

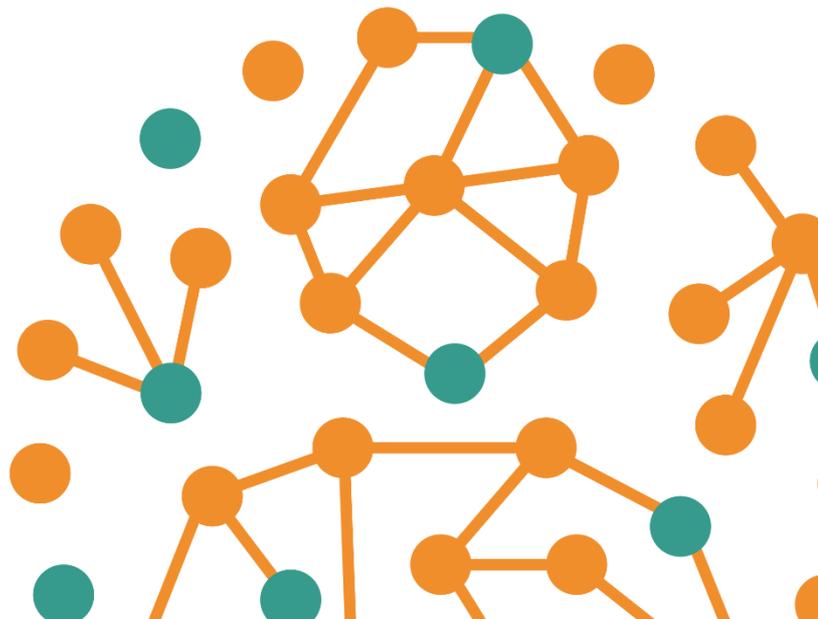


D6-1 • Communication and dissemination plan

www.refereetool.eu



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D6-1 • Communication and dissemination plan

Abstract

REFEREE's communication and dissemination plan gives an overview of the communication and dissemination activities planned within the project to raise its visibility and ensure the uptake of its work, especially the REFEREE tool, by a large audience of potential users. This plan presents the communication material and tools designed for the project, including its visual identity, social media channels and website. It then explains how these resources will be used to:

- promote the project and its results to a general audience;
- disseminate REFEREE's outcomes, especially the tool to potential users and the scientific work behind the tool to the scientific community.

The plan also presents the first steps in mapping existing initiatives and stakeholders.

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About REFEREE

The REFEREE project ("Real Value of Energy Efficiency") strongly advocates the principle that energy efficiency measures will be key for delivering the European Green Deal, which sets out the roadmap for making Europe the first climate-neutral continent by 2050 and, in this framework, aims to (1) analyse and quantify the direct and indirect non-energy impacts of energy efficiency investments and to (2) develop easy-to-use tools to support policy makers at the national, regional and local level.

REFEREE will help households, businesses, financing institutions, policy makers and other relevant stakeholders to evaluate the multiple impacts of their energy efficiency choices. It will encompass the assessment of energy efficiency investments in a variety of ecosystems, including low income regions and socially imbalanced societies.

To fulfil these objectives, the project will design and develop an integrated set of analysis tools from the macroeconomic level to the micro level at consumer and firm scale. Through a user-friendly interface, it will then develop a Policy Support System that will allow policy makers, businesses, financial institutions and others to better understand the real value of energy efficiency policies and their cost effectiveness. It will also allow them to develop more effective plans, means and measures.

To maximise the impact of the REFEREE policy support tool, stakeholders will be involved from the inception of the project, through concrete opportunities for its co-development, pilot studies, and focused dissemination and communication actions. More specifically, pilot case studies will be conducted in Bulgaria, Germany, Spain and Italy, aiming at representing different governance levels and target groups to test real life benefits of the tool and provide feedback to the team. Thanks to a unique consortium structure and strategic partnerships, REFEREE can offer an unprecedented effort of dissemination and exploitation with focus on state, municipal as well as entrepreneurial decision makers in the framework of the multilevel governance approach.

1. Objectives of the communication and dissemination plan

1.1. Objectives

REFEREE's communication and dissemination plan is a tool designed at the beginning of the project to:

- align communication and dissemination activities with the different steps of the project;
- give visibility to the research and outcomes of the project to a large audience;
- maximise the uptake of REFEREE's achievements, especially of its decision-support tool;
- show the benefits of this international collaborative project.

The plan gives an overview of the communication and dissemination activities planned within the project with their detailed objectives, target audience, tools and timeline. However, the communication plan is not established once and for all but will be updated throughout the life of the project to take into account any changes and updates that may become necessary.

The **communication strategy** of REFEREE aims to inform Europeans (see part 2 for the audience) about what the project brings, i.e. the importance of energy efficiency, its co-benefits and the REFEREE policy-support tool. The project uses a technical vocabulary and jargon. The team should therefore ensure that when communicating, we rely on plain language about concrete objectives of the project and tangible achievements, namely encouraging more energy efficiency policies and investments to improve the life of many Europeans by accelerating the path towards climate neutrality, providing better living conditions (e.g. better housing and heating conditions, access to clean mobility, improved health, lower bills) and contributing to the economy (e.g. job creation, GDP growth, better resource management). The team will also use target-oriented messaging and language towards the different audiences, as REFEREE's objective is to raise awareness among private stakeholders, policy-makers, public agencies, and financial institutions.

