Like other stakeholders involved in the Campaign, they have access to the support functions, and they can use the promotional toolbox. But a range of tools have also been developed which aim specifically at their needs, for instance a promotional poster and leaflet in 23 languages and give-aways such as pens, notepads and balloons.

However, the service providers explained that, due to shortage of stocks, they are not always able to deliver the materials requested by Energy Day organisers. They felt that the Campaign is provoking a demand for these items, but is then unable to meet it.

Value of being part of the Campaign

In the questionnaire survey, Energy Day organisers were asked different questions about the value of being part of the Campaign. And as shown in Table 15 above, the general impression is that they appreciate the support and tools and find that they add visibility and credibility to their event

During the meetings, both DG TREN and the service providers informed that they often try to send somebody from either the Commission or the campaign organisation to Energy Days because they feel this adds value for the organisers. Several interviews with partners confirmed that this does add visibility and credibility to events.

Evaluators' assessment:

- The tools and support offered through the Campaign are helpful for the organisers and a good way of bringing the Campaign to the local level. Through the tools and support, the Commission's support becomes visible, and this adds credibility to the events.
- The Campaign produces merchandise which is popular among Energy Day organisers and a tangible way for the Campaign to reach the citizens. But it is essential that the Campaign is not provoking a demand for these items without being able to meet it

4.5 Website

Purpose of website

The Campaign website (www.sustenergy.org) is seen as:

- the window of the Campaign
- a communication channel for all stakeholders
- a source of information for the media and all European citizens.

Scope of evaluation

It is impossible within the scope of this evaluation to make a thorough analysis of all aspects and parts of the website. Instead, the following provides a general description of the contents of the website combined with data from the questionnaire survey and interviews and the evaluators' assessment. The presentation begins with a description of the website section by section, and ends with a couple of general observations.

Structure of website

The website is divided into the following sections:

- campaign presentation
- campaign associates
- partnerships
- citizen
- press
- tools.

In the questionnaire survey, the respondents were asked which of these parts they visit most often. As we see from Table 23 below, information about projects, partners, events and awards seems to be most popular, whereas the citizen section is visited less often.

Table 23 Parts of website most frequently visited by respondents

Which parts of the website do you visit most often? (max 3)		
Presentation of the Campaign	65	38%
Information about associates	45	26%
Partnership database	82	48%
Project database	78	46%
Information for citizens	29	17%
Information about events and awards	93	54%
Press releases, videos etc.	54	32%
News	69	40%
Others	1	1%
Total	516	

Front page

4.5.1 Comments and assessment - section by section



Figure 3 Front page of campaign website (28 Oct. 2007)

The front page includes the following items:

- Top banner with campaign name, logo and a moving image with links to changing components, events etc. of the Campaign.

- Definition of Campaign and link to video (no speak) from EUSEW 2007. Some language versions do not mention EUSEW.
- Three entry points to information about campaign associates, partners and awards (to the right). Under partners, changing logos appear which lead to the individual descriptions in the partnership database.
- Lower banner with entry points to partnership, citizen and press sections. This corresponds to the target groups originally defined¹⁰.
- Three sections about news, events and videos. This part is not immediately visible. The user has to scroll.

The data from interviews and questionnaire survey generally indicate that the respondents find it easy to navigate and find information on the website. However, there were a few comments indicating that it had, at first, been a bit difficult to find what one was looking for, and for instance a direct link from the front page to the project database would have been helpful.

Evaluators' assessment:

- The design of the front page is appealing and in line with the visual identity defined in the style guide.
- The moving images may not attract the user's attention as intended, because they are placed and appear in a way which resembles advertisements on commercial sites. This may cause the user to simply not notice messages displayed in this way.
- Apart from the moving images already mentioned, the headings under which new items are updated (news/events/videos) are placed so low on the front page that they are not immediately visible. If the user does not scroll, he/she may navigate away from the site without realising that it has in fact been updated since the last visit.

Campaign presentation section

The campaign presentation section includes:

- general information about the Campaign (background, objectives)
- links to events, actions, campaign associates and relevant links
- information about the Energy Commissioner
- news column with most recent news
- two brochures for download.

Much of the information in this section seems to describe the Campaign in its original form. For instance, it includes the achievable benchmarks which were abandoned at an early stage of the Campaign, and the original partnership categories which have been changed. Also, the first brochure, which is no longer used, is available for download.

