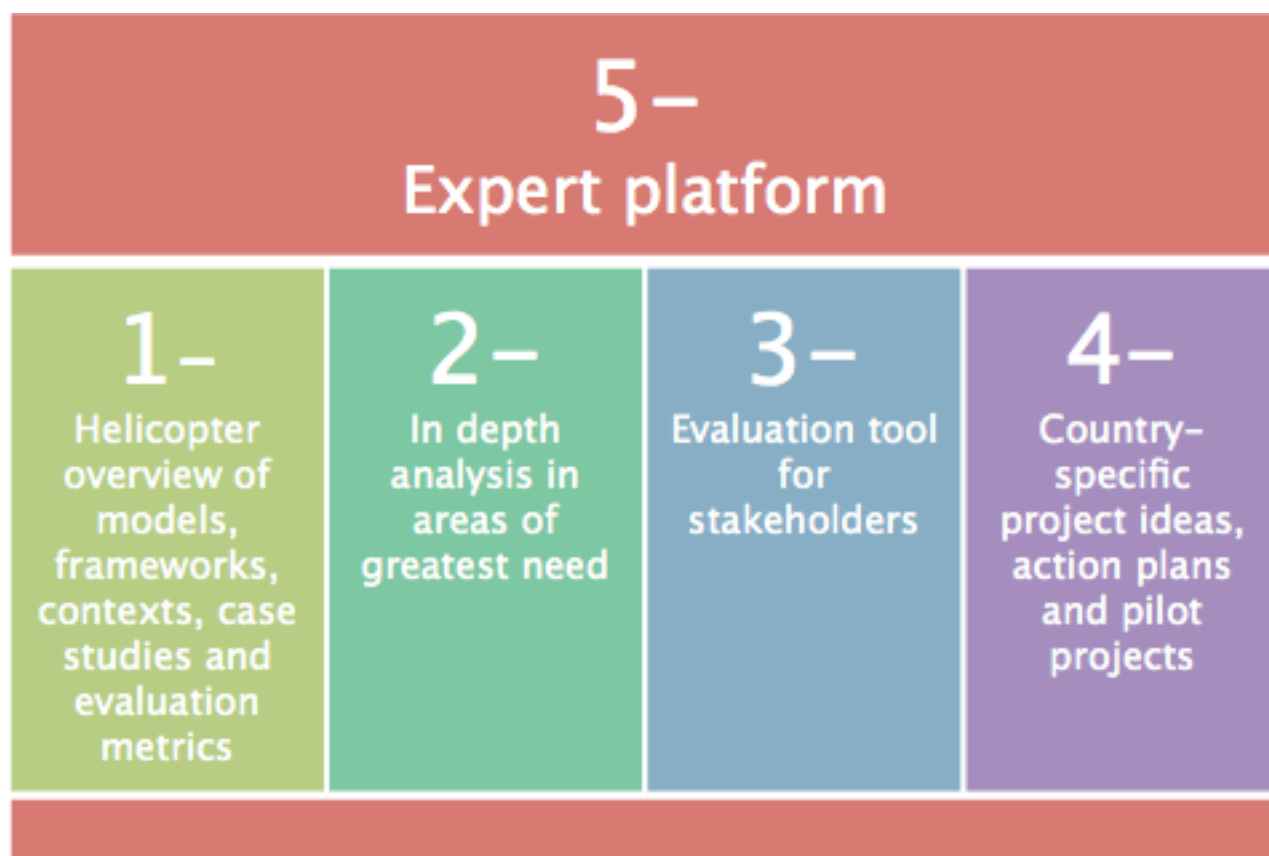


INTERNATIONAL ENERGY AGENCY

IMPLEMENTING AGREEMENT ON TECHNOLOGIES AND PROGRAMMES FOR DEMAND SIDE MANAGEMENT

Task 24: Closing the Loop - Behaviour Change in DSM: From Theory to Practice



3rd Task Status Report April 2013

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SUMMARY

Task 24 went from strength to strength over the last 6 months. We are continuing to attract experts from all over the world who are currently supplying us with case studies for Subtask 1 (over 25 have already been collected from 10 countries). Italy has inofficially confirmed their participation in the Task, and Sweden has officially joined in December 2012. Austria is currently supporting the Task with in-kind expertise, but we are hoping that a successful budget bid will mean that Austria might join mid-year as well. The UK has also continued to support the Task in-kind, with two experts visiting New Zealand for the Task workshop and supplying case studies and other support (including the framework to analyse the case studies) to Subtask 1. Finally, Spain also started to contribute in kind and by supplying case studies. In addition, a Spanish developer is now interactively developing new smart metering technology based on published material and interaction with experts in our task. And a working visit is planned to the Energy Savers UAE to work on disseminating and collecting material for the Task and engage a wide range of UAE energy stakeholders with the Task and the Implementing Agreement.

In addition, we held two more highly successful national stakeholder workshops, one in the Netherlands in December 2012, one in New Zealand in February 2013. Over 70 experts from all energy sectors contributed and participated in these workshops. The online expert platform is also growing organically - we currently have over 150 experts from 20 countries signed onto the platform. All content generated by the Task is posted here. A wiki has been developed to enable better content management, analysis and collaboration for the Subtasks.

The Task is highly publicised in social media, via several blogs, columns, the weekly Behaviour Change and Energy newspaper, the IEADSM twitter feed, the Co-Operating Agents' twitter, facebook and linkedin profiles and word of mouth. We have also successfully 'matchmaked' several experts with one another, including across international borders. The Task was presented at the NERI conference in Wellington, February 13 and through an ExCo delegate at the IEA 'Choices, Decisions and Lifestyles Roundtable' in Paris March 13th.