As part of REFEREE communication activities, we should also show how REFEREE's European partners together with Policy Advisory Group members can achieve more than individual efforts in designing a tool that is useful to a large audience and can encourage energy efficiency measures throughout the EU while considering national, regional and local specificities.

These activities will complement the dissemination activities towards policy-makers, households, businesses and financial institutions by bringing the project activities to a larger audience through the media (i.e. by reaching out to local and regional journalists), which can in turn reach local policy-makers, who can be interested in the tool, as well as interested citizens and businesses who can learn about energy efficiency and implement actions at their scale.

Main communication objectives of REFEREE:

- Highlight the importance of energy efficiency in achieving the objectives of the European Green Deal.
- Raise awareness on the co-benefits of energy efficiency measures that, once properly quantified, can strengthen the effectiveness and viability of the related policies and investments.
- Show the creation and later availability of a tool that can be easily used by interested professionals and households.
- Disseminate the findings to the general audience through a series of interactive infographics, visuals and articles in the traditional and social media.

REFEREE's **dissemination work** aims to engage stakeholders working in relation with energy efficiency, as they are the main recipients of REFEREE's work. Targeted stakeholders include energy associations, public agencies, policy-makers, civil society organisations, think tanks, research institutes and financial institution encompassing the three major sectors REFEREE is looking at (buildings, transport and the chemical industry).

These activities will focus on presenting the two main outputs of the project:

- First, the **quantified analysis of the benefits of energy efficiency investments**. The dissemination of these results will mostly target policy-makers, households, businesses and financing institutions as main actors of energy efficiency improvements. These dissemination activities will also rely on the communication tools of the project (website, newsletters, infographics about energy efficiency co-benefits, leaflets, social media, short entertaining video about energy efficiency co-benefits). Such analysis aims to show the numerous benefits of energy efficiency measures to support the stakeholders in their work and encourage energy efficiency related decisions.
- Second, the **REFEREE policy-support tool**. These dissemination activities will target those policy-makers and investors who have to plan energy efficiency investments and energy efficiency policy at the local, regional, and national level. Dissemination will also target general audience through mobilisation of wider energy efficiency networks (for example civil society initiatives such as Rénovons ! in France, or NGOs working on energy efficiency like Friends of the Earth). Easily accessible communication supports like videos and infographics will be created.

Main dissemination objectives of REFEREE:

- Reach out to decision-makers such as local policy-makers and businesses with practical information on energy efficiency and its co-benefits.
- Share the decision-support tool with a large number of stakeholders who can use it in their daily work.
- Encourage the uptake of energy efficiency measures and investments through the easy quantification and understanding of the multiple co-benefits for concrete use cases.

The communication and dissemination activities of REFEREE also intend to maximise the **exploitation of the results** by reaching out to stakeholders who can make concrete use of the tool and of the results. The aim will be to ensure that stakeholders know the REFEREE tool, test and use it, and consider it to be a credible instrument to support their decisions to undertake energy efficiency measures. Experiences collected in the on-site application of the tool in the pilot cases will further demonstrate its real-life practicability. Policy-makers have the power to adopt policy measures that enable energy efficiency investments. This means, for instance, policy-makers at local level can use the tool in their work, decision-makers at national and EU level can take into account REFEREE's contribution in future policy-making, while investors can consider the outcomes of the REFEREE tool in their investment decisions.

Expected exploitation of REFEREE:

- Numerous public and private stakeholders use the tool throughout the EU :
 - households
 - businesses
 - financial institutions
 - governments
 - public agencies
- The tool encourages decision-makers to set and achieve energy efficiency targets at EU,

1.2. Expected impacts (KPIs)

The following KPIs will measure the project impacts:

- Number of policy-makers involved throughout the project and met (in person or phone conference) in the dissemination phase to present the tool: 50
- Number of participants in REFEREE events: 200
- Number of training workshops: 4
- Number of PAG workshops: 5
- Number of webinars: 4
- Number of final events: 3 at national level (25 participants each) and one in Brussels (40-50 participants)
- Number of presentations in external events: 10
- Number of publications in mass media: 10
- Number of scientific publications: 3

JD1 will monitor the progress of these KPIs throughout the project and update its strategy to align it with the expected impacts.

2. Audience of the project

2.1. Who is REFEREE for?

While communication activities will reach out to a large audience, REFEREE dissemination activities will mainly target stakeholders who decide on energy efficiency investments and energy efficiency policy at the local, regional, national and EU level. This includes to a large extent policy-makers, but also decision-makers in businesses, financial institutions and civil society involved on these topics, as well as households who also decide on energy efficiency investments. Another aspect of dissemination will focus on the scientific community.

REFEREE's multi-level governance approach

REFEREE adopts a multi-level complementary governance approach that can be beneficial to enable the full potential of energy efficiency in Europe.