Evaluators' assessment:

This section does not provide an impression of the Campaign in its present form because it contains outdated information.

¹⁰ Service providers' technical offer page 21

Campaign associates section The campaign associates section includes:

- general information about the concept of campaign associates
- brief presentations of campaign associates divided into ten categories.

In the questionnaire survey, campaign associates were asked about the presentation online, and Table 24 shows that the respondents generally agree that the website contains relevant information about this subject.

Table 24 *Information about campaign associates on website*

The website contains relevant information about associates		
Agree completely	8	19%
Agree	31	76%
Disagree	2	5%
Disagree completely	0	0%
Total	41	100%

Evaluators' assessment:

This section differs in structure from the sections for partnerships and citizen as presented below. It includes only information about campaign associates, whereas the other sections seek to provide an overview of the Campaign seen from the perspective of partnerships and citizen, respectively.

Partnership section The partnership section includes:

- general information about the partnership concept and how to join
- partnership database.
- login to edit partnership application
- links to information about the award competition, events and FAQ
- showcase examples of partnership projects
- news column with most recent news
- links to ManagEnergy and EPBD Buildings Platform.

As shown in Table 23 above, the partnership database is among the items most frequently visited.

In the partnership database it is possible to search for partnerships according to title, category, campaign area etc. The database provides a comprehensive overview of each partnership, including project summary, duration, beneficiaries, results and contact information.

Table 25 and Table 26 reveal that while most partners who have responded in the questionnaire survey are satisfied or very satisfied with the way they are presented on the website, more than 40% think that it could be improved.

Table 25 *Promotion of partnerships on website*

Are you satisfied with the way your partnership is promoted on the website?		
Very satisfied	12	13%
Satisfied	61	66%
Not fully satisfied	16	17%
Unsatisfied	4	4%
Total	93	100%

Table 26 *Potential for improved presentation of partnerships on website*

Do you think your partnership could be promoted in a better way on the website?		
Yes	39	42%
No	52	56%
Total	91	98%

The suggestions given in the response to the questionnaire do not give a clear picture as to how the presentations may be improved, but in the interviews a couple of partners suggested that links to additional information might be useful.

Evaluators' assessment:

- The partnership section provides relevant information for and about partnerships
- The project database is easy to use and provides a good overview of ongoing sustainable energy activities, but it may be a bit difficult to find it on the website.

Citizen section

The citizen section provides:

- general information about the Campaign
- specific information about Sustainable Energy Days
- intelligent energy tips/links
- links to events and FAQ
- campaign brochures for download in 23 languages
- a news column with most recent news.

In both the questionnaire survey and the interviews, focus was not so much on the usefulness of the website for citizens. However, there were some indications that:

- The website may not be so useful to citizens
- Promotion would be necessary if citizens were to be attracted to the site

- Information on the site would need to be more hands-on and explain concepts such as "intelligent energy" and "sustainable energy" in order for it to be useful to citizens

Evaluators' assessment:

The citizen section does not reflect the ambition of the Campaign to "inform and involve all European citizens", as stated when entering the section. The formulations and complexity of the topics presented seem more targeted at, for instance, organisers of Energy Days, which, of course, may include citizens with a particular interest or involvement in sustainable energy activities. The evaluators agree to this prioritisation, but then the Campaign should not define as its ambition to reach European citizens directly

Press section

The press section includes:

- press releases
- project descriptions
- videos and photos
- contact information and a possibility to subscribe to the media newsletter
- link to events
- information about the Energy Commissioner and his opening speech
- monthly media newsletters for download
- news column with most recent news.

Evaluators' assessment:

- The press section is designed very clearly to match the need of the target group. It provides an easy overview of information and tools available to the press, and it seems to be fully up-to-date.
- The drawback lies in its lack of integration into the website as a whole. To provide two examples:
 - The project descriptions describe selected projects from the partnership database, but there are no links between the two
 - Though designed to meet the needs of the press, the media newsletter might be of interest to other stakeholders as well, and it would seem natural to place it in the newsletter section.

Tools section

The tools section includes:

- contact information
- newsletters
- sitemap
- news
- search
- legal notice
- link to events.