The main issue facing the Task was with regards to Belgium's difficulty to honour their participation payments in 2012. However, thanks to the strong support and ongoing work of our Belgian ExCo member, these issues seemed to have been resolved.

PROJECT WORKPLAN

There is no behaviour change 'silver bullet', like there is no technological silver bullet that will ensure energy efficient practices. Designing the right programmes and policies that can be measured and evaluated to have achieved lasting behavioural and social norm change is difficult. We believe that this Task, and its potential extension, will help address these difficulties and come up with guidelines, recommendations and examples of best (and good) practice and learnings from various cultures and contexts. We rely on sector-specific experts (researchers, implementers and policymakers) from participating and interested countries to engage in an interactive, online and face-to-face expert platform and contribute to a comprehensive database of the variety of behaviour change models, frameworks and disciplines; various context factors affecting behaviour; best (and good) practice examples, pilots and case studies; and guidelines and examples of successful outcome evaluations. The Task has several deliverables, the most important being the expert network and platform for continued exchange of knowledge and successes.

Task aims and objectives

The main objective of this project is to create a global expert network and design a framework to allow policymakers, funders of DSM programmes, researchers and DSM implementers to:

- I. Create and enable an *international expert network* interacting with countries' expert networks
- II. Provide a *helicopter overview* of behaviour change models, frameworks, disciplines, contexts, monitoring and evaluation metrics

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- III. Provide *detailed assessments* of successful applications focussing on participating/sponsoring countries' needs (smart meters, SMEs, transport, building retrofits)
- IV. Create an internationally validated *monitoring and evaluation template*
- V. Break down silos and *enable mutual learning* on how to turn good theory into best practice

Deliverables are broken down in Table 1 below (revised and based on 8 participating countries).