Concretely, policies at EU and national level set objectives and develop a legislative/regulatory framework to encourage energy efficiency (e.g. in buildings and transport). The regional level, beyond being involved in decision-making in some Member States, is able to build the economic value chain that ensures that reliable businesses and competent workers can deliver quality energy efficiency in their regions, while the local level is where energy efficiency measures are implemented on the ground by a diversity of stakeholders (i.e. public authorities, investors, companies and citizens) and requires adaptation of measures to the local specificities.

The objective is thus to improve the feedback loops between different governance levels and to strengthen the multiplier role of subnational entities and actors (e.g. municipalities, regions, but also energy communities, local businesses). The latter have indeed a key role in sharing and spreading energy efficiency solutions and contribute to removing implementation barriers (e.g. through consultations, adaptation to local conditions).

Typology of stakeholders

To reach different target groups, we will aim our dissemination activities at the stakeholders who can benefit the most from the project, including audience multipliers who have networks in all Member States and who can therefore ensure that our tool is well known in the European Union.

From the beginning of the project, the REFEREE team organises a screening of relevant related initiatives networks, projects and organisations whose activities can be useful for REFEREE and/or can use the project's results (see annex II).

The first phase of the project focuses on identifying the organisations (e.g. specific financial institutions) and profiles (e.g. a city representative in charge of energy) that can benefit from the project. It also involves looking for professionals who can participate in the Policy Advisory Group. REFEREE has 20 confirmed Policy Advisory Group members coming from very diverse backgrounds: academia, public agencies, local and national governments, NGOs, businesses, working in the transport, energy, industry or building sectors. Throughout the tool development, we will map the relevant policy-making institutions and policy-makers at EU, national, regional and local level so that the dissemination and exploitation plan is up to date for the launch of dissemination activities as soon as first project results are available and the tool prototype is developed. In the meantime, we will also identify people who can act as opinion leaders listened to by specific groups of policy-makers.

Through REFEREE's stakeholder involvement activities (see part 2.2), the REFEREE team will also create a group of 'ambassadors', i.e. early adopters of the REFEREE tool, who help design and experiment with the tool, and can later voice their appreciation of the tool to their colleagues and network.

1) Policy-makers

This target group includes both elected officials (e.g. a deputy mayor in charge of energy, housing, or municipality buildings) and civil servants (e.g. a desk officer in the energy efficiency unit of a national ministry).

At all governance levels, this group includes:

- Policy-makers who decide on energy efficiency investments and energy efficiency policy at the local, regional, and national level (i.e. elected officials and civil servants)
- Policy-makers who work in areas that are also impacted by energy efficiency measures as shown by the analysis of the multiple co-benefits (e.g. social, health, environment, economy)

At the subnational level:

- City councils: Mayors, deputy mayors and advisers working on topics related to energy efficiency (e.g., urban policy, transport, health)
- Specific municipalities who express their interest in energy efficiency measures, including those involved in the EU Research and Innovation Mission on 'smart and climate-neutral cities'
- Regional and district authorities in countries involved who work on REFEREE-related topics (e.g., *Kreise* and *Länder* in Germany; *départements* and *regions* in France; *diputaciones provinciales* and *comunidades autónomas* in Spain)

At the national level:

- Officials in ministries that can benefit from the tool (e.g. ministries in charge of energy, economic affairs, health, labour)
- Agencies and authorities on energy and REFEREE-relevant areas (e.g. Italian ENEA and *Gestore Servizi Energetici*, GSE; the Spanish Institute for Diversification and Saving of Energy IDAE; ADEME in France; the Netherlands National Institute for Public Health and Environment)

At the European level:



- European Commission officials – especially at DG ENER, CLIMA, SANTE, EMPL, RTD, REGIO and ENV- in order to highlight REFEREE’s results, the tool and create synergies in policy making to show the benefits arising from one area and its impacts on other fields
- Members of the European Parliament, especially in the ITRE, TRAN, ENVI and EMPL committees

To maximise REFEREE’s impact on policy-makers, we need to identify what type of results is relevant for their work and who they listen to. We will thus also include expert audiences which can be good channels to reach policy-makers - i.e. groups in contact with policy-makers, academia, civil society, and some businesses.

2) Opinion leaders

We define opinion leaders here as professionals who are listened to by policy-makers at different governance levels and that can contribute to shaping political decisions. They are for instance:

- Journalists in mass media but also in specialised media (e.g. journalists who know the topic of energy efficiency or who are specialised in health)
- Civil society organisations (e.g. the European Council for an Energy Efficient Economy eceee; the Bulgarian Center for Energy Efficiency EnEffect; the French initiative *Rénovons!* that advocates for more building renovation in priority to fight energy poverty; the Italian Federation for energy efficiency FIRE; *Deutsche Umwelthilfe*; Green Transition Denmark, Agora Energiewende, European Alliance to Save Energy EU-ASE)
- Businesses (e.g. Eurelectric, European Alliance of Companies for Energy Efficiency in Buildings, European Heat Pump Association, consultants like Climate Strategy and Partners)
- Academia, research institutions and think-tanks (e.g. Delft University; University of Exeter; University of Genoa; the Catalan Institute for Energy ICAEN; the Building Performance Institute Europe; *Institut für Klimaschutz, Energie und Mobilität* IKEM; Kyoto Club; the French Institute for Climate Economics I4CE)