As opposed to the other sections of the website, the tools section does not appear in the top menu, but instead three tabs lead to specific parts of the tools section; namely:

- "Newsletter" which leads to a list of links to pdf-documents
- "Sitemap" which leads to a sitemap which seems to be incomplete
- "Contact Us" which leads to four options as to whom to contact depending on the type of enquiries.

Evaluators' assessment:

This part of the website does not appear very appealing or user friendly. For instance, there are practically no visual elements, but several lists of links which are not very easy to read.

4.5.2 General observations

Use of visual elements

The website contains very few pictures and other visual elements, especially when one moves beyond the front page. This might be changed quite easily, for instance:

- The list of newsletters could include images showing the front page
- News items could be accompanied by photos, logos or campaign illustrations to illustrate the topics.

Languages

The original intention was that the citizen section should be available in different languages and other sections in English only¹¹. In fact, the option to choose language is available on all pages, but on most pages, choosing a language other than English will only translate some items on the page. For instance, in the citizen sections, level-2 items in the left menu remain in English as do the call for action, Energy days guidelines and news items in the column to the right.

Navigation

The distinction between headings and active links is not always clear. For instance, on the front page, arrows sometimes point to an active link and sometimes not. This means that the user has to mouse over the text to find out.

In some places, it is not indicated very clearly what one will find at the end of the hyperlink. For instance, on the front page a few keywords might be useful to indicate the destination of the links from partner logos and "Awards".

Structure

Having sections dedicated to specific target groups gives the advantage of being able to select and target information the way it is successfully done in the press section. However, there is the risk of "hiding" information in one section which might be interesting to other target groups as well. One example was given above in relation to media newsletters, and an interviewee pointed to another when asking for a facility to promote synergies between associates and partnerships.

¹¹ Service providers' tender page 21

Evaluators' assessment:

- A number of issues relating to presentation and navigation might be improved to make the website more appealing and user friendly
- Links to lead visitors from one section to another would lessen the risk of "hiding" relevant information.

5 Overall assessment and SWOT analysis

This chapter presents the evaluators' overall assessment of the campaign based on the analysis presented in the two previous chapters. After that follows a SWOT analysis of the main strengths, weaknesses, opportunities and threats.

5.1 Overall assessment of Campaign

Lack of activities in new member states

Overall, the evaluators assess that the campaign concept is well-suited to provide good value for money. However, one overall issue is hampering the possibilities of meeting campaign objectives at European level: The lack of activities in the new member states. As illustrated several times in the previous chapters, there are very few partnerships, associates and energy days/events in the new member states. This means that none of the objectives can be said to be met in the new member states and thereby in Europe as such. This must be considered a serious problem for a pan-European campaign.

Value for money

As discussed in chapter 2.2, it is not within the scope of this evaluation to assess if or to what extent the Campaign succeeds in reaching each of its objectives. However, from the assessments presented in chapters 3 and 4, the Campaign does seem to have had a positive impact on all four campaign objectives. Through the cooperation with pan-European stakeholders and stakeholders in (some) of the member states, the Campaign succeeds in reaching its target groups.

In the assessment of the evaluators, the campaign concept is basically a good way for the EU Commission to reach the target groups in the member states with limited funding, provided that the Campaign is expanded to cover all member states.

A different approach might be to implement a traditional information campaign, like the Climate Change Campaign carried out by DG Environment in 2006. However, such campaigns require substantially more funding. The overall budget of the Climate Change Campaign was EUR 5 million for one year, whereas the total budget of this Campaign is just over EUR 4 million for 4 years or about EUR 1 million per year.

We are not in any way able to compare the outcome of the Climate Change Campaign with that of this Campaign, but we do see some advantages in the latter as compared to a traditional information campaign designed by the EU