Phase / Duration of the action (in months)	preparation	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	21-22	23-24	25-26	27-28	29-30
Subtask 0: Management of the task																
0.1 Set-up an advisory board																
Workshop to finalise task definition in Austria/NL plus VC, 6-monthly ExCo meetings. Annual Advisory Board (AB) meetings. Task outcome presentation in South Africa?	Kick-off WS AUT/NL			ExCo	ExCo				AB ExCo			ExCo		AB	ExCo	
Subtask 1: Helicopter overview of models, frameworks, contexts, case studies and evaluation metrics																
1.0 Development of template to analyse models, frameworks and evaluation metrics																
1.1 Inventory of available models, frameworks and disciplines and analysis of applicability of models in differing contexts																
1.2 Deliverable on definitions of models and frameworks and their contextual applicability																
1.3 Build-up and continuous updating of database (wiki style)																
Workshops in BEL (August 2012) and UK (October 2012), summary in NZ workshop (February 2013)			WS Bel/UK	Web	WS NZ	WS NO										
Subtask 2: In depth analysis of topics of particular interest to participating countries																
2.1 Detailed characterisation of targeted cases and development of case study template																
2.2 Collection and analysis of case studies for different selected sectors, themes and countries with inventory of key context factors and success stories and learnings. Insert in database developed under ST1.3 (Note: extra length of time due to logistics of collecting case studies in countries when national expert workshops are held)																
2.3 Development of deliverable on context factors influencing DSM activities in topics of particular interest to participating countries																
Workshops and webinars in BEL and UK (same as in ST1), New Zealand (February 2013) and Norway (May 2013)			WS Bel/UK	Web	WS NZ	Web	WS NO		WS CH			WS NZ	WS Swe			
Subtask 3: Evaluation Tool																
3.1 Identifying relevant indicators/metrics/tools for monitoring and evaluation of DSM project and programmes																
3.2 Assessing context sensitivity of indicators/metrics/tools, dependent on stakeholder needs																
3.3 Developing and testing monitoring and evaluation tool																
Workshops Norway, Switzerland, Sweden (and Italy if it joins)							WS NO	VC	WS CH		Web	WS NZ	WS Swe	VC	WS Ita	
Subtask 4: Country-specific project ideas, research priorities, to do/not to do lists and ideas for pilot projects																
4.1 Development of stakeholder-tailored to do's and not to do's for successful context (country) sensitive implementation, monitoring and evaluation of DSM projects on selected topics and target groups (i.e. smart metering, SMEs and transport)																
4.2 Development of country specific research priorities, project ideas and pilot plans - to be put in practice if task extension is approved																
4.3 Dissemination of to do's and not to do's																
Workshops Switzerland, Norway, New Zealand and others if other countries become participants							WS NZ	WS NO	WS CH		Web	WS NZ	WS Swe	VC	WS Ita	
Subtask 5: Social media expert platform																
5.1 Overall coordination of the project																
5.2 Design of a Stakeholder Engagement Plan																
5.3 Design of the online platform and specification of its individual components in consultation with experts																
5.4 Utilisation of ongoing expert platform																
Workshop to finalise task definition in Austria/NL plus VC, ExCo meeting sign-off in Norway April 18, 2012. Ongoing online interaction	Kick-off WS AUT/NL	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web	Web

Detailed Deliverables (based on 8 participating countries)

Subtask	#	Deliverable name	Type of deliverable	Month of completion
0	D0	Advisory committee, Task Management	<ul style="list-style-type: none"> - Network, annual meetings, governance - Annual reports, ExCo updates, flyers, Spotlight articles, conference presentations, scientific papers, blogs, columns, tweets, publicity, networking, engagement with IEA Secretariat and other DSM groups and implementing agreements 	ongoing

Subtask	#	Deliverable name	Type of deliverable	Month of completion
1	D1	Database/wiki listing collected models, contexts, evaluation metrics and a list and short descriptions of DSM policies, programmes and projects	<ul style="list-style-type: none"> - database/wiki with an inventory of what diverse (sub) disciplines have to offer both empirically and theoretically; and an inventory of evaluation metrics and contexts affecting behaviour change - an overview of different definitions used in the field - list of experts working with different models of understanding - 2 templates that have been filled in with > 20 'models' and > 25 descriptions of DSM work in 4 themes - framework/navigation tool for stakeholders to evaluate models for diverse uses - list of DSM grey literature in participating countries - filmed interviews with DSM experts highlighting issues central to diverse models of understanding - filmed short presentations by national experts on models of understanding they have provided - 'tweetable' (ie 140 characters or less) definitions of each model of understanding - positioning paper for Brussels and Oxford workshops 	14 but continuing thereafter
1	D2	Final 'report' on work in ST1	Interactive format, including film, graphics and interviews, tweets and podcasts as well as framework, tables and lists	14
2	D3	Surveys and post-evaluation of detailed case studies in 4 topics of particular interest to participating countries	<ul style="list-style-type: none"> - Report/interactive feedback - List of interview questions for case study surveys - Filmed interviews with some case study stakeholders - List of detailed case studies in participating countries and how certain models have contributed to a better understanding of DSM and behaviour change - special attention will be put on evaluation to be fed into Subtask III - Best practices of participating countries will be publicised - Country-specific context factors and key approaches to solving contextual issues on the local, regional and national level 	26
3	D4	Tool to evaluate 'successful outcomes' of DSM programmes	Interactive tool based on what works best for various stakeholder needs	24
4	D5	To do's and not to do's, priority research areas and ideas for pilots and projects for participating countries and stakeholders	<ul style="list-style-type: none"> - Country-specific briefs and other formats - Stakeholder analyses in participating countries - Stakeholder engagement plan 	30
5	D6	Social platform and meeting place for DSM and behaviour change experts and implementers	<ul style="list-style-type: none"> - Online social media platform for collaboration and dissemination - List of global experts, their bio, field of expertise and ability to engage with them - Face-to-face workshops in participating countries publicising countries' DSM successes and sharing learnings 	ongoing