3) Networks and multipliers

Networks and multipliers are organisations and initiatives that can help spread the word to the largest possible audience of stakeholders that can be interested in the project and use its results. This includes partners’ organisational networks (e.g. through partners’ websites, newsletters and other activities), especially the European Environmental Bureau with its large network throughout the EU, but also umbrella organisations at national and EU level that bring together local, regional and national organisations, such as:

- The European Economic and Social Committee
- European and national consumer organisations (e.g. BEUC)
- City organisations like Energy Cities, EUROCITIES, ICLEI, the Conference of Peripheral Maritime Regions, the European Covenant of Mayors, POLIS, the Council of European Municipalities and Regions and the Spanish Network of Cities for Climate FEMP
- Health networks like EuroHealthNet, Health and Environment Alliance, the European Public Health Alliance, European Respiratory Society
- The European Anti-Poverty Network

- Labour associations (e.g., the European Trade Union Confederation; and trade unions representing construction workers like the European Federation of Building and Woodworkers)
- Housing organisations like the European Housing Networks EURHONET and Housing Europe, the French federation of social housing companies ESH...
- Voluntary partnerships and international organisations (e.g., Climate and Clean Air Coalition CAAC; OECD; European Alliance to Save Energy)
- The European Forum for Renewable Energy Sources (EUFORES)

4) Businesses

Firms along the value chain of energy efficiency can also use the results of REFEREE. This includes companies related to energy efficiency in the building, transport and industry sectors. They can be directly involved through partners' networks, organisations working closely with business and networks of companies:

- In the building sector (e.g., EuroACE gathering companies working in the building value chain; EURIMA that brings together European insulation manufacturers; European Heat Pump Association; InnoEnergy)
- In the transport sector (e.g., CLEPA; EIT Urban Mobility)
- In the industry (e.g., the European Chemical Industry Council CEFIC; BAUM's stakeholder network and its linked NGO, INEM, the International Network of Environmental Management)
- European renewable energy associations (Eurelectric, WindEurope, SolarPower Europe, The European Renewable Energies Federation (EREF), etc.)

5) Financial institutions

Financial institutions are also an important group for REFEREE dissemination to promote investment in energy efficiency, provide insights on business opportunities related to energy efficiency and discuss existing facilities and criteria for investment used today. Such financial institutions are:

- International institutions (e.g., the European bank for reconstruction and development)
- European institutions (e.g., the European Investment Bank)
- National Promotion Banks/ National development banks
- The Energy Efficiency Financial Institutions Group
- Pension funds
- Public-private partnerships

6) Households

Households are also stakeholders who invest in energy efficiency (e.g. by insulating their house or buying a more efficient car). Therefore, the project also wants to bring the project and the tool to their attention to further encourage such investments. We will mainly reach out to them through:

- Consumer associations at EU level (e.g., BEUC) and at national level (e.g., Belgian *Test-Achats*, Spanish CECU and OCU, Bulgarian Active Consumers!, French UFC *Que Choisir* and CLCV, Italian *Adiconsum*)
- Local actors including authorities mobilised through umbrella organisation and pilot case studies, and local civil society organisations working with citizens

7) Scientific community

The project's results will also provide new insights on the quantification of the multiple benefits of energy efficiency and will be disseminated to:

- Academia and research institutes (see above);
- Related projects (e.g., Horizon 2020 projects such as COMBI and MICAT teams; the Odyssee-Mure project);
- More specifically, modellers who can benefit from the open-source code for the tools (i.e. the technology diffusion models).

2.2. REFEREE specific activities involving stakeholders

These audiences will be involved with the project to different degrees, this means:

- Directly involved in project activities including through:
 - o The Policy Advisory Group
 - o Pilot use cases
 - o Training workshops
- Informed through our communication and dissemination activities (cf. part 3):
 - o Newsletters, social media and website
 - o Project events (workshops, webinars, final conferences)
 - o Presentations in external events
 - o Bilateral meetings

The Policy Advisory Group

The Policy Advisory Group (PAG) is REFEREE's working group of experts gathering 18 persons with complementary expertise. The group consists of representatives from local, national and European action levels who work on energy efficiency policies and policy areas such as public health, economic development, climate, environment, research & innovation and employment. They are from a diversity of organisations: public institutions, business, civil society, academia and financial organisations. They are potential users, advisers on how the tool could work and bring a critical eye to improve REFEREE's tool. The group meets once or twice a year starting at the beginning of the project. PAG members can act as ambassadors of the REFEREE tool.