	<p>Commission. By building on stakeholders in the member states, there is a better change that the messages will be adapted to the national context. Furthermore, the active involvement of stakeholders combined with the fact that it is a multi-year campaign enhance the chances of achieving a more lasting effect.</p>
Quality over quantity in selection of partnership projects	<p>The quality of the Campaign relies very much on the quality of the partnership projects and actions. Therefore, we find it very positive that the selection process seems to focus very strictly on choosing high-quality partnerships rather than reaching a specific number. By October 2007, more than 1,300 partnership applications had been evaluated, and only 228 have been approved.</p>
Limited added value of campaign associates	<p>Campaign associates are to support the Campaign by attracting new partnerships and by promoting the Campaign. However, only few of the existing partnerships have been proposed by a campaign associate and also the promotional effort of many associates seems limited. The latter illustrated by the fact that one third of associates do not promote the Campaign on their website.</p>
Reaching the general public	<p>The report "Status and Proposed Actions 2007" states that the target group of the Campaign "includes all citizens of the European Union aged 6 years and upwards". This is a very large and diverse target group, and reaching it effectively would require resources far beyond the timeframe and budget of this Campaign.</p> <p>However, the Campaign does successfully contribute to raising public awareness about sustainable energy issues - only indirectly by supporting organisers of Energy Days. The evaluators see this as a win-win situation. On the one hand, the organisers get the tools and support of the Commission enabling them to organise high-quality events. On the other hand, they help adapt the European concept to the national or regional context and provide the Commission with a platform to reach local decision makers, citizens etc. throughout Europe.</p> <p>Similarly, the aim of reaching the general public through the Campaign website seems over-ambitious. Instead, this part of the website might be dedicated more specifically to organisers of events and activities aimed at the general public.</p>
Confusing image	<p>The image of the Campaign is somewhat confusing. This is both the case in relation to the messages of the Campaign and the way in which the Campaign is presented in the external communication.</p> <p>The unclear message is mainly a consequence of the overall concept of the Campaign. The many different stakeholders do not have one uniform message but many different. An unclear message will normally be considered a major weakness in a traditional information campaign. However, we do not find it crucial in this context to have one common message, as long as the messages of the stakeholders point in the same direction; i.e. in favour of the use of energy efficiency and sustainable energy.</p> <p>The confusing image resulting from the way the Campaign is structured and communicated appears to be a problem. It is difficult to understand the struc-</p>

ture and the terminology of the Campaign from outside. Some of the problems are:

- Unclear definition of partnerships (referred to as partners, projects and partnerships)
- Different support facilities for different groups or purposes may cause confusion and uncertainty as to the right point of entry (PR Desk, Energy Days Desk, EUSEW secretariat, Media Desk). In addition, the link between the Media Desk and the rest of the Campaign is a bit unclear
- Unclear strategy behind the EUSEW, and difficult to see how it fits in with the rest of the Campaign?
- Unclear strategy and level of ambition as to reaching the general public

5.2 SWOT

Table 27 presents the main strengths, weaknesses, opportunities and threats as derived from the analyses discussed in the previous chapters,.

Table 27 Analysis of the strengths, weaknesses, opportunities and threats in relation to the Campaign

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • The Campaign seems to produce good value for money • The Campaign creates local ownership and impact through active involvement of stakeholders • The Campaign adds credibility for the stakeholders involved • Professional assistance is provided to stakeholders • Prestigious annual award • Professional and effective media work 	<ul style="list-style-type: none"> • Lack of partnerships, campaign associates and Energy Days/events in the new member states • Somewhat confusing campaign structure • Unclear definition of partner/partnership/project • Website which does not provide a clear and fully up to date overview of the Campaign. • Ambition to reach citizens directly • Lack of commitment on the part of some associates • EUSEW is not properly integrated into the Campaign 	<ul style="list-style-type: none"> • Potential for strong commitment in the member states by expanding the concept from the pilot project with the Italian Ministry of Environment to all countries • There is an overwhelming demand for material/merchandise among ED organisers. This is an opportunity for the Commission to reach the local level - even into the pockets of the citizens • The annual award is a way to reach decision makers in both the public and private sectors. By drawing attention to successful examples of efforts to promote sustainable energy, decision makers are a) complemented on having made a right decision when investing funds in the award winner, b) encouraged to proceed with similar efforts (- and not discontinue support to the award winner) • The potential of the newsletters could be exploited better by extending readership among stakeholders • Sustainable energy and climate are hot issues 	<ul style="list-style-type: none"> • Lack of focus resulting either in activities being maintained when they are no longer relevant, or in new initiatives not being integrated properly with other activities • Risk that the award becomes less attractive if there is inadequate promotion of follow-up/support to award winners (e.g. timely announcement of winners where relevant, opportunities for speakers to speak at European events) • Inability to meet the demand for Campaign material for energy days - a demand created by the Campaign itself!

6 Recommendations

In the following, the recommendations are given on how the Campaign for the remaining campaigning can be fine tuned up to 2008 and how the design of a possible follow-up could be improved.