OBJECTIVES FOR THE LAST 6 MONTHS

1. Subtask I - Helicopter Overview:

- Overview of definitions used in Subtask I including how they were derived
- Templates to collect models and case studies completed and filled in by national experts
- Inventory of models, countries and domains that were collected
- Framework to categorise templates adapted from Chatterton and Wilson (2011)
- Wiki to collect and analyse templates
- Interviews with energy professionals telling their 'energy stories'

- Energy stories from participating countries
- 2 national Workshops to continue discussion on models of understanding behaviour

2. Subtask V - Expert Platform:

- Continued growth of experts to the platform
- Utilisation of platform, including uploading all content from workshops and Subtasks
- Connect Wiki to platform
- Foster engagement and 'matchmaking' among experts
- Stakeholder engagement plan
- Publicising of Task 24

3. Subtask 0 - Administration:

- Advisory Group invitations sent out
- ExCo meetings and report-back
- National expert workshops and webinars

PROGRESS AGAINST OBJECTIVES

1. SUBTASK I

Overview of definitions

It is important to explain the approach and terminology used in the context of this IEA DSM Task and the policies of its participating countries. The target audience for this task is *not the energy end user*, but the *end user of behaviour change research*. We therefore aim not at changing energy using behaviour *per se*, rather, help improve policymaking and programme design by intermediaries who have this goal, via on the one hand offering them better insights into how to turn good theory into practice and on the other hand provide research developers better insight into how to frame and develop research that is being seen as useful in practice and policy.

Feedback from workshops in Brussels and Oxford made it apparent that we needed to develop clear definitions for Task 24, particularly for *Demand Side Management*, *Energy Behaviour* and *Behaviour Change*. The definitions, and the thought process behind them, are summarised here: <http://www.slideshare.net/drsea/definitions-for-task-24>

Templates to collect models and case studies

Initially, two templates were created and started to get used to collect models of understanding and case studies in policy, programmes and pilots separately. After discussion with the national experts and review of several UK reports on behavioural models, the decision was made to combine the two templates into one and collect information on models of understanding behaviour or theories of change with the examples of actual cases in the participating, and other interested countries.

The collected templates (so far more than 25 have been collected from 10 countries in all 4 domains transport, SMEs, building retrofits and smart metering) can be found here:

<https://www.dropbox.com/sh/uhdl2aam37dig5y/N9W3xOQYf6>

An overview of the various models of understanding and theories of change (and what the distinction means) can be found here: <http://www.slideshare.net/drsea/helicopter-overview-of-behaviour-change-models>

Inventory of models and case studies collected

A ('living') table with all countries, cases, models and domains that have been collected can be found here:

https://www.dropbox.com/s/jsvvp45f30y7zsr/Table%20Domains-Countries_Cases_models%20and%20theories.doc

It will be linked to the Wiki, where each box in the table will open the actual case study. The Wiki will also function as a first-cut analysis, where cases can be compared and contrasted between:

- Countries
- Models or theories used
- Domains studied
- If they were Government (top-down) or Business or Community (bottom-up) interventions

Wiki to collect and analyse case studies

A Wiki was developed and integrated into the Expert Platform - ie the same login and password can be used to access the Wiki (www.leadsmtask24wiki.info). It contains all case studies collected so far and will be used as the main content management tool for Task 24.