Pilot cases and training workshops

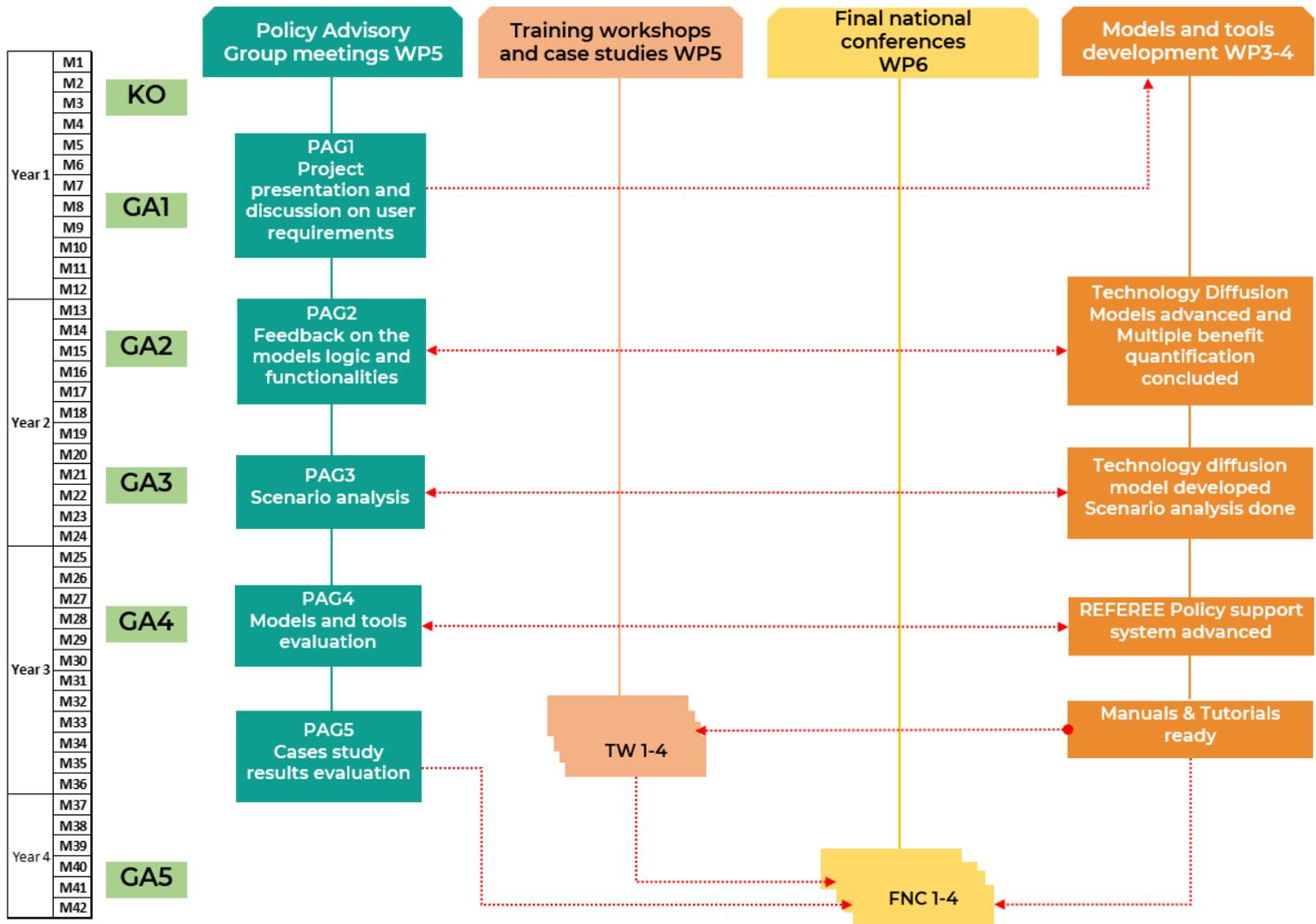
The REFEREE tool will be tested on the ground with several pilot cases led in Bulgaria, Germany, Italy and Spain. The pilot cases will be the opportunity to see how the tool works in real-life conditions with practitioners who implement projects related to energy efficiency in the sectors covered by the tool, i.e. buildings, mobility and industry. The pilot cases will also help create ties with national officials who oversee energy efficiency measures. The aim is to impact these decision-makers and make them ambassadors of the REFEREE tool in their respective countries with the possible follow-up and upscaling of the tool. Tool testing phase is expected to start at the end of 2022, when first tool prototype will be available.

In the pilot cases' countries, partners will organise training workshops that will be practically oriented to experiment with the tools and reflect on the ways to optimise their use at local and national level. Practitioners involved in the pilot cases will improve the tool user guide and tutorials based on their experience with the tool.



The following figure synthesises stakeholders' involvement activities (WP5 and WP6) and their relationship with the main stages of models and tools development (WP3 and WP4) throughout the project lifetime. This includes Policy Advisory Group meetings, training workshops and final conferences.

Figure 1: Overview of REFEREE's stakeholder involvement



Legend

- GA** General assemblies
- PAG** Policy Advisory Group
- TW** Training workshops
- FNC** Final National Conferences



3. Communication and dissemination tools

3.1. REFEREE visual identity

A consistent visual identity in all communication and dissemination activities is important for the visibility of the project. REFEREE's visual identity was designed with the support of a graphic designer who took into account the key messages that REFEREE's team wanted to convey to the public.

Logo



REFEREE's visual identity aims to highlight the multiple benefits of energy efficiency. The logo attempts to illustrate synergies created by the project, i.e. links between different benefits and social connections in relation to energy efficiency. The project's tool aims to create such links that serve the individual and society.