6.1 Recommendations for the remaining part of the SEE Campaign (2005-2008)

Attract more stakeholders in the new member states

It is important to expand the Campaign to the new member states. Thus, the main effort in the remaining period should be focused on attracting stakeholders to the Campaign here. It must be considered what type of associates will be most effective in attracting new partnerships. This might be national and regional authorities, especially ministries of environment and energy.

Reduce the number of categories of partners and associate

As some categories of both partnerships and associates are very small and not prioritised by the Campaign, it should be considered to skip these categories. This would give the Campaign a more clear appearance.

Improve the website

Some immediate changes should be made to ensure that the website gives a clear and up-to-date impression of the campaign, including

- All outdated information must be removed
- The front page should be redesigned so that news and updates become immediately visible and a quick overview of the campaign elements is presented, e.g. in the form of a graphic illustration
- Active links should be clearly and consistently marked, and perhaps a few key words should be added to indicate what one will find when following a link.
- As to translation, a realistic level of ambition should be decided, and wherever a link leads to text that is not translated, a note about this should be added in order not to give the user false expectations.

In addition, it might be considered to add visual elements in order to make the website more appealing and user friendly. As an example, the list of links in the newsletter section might be replaced by images showing the front page of newsletters combined with little flags or language codes that link to the pdf documents.

Finally, it might also be considered whether the structure of the campaign associates' section is appropriate, and whether something might be done to support and promote synergies among associates and partnerships.

Promotion of the award competition

The winners of the award competition 2008 should be promoted better, both on the Campaign website, in the media and, if possible, in connection with other events organised by DG TREN.

Better integration of the EUSEW

The EUSEW should appear more like an integrated part of the Campaign and, as such, be more visible on the Campaign website. For instance, the upcoming EUSEW 2008 should be promoted on the front page - and not only in the banner - and the event should be included in the events calendar.

6.2 Recommendations for a possible follow-up campaign

Strategy for making the Campaign truly European

Before the commencement of a follow-up campaign, a clear strategy should be made as to how the new member states can become equally integrated in the Campaign.

Expanding "the Italian model"

The "Italian model", whereby the responsibility for the implementation of the Campaign in a country is shared with a national authority, should be expanded to all member states. A strategy as to how this can be done should be drawn up before the commencement of a follow-up campaign, including identification and contacts to potential associates in all member states.

Develop clearer campaign structure and definitions

Figure 4 shows our suggestion as to a more clear design of the Campaign, and below it we also suggest clear definitions of its components. The proposal is meant to accommodate the need to create a clear common understanding of the elements and structure of the Campaign, both internally within the campaign organisation and externally towards stakeholders.