Framework to categorise templates

At the Oxford workshop on October 9-10, UK scientists Charlie Wilson and Tim Chatterton presented their framework to categorise behaviour change examples (see Table 2 below). It was decided, in collaboration with the attending experts, to adapt and utilise this framework for Task 24. Tim Chatterton attended the NERI conference and Task 24 workshop in February in New Zealand and worked with the NZ Operating Agent on adapting the framework to some examples collected using the Task 24 templates. These examples can be found here:

<https://www.dropbox.com/s/y5807g4ai28oo2g/Framework%20Examples%20worked%20with%20Tim.xls>

Table 2. Framework developed by Chatterton & Wilson (2011)

ACTOR	Individual	Inter-Personal Network	Community	Segment/ Group	Population
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Who, or what is enacting the behaviour?

DOMAIN	Cognitive	Bodily	Tech- nological	Institutional / Social	Infra- structural
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What are the influences on the behaviour?

DURABILITY	One-off	Repeated	Dependent	Enduring	Norm- Setting
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What relationship does time have with the behaviour?

SCOPE	Discrete	Inter- Related	Bundled	Structuring	Lifestyle
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How does the behaviour relate to other behaviours?

Developed from
Wilson and Chatterton (2011)

Individual 'energy stories'

We have now filmed almost 30 energy efficiency professionals' personal energy stories, as told in their own words. These professionals from all energy sectors talk about the way they use energy in their own lives, what they are particularly vigilant about, what they are proud of and what they think and wish they could do better. Each story is unique and provides great insight into the idiosyncracies and complexities of human behaviour and the various contexts that effect it. We will use these stories to illustrate various models of understanding behaviour, contextual drivers

and barriers, values, habits, emotions and social norms. All interviews can be found on the Expert Platform at www.ieadsmtask24.ning.com

Country energy stories (Part of Subtask 2)

We are collecting the 'energy story' of each participating country in Task 24, during each national workshop. The Belgian energy story has been filmed in Brussels in September 2012, and will be converted to a podcast. The NZ energy story has been filmed in Wellington in 2013 and will soon be available as a movie on the Expert Platform. The slide presentations can be on the expert platform. Each participating country has also provided a Pecha Kucha on their national energy story (20 slides with 20 seconds per slide only). They can also be found on the expert platform.

Workshops for Subtask I

Two more workshops concentrated on aspects of Subtask I. The Dutch workshop focused on failings in DSM programmes and what could be learned from them. A Dutch DSM transport case was presented in detail, and an evolutionary model of change was presented. Four concrete failures in DSM projects were discussed in workshops. The New Zealand workshop gave case study examples, both good and bad, in the four domains. It then workshopped a series of 'problems' as described from the different stakeholder perspectives, using a World Café style. The perspectives were: industry/technology (smart meters), government (transport), research (building retrofits). Unfortunately, we ran out of time to add community and SMEs to the workshop. All findings, presentations, videos and workshopped conclusions can be found on the Task 24 expert platform: www.ieadsmtask24.ning.com