The logo's illustration shows how all parts and objectives are linked and take the shape of a person – a person that can represent the designer, the tester and the user of the tool.

Colours



Pantone 144 C
#ED8B00
RVB : 237/139/0
CMJN : 0/49/97/0



Pantone 2461 C
#259591
RVB : 37/149/145
CMJN : 76/9/37/10



#3D3D3D
RVB : 61/61/61
CMJN : 0/0/0/90

REFEREE's graphic productions should use these three colours. The two main colours – i.e. orange and green – are used in illustrations and titles, subtitles and emphasised text. The dark colour is used for standard text.

Font

REFEREE's official font is Montserrat and should be used for all project publications (e.g. deliverables, leaflets, event programmes). Additionally:

- Titles should be in Montserrat Bold.
- Subtitles should be in Montserrat Bold or Semi Bold.

- Normal text should be in Montserrat Medium.
- For emphasised text, one should use Montserrat Bold or Medium Italic.

Additional guidelines on the use of REFEREE's visual identity can be found in the graphical charter in Annex I.

Templates

This visual identity is the basis of all project's communication and dissemination tools. Partners should use these guidelines in REFEREE's presentations, events and publications. JDI developed templates for project deliverables, PowerPoint presentations, newsletters and other Word documents. These templates can be accessed by all partners on the project Trello repository.

The visual identity is also used on all communication material and channels presented below.

3.2. Communication channels

Project website

The website of the project is an essential channel to present the project, the tool and our work progress. It will be regularly updated as it is also the main repository for all publications, videos, event agendas and general project communications such as news articles.

The website can be accessed at www.refereetool.eu and is built in a way that is focused on the project's outcomes, i.e. the tool, its benefits and its functioning. The website also puts emphasis on the creation process, including the diversity of stakeholders involved, transparency on the model and design, and open source access to the work. The project is presented as the framework making the design of such a tool possible. The website acknowledges EU funding and includes information on REFEREE's data protection policy.

When visiting the website, a user can thus:

- Read about the methodology of the tool design;
- Learn about the REFEREE project, its approach and the team;
- Subscribe to the REFEREE's newsletter;
- Directly access the tool once it is ready;
- Find practical information, i.e. an FAQ section and tutorials;
- Provide feedback about the tool and contact the team;
- Learn about related projects (e.g. COMBI, MICAT).

Social media

Social networks can give significant visibility to a project. The project team can present REFEREE and its tool to interested stakeholders such as local policy-makers, energy communities, businesses, interested citizens and related projects, for instance by connecting and interacting with them and highlighting the benefits of our tool.



REFEREE will be more visible through its accounts on two social networks: Twitter and LinkedIn. Both are professional social networks that can reach out to different stakeholders. Depending on the outreach of our communication activities, we might use ads targeting users that have proven their interest in energy efficiency investment to inform them about REFEREE. The two accounts will remain online for 2 years after the project ends.

These pages should be updated at least twice a month to maintain online visibility and show that the project is active. Activities on these pages will increase over time to give more and more attention to the tool once it takes shape and is available.

Twitter already has a large network working on energy efficiency and in the H2020 community. Project partner organisations have in total over 55,000 followers on their Twitter accounts so that project tweets can reach a large pool of potential users. Twitter can be largely used to present in a few words our main ideas, findings and products with visuals and keywords to catch users' attention.

LinkedIn, on the other hand, can be used as a professional networking platform. REFEREE's page there aims to get in touch with potential users on the side of private businesses and some local/regional governments.

Newsletter

The REFEREE team will send at least four newsletters throughout the project lifetime. They will present the research process, events and be structured in a story-telling manner in order to be easy to read by all types of audience.

They will be sent to all people who registered on our website to receive the newsletter. Social network accounts will be all the more important to encourage interested stakeholders to register and partners' newsletters will also be a channel to present REFEREE.

The newsletter timeline is not yet set as they should be sent at relevant moments of the project – for example when we have relevant new elements about the tool, after an important deliverable or meeting, and when the tool is available.

REFEREE's work will also be regularly shared in partners' newsletters giving more visibility to its work in a wider network. For instance, JDI's newsletter is sent to about 30,000 English-speaking subscribers and to 30,000 French-speaking subscribers.

Press

We will also publish short pieces in publications specialised on energy (e.g. EnergyPost, eceee), as well as specialised publications for our target groups (e.g. EU Committee of the Regions, newsletters of national associations of cities). An action plan will come in the third year of the project.

3.3. Communication and dissemination material

Leaflets

A first leaflet (printed and online, in several EU languages, including English, Bulgarian, French, German, Italian and Spanish) will present the project and its objectives. A second leaflet will present the easy-to-use



tool, once it is ready. This will include a visual infographic about energy efficiency and interesting facts (e.g. about energy costs and health) translated in several languages and used on our online resources.

Video

We will make a short entertaining video to present the non-energy impacts of energy efficiency to the general public and show how the tool can be useful to encourage investment in energy efficiency measures. The video will be largely disseminated on the website and social media.