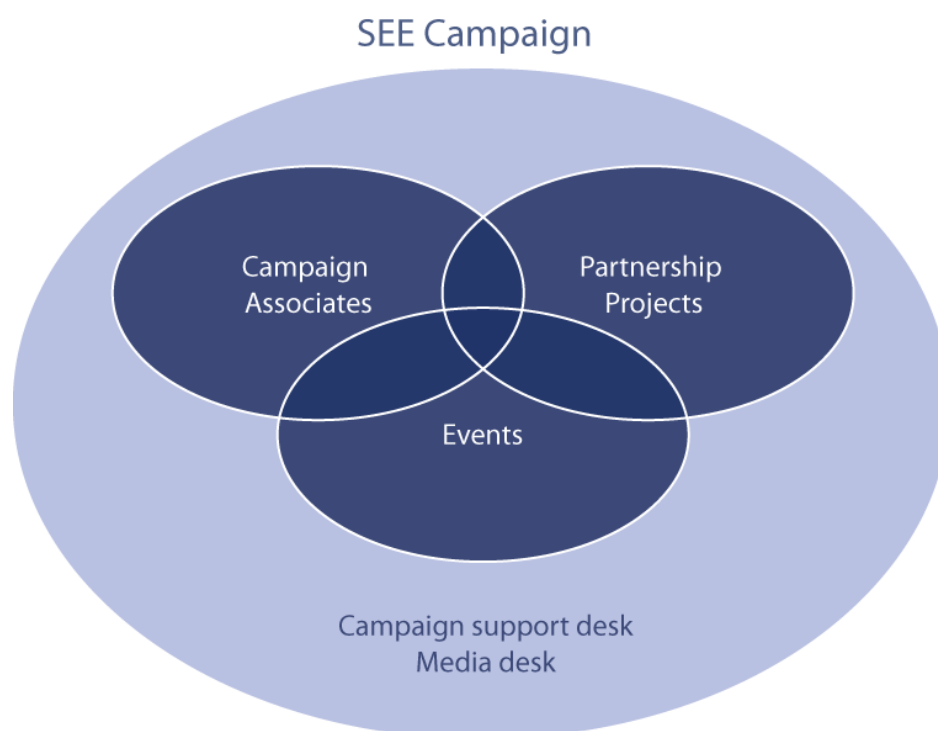


Figure 4 Proposed design of follow-up campaign

The three dark circles of illustrate the elements of the Campaign which could be defined as follows:

- **Campaign associates** are strategic partners who support the implementation and further development of the Campaign.
- **Partnership projects** are showcase examples of sustainable energy projects. The project owners may or may not be campaign associates.
- **Events** comprise two types:
 - Energy days to promote public awareness, understanding and support.
 - Campaign events to promote exchange of experience and networking among campaign associates and project owners. The EUSEW is seen as one such event.

The outer circle illustrates the campaign organisation. Apart for overall management and coordination, it comprises a campaign support desk and a media desk whose tasks and responsibilities are:

- **Campaign support desk** provides assistance to all actors and activities in relation to the Campaign, e.g.:
 - Identify new partnership projects and process their applications
 - Support exchange of experience and networking among campaign associates and project owners
 - Provide logistical support to organisers of energy days (materials, templates, and give-aways)
 - Organise campaign events and EUSEW.

- **Media Desk** promotes campaign activities to the media and external parties.

Website

For the website of a follow-up campaign, a new basic principle might be: "The SEE Campaign in your area" - where "area" may be either geographical or topical. By choosing an area, one should get an overview of all actors and activities in that specific area. This facility would build on a database integrating both associates, partnership projects and events.

The front page of the new (or redesigned) website should provide an immediate overview of the campaign. This might, for instance, be done in the form of an illustration like Figure 4 integrating active links to information about associates, partnership projects, events, etc.

The front page should also display information about latest news and upcoming events.

It should be reconsidered whether sections according to target groups is preferable, or whether a different solution might work better towards promoting more synergies and showcasing best practice examples of the use and production of sustainable energy.

EUSEW

In order to make the EUSEW more focused and more manageable we propose that the concept of inviting all associates and other stakeholders to organise events without a common theme be abandoned. Instead, we suggest that:

- A common theme be decided for each year supported by a common message.
- Selected associates and other stakeholders be invited to organise events under the EUSEW umbrella. This might be done through an application/approval procedure to select events that match the common theme.

In addition, the event should include networking opportunities and/or workshops for campaign associates and project owners. Some events also might be transmitted online to reach stakeholders with low travel budgets.

Appendix 1: List of documents reviewed

General

- Slides from meeting on 19 September 2007
- TOR for SEE campaign
- Inception report
- Achievements reports - May 2006, December 2006, June 2007
- Status and proposed action reports 2006 + 2007
- Budget information

Partners

- Examples of partners per category
- Partnership report, September 2007
- Partnership status reports 1-30
- Database with contact information for questionnaire
- Partner certificate
- Conception papers concerning partnership schemes
- Partner application form

Award competition

- Concept paper concerning Annual Award Scheme and Ceremony
- Invitation to serve on selection committee
- List of award competition nominees 2007
- Show script details for award ceremony 2007
- List of members of the jury (last page of the Selection Committee letter)

Campaign associates

- Interim report on campaign associates
- Database with contact details of campaign associates
- Campaign associates - Information and guidelines
- Collaboration agreement
- Collaboration agreement for media associate
- Campaign associate planning templates [
- Reports from meetings/workshops
- Co-operation agreement with the Italian Ministry of Environment
- Draft co-operation agreement, to be signed in January'08 during the EUSEW, with the national Energy Agency of Germany
- Informal working guidelines between Italy and the Campaign

Sustainable energy week (EUSEW)

- EUSEW concept paper
- EUSEW activity report
- EUSEW secretariat tasks - draft
- Programme 2007
- Draft programme 2008
- List of participants 2007
- Number of participants in sessions 2007
- Analysis of 2007 logistics and recommended improvements
- First logistical information and planning key dates - EUSEW 2008
- Minutes of coordination meetings)