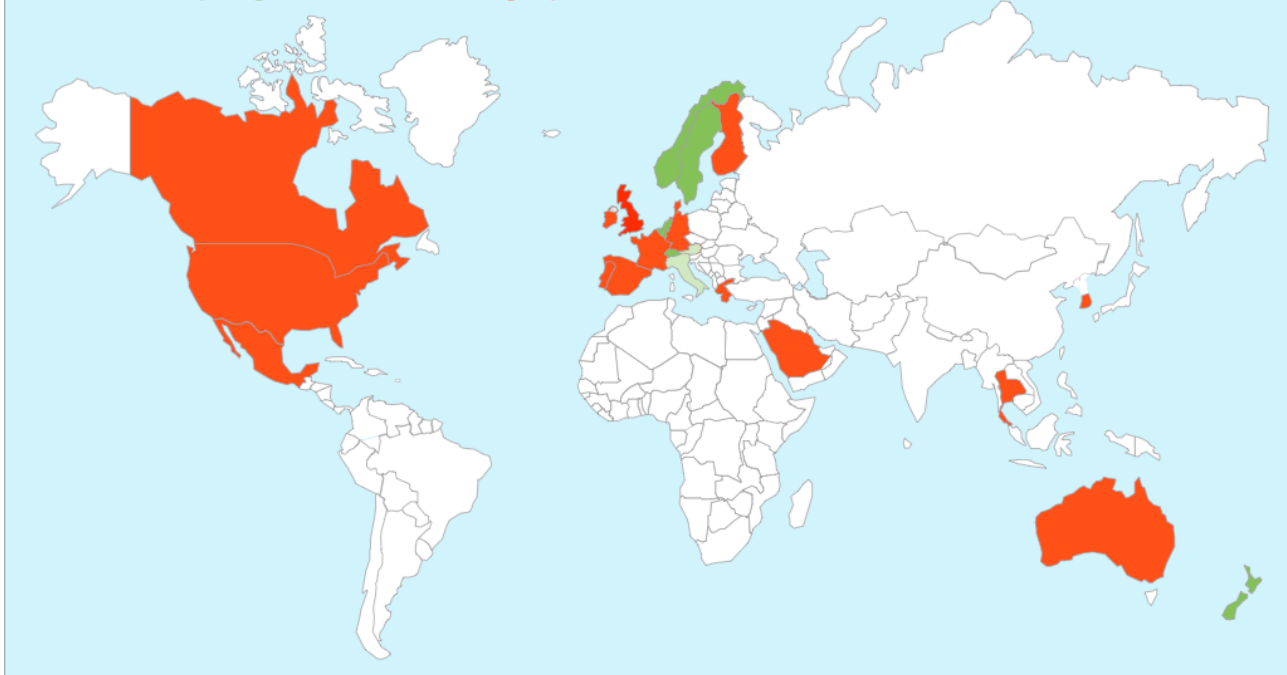
2. SUBTASK V

Continued growth of experts on the platform

The Expert Platform is continually and organically growing and currently contains biographies and details from almost 150 experts from 7 sectors from 20 countries (see worldmap, below).

World Map of

Participating countries, contributing experts



Utilisation and Engagement with Expert Platform

The expert platform has an incredible wealth of information on it:

- 68 videos, including a professional, 25min film from the 2-day Oxford workshop
- 59 photos, including impressions from all workshops
- 3 blogs from Sea Rotmann
- 9 events
- 6 discussion fora with several subdiscussions
- 2 member groups for Subtasks I and II

From Google Analytics stats, we can see that the platform is well utilised, with the average visitor staying around 9 minutes and clicking through the various sites. Where we still face problems, is engagement. Even though people are looking at the information (particularly after broadcast messages have been sent with digests and links to all new information), they are loathe to comment, add to, or even 'like' the content. They are also not utilising the many communication functions of the platform, such as private messaging between members, chat and the discussion fora. We have a plan on how we may improve engagement on the platform in the future. This will be implemented over the coming 6 months. The previous issues around managing content will be resolved by connecting a Task Wiki to the platform. So far, dropbox has been used quite successfully to collect and share information with the national experts. Matchmaking between various stakeholders has been quite successful and this Task has fostered many connections between members, both nationally and internationally. However, the most successful ways to create these connections was still via face-to-face workshops, which have proven invaluable to the Task. The second most successful networking tool was personal emails in response to one of Sea Rotmann's blogs. We have found over 10 highly committed and engaged experts via this medium.

Dissemination of results and discussion with stakeholders

Task 24 has produced a number of publications and given presentations at various conferences and workshops to disseminate and discuss the Task results. It is also widely disseminated and publicised online, via social media and social networks. Furthermore, stakeholder workshops and

webinars were organised in conjunction with each project meeting to discuss behaviour change topics relevant to the host country of the meeting.