Press release

Once the tool is available, a press release presenting the project and the easy-to-use tool will be sent to journalists throughout Europe. It will aim at journalists whose areas of expertise are related to REFEREE: e.g. journalists specialised in energy, health, economy and Europe.

Infographic

An infographic providing a visual representation of key findings from the project will be used in the communication and dissemination activities in the last months of the project. It will highlight the main co-benefits of energy efficiency interventions. The final version of the infographics will be translated in several languages and used for online communication purposes, with a specific attention devoted to its diffusion through social media.

Short briefs and articles

Once the tool is developed, a short brief with written and visual material (e.g. using the infographic) presenting our work on energy efficiency co-benefits and the tool will be translated in project partner languages and used to provide useful information to local stakeholders and households.

We will approach consumer organisations (see part 2.1) proposing this short brief for their national publications, e.g. framed as “All the benefits you can get from energy efficiency measures”. The material to reach citizens will also be circulated on our social media, traditional national media in some countries, on the website and shared with our networks.

Policy brief

At the end of the project, the team will publish a policy brief with the main findings of the project, presenting the real value of energy efficiency interventions and how to further exploit its potential towards climate change mitigation. It will give an overview of the tool. The 6-page publication will be a key document highlighting the political relevance of energy efficiency. It will be disseminated to policy-makers with specific recommendations for each governance level. The brief will be an important dissemination tool distributed in meetings and events, and via email. The timeline for its publication is also important to have an impact: the team will monitor the discussions reviewing important EU legislation, such as the energy efficiency directive and the energy performance of buildings directive.

3.4. Dissemination activities



Webinars

We will organise online events at the end of the project to present the co-benefits of energy efficiency, the tool, its objectives and how to use it. It will in particular target local policy-makers as they can at the same time benefit from the tool and be the intermediate actors that can raise awareness of energy efficiency among their citizens and local businesses.

Webinars have the advantage of being easily accessible (e.g. from one's office or home) and can be streamed at a later date, including after the end of the project. This will be done in at least four of the national languages of the project partners (i.e. Bulgarian, French, German, Italian and Spanish) and in English, providing a large coverage in the EU. It will also give the opportunity for participants to ask questions and get to know the national partner who can be their contact further in time for any questions.

Meetings with targeted stakeholders at EU level

- Seminar with financial institutions

A seminar will be organised with financial institutions in Brussels or with the European Investment Bank and National Promotion Banks in Luxembourg to highlight the co-benefits of energy efficiency actions and to discuss with experts how they can best be accounted for in investments. These findings will also be presented to the Energy Efficiency Financial Institutions Group's stakeholders.

- Policy breakfast at an EU institution

The team will organise a policy breakfast with EU policy-makers and officials from the EU institutions, as well as leading energy experts, civil society organisations, think tanks and industry sector representatives in the European Parliament or at the European Commission to present preliminary findings, provide recommendations on major policies and legislative proposals as part of the European Green deal and gather feedback on the initial results.

- Bilateral meetings with officials

Small informal workshops and bilateral meetings with officials from the relevant units in these DGs will be organised to present the tool and project findings that are relevant for their work, highlighting the added value of well-coordinated and synchronised policies. A concrete example is a meeting with an official at DG SANTE to discuss how energy efficiency is related to health (e.g. through poor building insulation and air pollution) and how joint policy action can bring multiple benefits. The REFEREE team is also planning a potential meeting with officials from DG RTD who lead the Research and Innovation Mission on 'smart and climate neutral cities', i.e. cities that could rapidly benefit from REFEREE's findings and tool on quantification and visualisation of multiple benefits of energy efficiency.

- Final event in Brussels

A final event will present the research and the tool to all interested stakeholders in Brussels. Envisaged format is 40 to 50 participants from following target audiences: businesses, financial institutions, local and national governments, civil society.

Presentations at conferences

The project's work will also have a valuable scientific contribution. The project team will present its outcomes in national and international conferences, such as:

- the yearly European Energy Efficiency Conference in Wels, Austria;



- the European Sustainable Energy Week
- the Covenant of Mayors Investment Forum - Energy Efficiency Finance Market Place, Brussels;
- International Input-Output Association conference;
- events of the European Council for an Energy Efficient Economy

Scientific dissemination also aims to integrate the research work and the tool in long-lasting structures (e.g. universities, institutions) so that the work can still be exploited after the end of the project.

Final national conferences

The final national conferences will conclude the pilot case studies in four countries bringing together actors involved throughout the testing period but also high-level national policy-makers, relevant experts, NGOs and think tanks. They will enable a regional exchange on the topic. They will be the opportunity to show the tool and to reach a larger audience about the benefits of energy efficiency investments. They will either take the form of large open conference or of small workshops gathering 20 to 30 participants.

Final report on dissemination activities

To take a step back at the end of the project, JDI will draft a report providing an overview of communication and dissemination activities. It will include an assessment of REFEREE's dissemination activities and reflect on improvement avenues.

Main communication tools of REFEREE:

- Website
- Newsletter
- Social media publications
- Leaflets
- Infographic
- Mass media press
- Final events

Main dissemination tools of REFEREE:

- Communication channels
- Press release and specialised media
- Policy brief
- Tool presentation webinars
- Bilateral meetings with officials
- Policy breakfast
- Final events
- PAG and pilot cases

The following table summarises the dissemination and exploitation approach of REFEREE addressing different audiences with specific objectives and tools.