- Minutes of feedback meeting in February 2007

Energy days (ED)

- ED poster/folder
- Database with contact details
- ED call for action
- Templates for ED organisers (poster, press announcement, press release)
- Collaboration agreement, SD organisers
- Lists of EDs and campaign events in 2007
- ED evaluation forms (blank + filled in by ED organisers)
- Concept paper (= annex 22 and 23 of first interim report)

Website

- Extract of tender outlining objectives, target groups etc. for website
- Statistics on visits
- Access to member area

Media strategy

- Examples of project descriptions and press releases
- Media newsletters
- Statistics on media coverage (VNR updates)

Publications

- 2 brochures
- Invitation for annual meeting 2005
- SEE toolbox
- Newsletters
- Style guide
- Catalogue of partners
- List of subscribers to the media newsletter

Appendix 2: Questionnaires

Appendix 3: Interview guide and list of interviewees

At the kick-off meeting it was agreed to make telephone interviews with 2-3 partners in each category - except for cooperation programmes - to be selected among those with most recent programmes.

List of interviewees

The interviewees listed below were selected based on the following criteria:

- Cover some of the winner(s) of the award in 2007
- Cover different types of organisation
- Cover different countries (not possible to cover all)

Market transformation including voluntary agreements

- Electrolux (Award winner) - Mr. Onur Dumus
- The Philips Green Switch: Driving for Energy Efficiency in Household and Professional Applications. Pan-European company - Mr. Frank Altena

Promotional, communication and educational actions

- Energy Resources for the Future: Romanian NGO - Ms. Claudia Jianu
- "Architects for a better world": Belgium association - Mr. Massimo Silvestre
- European Wind Day: European association - Mr. Paolo Berrino

Demonstration and dissemination projects

- Sustainable Housing in Europe (SHE): Pan European association (Award winner) - Mr. Alain Lusardi
- REBECEE - Renewable Energy and Building Exhibitions in Cities of the Enlarged Europe. Pan-European energy agency - Mr. Peter Friemert
- SEA SUSTAINABLE ENERGY AIRPORT - A project under the strategy umbrella of the Ministry for Environment, Land and Sea - SEEC Associate (Italian pilot project) - Mr. Antonio Lumicis

Sustainable energy communities

- Fossil Fuel Free Växjö: Swedish Public authority (Award winner) - Mr. Henrik Johansson
- ICLEI's Cities for Climate Protection (CCP) Campaign in Europe - Ms. Maryke van Staden

Interview guide

- 1) What was your **main reason** for becoming a partner of the SEE Campaign?
- 2) What do you see as the **main benefits** of being a partner?
How does the partnership add value to your project or programme?

(The answer to this question may cover many of the questions below. Just make sure that the respondent gets around all the questions)

- 3) Has the partnership had any specific **influence on the design** of your project/programme? - If yes, please describe how
- 4) Has the partnership influenced the way in which you are **disseminating the results** of your project/programme? - If yes, please describe how
- 5) How do you use the partnership in your **promotion**?
 - a) For the award winners: How do you assess the value of the award in the promotion of your project programme?
- 6) Have you experienced any **increase in the interest** for your project/programme from other stakeholders?
If yes, how? - e.g. request for information about your project/programme
- 7) Have you been **inspired by other partnerships** of the campaign?
If yes, how?
- 8) Do you think that the partnership has increased the **replication potential** of your project?
- 9) Do you have any suggestions to how the campaign could increase the replication potentials?
- 10) How do you assess the **networking potential** offered through the campaign?
- 11) Do you have any suggestions as to how this potential might be increased?
- 12) How would you assess the **assistance** you have received from the campaign (PR Desk, Media desk and various materials incl. newsletter).
If no assistance received: Why? Were you not aware? Did the assistance available not match your needs? or...
- 13) How would you assess the value of the **campaign website**? Do you find it useful to support your activities in relation to the Campaign? Or do you have any suggestions as to how it may be improved?
- 14) How do you assess your **cooperation with DG TREN**?
What is particularly helpful? What, if anything, do you miss?
- 15) Do you have **other suggestions** as to how the campaign might add value to your project/programme?

Thank you for taking the time!