Task 24 Publications and reports

- IEA DSM Initial Positioning Paper on Behaviour Change
- IEA DSM Task XXIV Draft and Final Workplans
- IEA DSM Spotlight Issues (4 stories so far)
- IEA DSM Task Flyer 24 (updated)
- IEA DSM website Task 24 (updated)
- Positioning paper and minutes from Brussels workshop
- Positioning and definitions paper and UKERC report from Oxford workshop
- 25 minute professional film of Oxford workshop
- Template for Models of Understanding Behaviour via Case studies in 4 domains (25+ and counting)
- IEA DSM Task 24 Pecha Kucha presentation (powerpoint/film)
- 5 participating countries' Pecha Kucha presentations (powerpoint/film)
- Interviews of experts' own energy stories (film, over 30 so far)
- Belgian and NZ DSM and behaviour change story (podcast/film) - underway
- NZ World Café report-back (film/presentations/documents)
- ECEEE summer study (2013) paper on Task 24 by Rotmann and Mourik

Online sharing and administration of Task XXIV

- Widely disseminated via IEADSM on twitter, linkedIn and facebook group; also ECEEE, UKERC, EEIP, Global Energy Professionals and Global Energy Insights columns and blogs and energy and behaviour linkedIn groups
- Weekly publication of [Behaviour Change & Energy News](#) by Dr Sea Rotmann
- Expert platform went 'live' in July 2012: www.ieadsmtask24.ning.com
- Mendeley (www.mendeley.com) Task XXIV Group and bibliography database of >400 behaviour change and energy publications
- CRM Capsule (www.crmcapsule.com) contact relationship management system, collects all emails and contact information related to the Task
- Behaviour change and energy pearltree (www.pearltree.com) to collect and manage related websites etc
- Task XXIV dropbox (www.dropbox.com) to share templates and collected models etc
- Task XXIV wikipedia (www.ieadsmtask24wiki.info)
- Task XXIV youtube channel (<http://www.youtube.com/user/DrSeaMonsta/videos?flow=grid&view=0>)
- Task XXIV slideshare (<http://www.slideshare.net/drsea>)

3. SUBTASK 0

Meetings, webinars, report-back

The Advisory Group invitations have been sent out in March 2013. The first (online) meeting is planned for September 2013 to discuss findings from Subtasks I and II. All other meetings, national expert workshops and webinars, as well as conferences and seminars where the Task was presented are shown below.

Meetings and workshops held so far

Date	Place	Total # Experts	# of countries	Type of meeting	Government	Business and NGO	Academic
10/4/12	Utrecht, NL	23	4	Task kick-off	4	9	10
10/4/12	Graz, AUT	5	2	Task kick-off	4	1	1
11/4/12	online	13	6	Webinar - Task kick-off	2	2	9
3/5/12	online	6	5	Webinar - Expert Platform	1	1	4
30/8/12	Utrecht, NL	20	1	Stakeholder Meeting NL	2	12	6
7/9/12	Brussels, BE	24	8	Expert Workshop	3	8	13
9&10/10/12	Oxford, UK	65	9	Expert Workshop	3	13	39
26/10/12	online	6	5	Expert Webinar		2	4
12/11/12	online	6	5	Expert Webinar		2	4
20/12/12	Utrecht, NL	22	1	Stakeholder Meeting NL	1	14	7
7/2/13	online	6	5	Expert Webinar		2	4
15/2/13	Wellington, NZ	50	4	Expert Workshop	15	15	20

Seminars and/or Conferences where Task was presented

Date	Place	Total # Experts	# of countries	Type of meeting
8/5/12	Linköping, SE	20	2	Presentation to University
29-31/8/12	Basel, CH	~300	15+	Task Presentation at 3rd Intl Sustainability Conference
19/9/12	Helsinki, FI	20	3	Task Presentation to Finnish Experts
20-21/9/12	Helsinki, FI	~250	15+	Task Presentation and session chairing at BEhavE conference
24-25/10/12	Berlin, GER	100s	10+	Attendance at EEIP 'Energy Recovery in Industry: Opportunity for energy efficiency' conference
17/12/12	Wellington, NZ	10	1	Stakeholder update NZ Government
13-14/2/13	Wellington, NZ	100+	6	National Energy Research Institute conference 'Energy at the Crossroads'
13/3/13	Paris, FR	30+	28	Presentation to IEA Secretariat Behaviour Workshop 'Choices, Decisions and Lifestyles Roundtable'

WORKPLAN FOR THE NEXT 6 MONTHS

Reports and Publications planned for 2013

- Subtask I - Helicopter Overview Wiki of models, contexts and evaluation metrics
- Subtask I - analysis and interactive report-back
- Subtask II - collection of case studies and best practice in four overarching themes
- Subtask III - template to enable better evaluation of successful behaviour change outcomes depending on the stakeholder point of view
- Subtask V - social media 'paper' to be presented via social media at ECEEE summer study 2013
- ECEEE summer study paper on Task XXIV
- BECC conference paper on Task XXIV
- Spotlight issues on various aspects of the Task

Meetings planned for 2013

Several meetings, both face-to-face and online, are planned for 2013. We will have 2-monthly webinars with our national experts (unless there is a face-to-face workshop instead) to discuss ongoing work and any potential issues or questions. Our next face-to-face expert workshop will be in Norway on May 23-24, and Switzerland in October 15-16. In each expert workshop, hosted by a participating country, the country will get to tell its unique behaviour change and DSM 'story'. We will also collect case studies from Austria, Norway, Switzerland, Italy and the UAE for Subtask 2. Sea Rotmann will visit RSE in Milan, Italy and Energy Savers UAE in Dubai in June. Both Operating Agents will attend the ECEEE Summer Study.

FINANCE

Costs (revised for 7 countries)

Description personmonths/costs	Cost (Euro)	personmonths Sea Rotmann per subtask	personmonths Ruth Mourik per subtask	total costs Sea Rotmann	total costs Ruth Mourik	total sum
Subtask 0	4500	3	1.5	13500	6750	20250
Subtask 1	4500	6	3	27000	13500	40500
Subtask 2	4500	6	3	27000	13500	40500
Subtask 3	4500	6	3	27000	13500	40500
Subtask 4	4500	5	2.5	22500	11250	33750
Subtask 5	4500	4	2	18000	9000	27000
Total personmonths/costs		30	15	€162000	€54000	€202500
Description costs	Costs					
OAs travel costs	55000	costs travel Sea Rotmann and Ruth Mourik including extended stay in Europe of Sea Rotmann and frequent face to face meetings RM and SR (6 times travel SR to Europe from New Zealand)				
stakeholder analyses	5000	separate meetings and costs associated with stakeholder analyses				
website and data management	10000	including website, webinars, VC, social media, blogs/vlogs, database etcetera				
overheads and incidentals	7500					
Total	€77500					€280000

Income and Spending to date

Income	Cost
Country participation: NL €40,000 SE €10,000 NZ €20,000 NO €20,000 CH €20,000 €110,000	Person months Sea Rotmann 12pm Ruth Mourik 6pm €81000
In-kind: UKERC Meeting Place Oxford Workshop contribution €40,000 NZ Workshop contribution NZ\$3600 In-kind expertise from non-participating countries: Over 6 weeks expert time	Travel and web development, video, incidentals: Sea Rotmann €22000 Ruth Mourik €5000 €27000

MATTERS FOR THE EXCO

Task XXIV started its operation in January 2012, although its final work programme was not officially balloted by the ExCo until July 2012, which is the new official starting date (decided by ExCo in Espoo, November 2012). If we officially get 8 countries (which will happen if Austria joins the Task), the Task will automatically be extended (without extra cost to the participating countries) until December 2014, including some additional time spent by the Operating Agents. This is to ensure there is enough time to hold workshops in all participating countries, including stakeholder analyses (necessary for Subtask 4) and case study collections (Subtask 2).

Subtasks	2012	2013	2014
Subtask 0 - Admin	■	■	■
Subtask I - Helicopter Overview		■	
Subtask II - Case Studies		■	■
Subtask III - Evaluation Template			■
Subtask IV - Recommendations			■
Subtask V - Expert Platform		■	■

A 3-year Task extension is planned to turn theory into practice via action research projects to be standardised and contrasted amongst participating countries.