Table 1: Synthesis of the communication and dissemination approach of REFEREE

Approach	Objective	Targeted audience	Tools
General communication about the project and its results	<p>Promote REFEREE to a large audience of Europeans by highlighting the importance of energy efficiency and its co-benefits</p> <p>Show the added-value of a European project</p>	<p>Society</p> <p>Media</p> <p>Specific target audience (i.e. policy-makers, business, finance, researchers)</p>	<ul style="list-style-type: none"> - Website - Newsletters - Infographics on energy efficiency co-benefits - Leaflets on the project and on the tool - Social media (Twitter and LinkedIn) - Video about energy efficiency co-benefits
Dissemination of results on non-energy impacts of energy efficiency investment	<p>Make the audience aware of the co-benefits of energy efficiency so that they can use it in their specific context (e.g. energy efficiency investment decisions, local policies)</p>	<p>Polymakers, households, businesses and financing institutions at EU, national, regional and local level:</p> <ul style="list-style-type: none"> - Directly involved with the project (PAG, pilot use cases) - Using 'multiplier' organisations 	<ul style="list-style-type: none"> - Communication tools (see above) - Screening of initiatives - Mapping of stakeholders - Workshops - Pilot use cases - Events
Dissemination of the Easy to Use REFEREE Policy-decision tool	<p>Provide numerous stakeholders with a tool that they consider to be a useful instrument and that can support them in their energy efficiency decisions.</p>	<p>Polymakers who decide on energy efficiency investments and energy efficiency policy</p> <p>Financial institutions</p> <p>Businesses related to energy efficiency</p> <p>Opinion leaders listened to by policy-makers (e.g. journalists, civil society)</p> <p>Interested citizens</p>	<ul style="list-style-type: none"> - Communication tools - Screening of initiatives - Mapping of stakeholders - Guidelines about the tool - Policy brief about energy efficiency and the tool - Pilot use cases - Press release about the tool sent to journalists for coverage in regional and local newspapers - Webinars to facilitate the use of the tool - Final conferences
Scientific dissemination	<p>Make the method, the findings and the tool known in the community for future improvements and possible follow-up</p>	<p>Scientific community</p> <p>Modellers</p>	<ul style="list-style-type: none"> - Communication tools - Presentations in scientific conferences - Academic publications - Synergies with H2020 projects - Final conferences

4. Implementation and timeline

4.1. Communication and dissemination phases

REFEREE's communication and dissemination action is articulated in several phases throughout REFEREE's lifetime and after the project ends.

Phase 0: Preparation of REFEREE communication strategy and tools (M1-M6; i.e. October 2020-March 2021)

The first months of the project are devoted to the design of REFEREE's communication general strategy with all related material and channels. Since the launch of the project, the team members have discussed their views on REFEREE, the ideas the project should convey and its expected outcomes. The visual identity and communication material was designed based on these internal discussions. This is followed by a communication launch strategy developed by JDI's communication team to start communicating about the project and raise its visibility among potential interested stakeholders.

Phase 1: Informing general public about the project and the impacts of energy efficiency interventions (M7-M30; April 2021-March 2023)

The website, social media accounts (i.e. Twitter and LinkedIn), newsletters and leaflets about the project will be first channels and tools to make the project visible. They will use plain language so that all types of audience can understand the material while technical language will be used in specialised publications and deliverables. A short entertaining video for a non-expert public will explain what energy efficiency is, what are its benefits, and how to implement such actions. Infographics will also be developed to easily capture the attention of households thanks to some key figures and data about energy consumption and energy efficiency, CO2 emissions, employment and health. **Phase 2: Promoting the REFEREE Policy Support System** (M31-M42; March 2023-March 2024)

This phase will start once the easy-to-use tool is developed. It will aim to show how the tool can support policy-making by highlighting its practical application and potential for replicability. A press release about the tool will be largely sent to journalists throughout Europe, in particular working for regional and local newspapers so that the information can reach local policy-makers. Our events and webinars will be accessible to policy-makers at all governance level, businesses and interested citizens. They will show successful examples of energy efficiency policies at different governance levels and present the tool, thus contributing to raising the visibility of the project and showing the impact of policy-support tools could contribute to fulfilling EU decarbonization targets and the green recovery in the transport, housing and industrial sectors. The dissemination process will target actively also the scientific community during the half an year. Representatives from the REFEREE consortium will present the project results at major European scientific and policy conferences.

Phase 3: Maintaining REFEREE's results and tool visibility after the project (>M43; from April 2024)

For REFEREE to have significant impact and its tool to be useful for a wide group of practitioners it is important that the instrument is still available and can be easily accessed in the future. Furthermore, the experiences gathered in the pilot sectors will be made available after project end in order to inform practitioners on the replicability of the tool in their respective activities. The project website will be maintained online by JDI for at least 2 years after the project ends and links to the online tool will be



available on partners' websites. JDI will also maintain its social media pages to regularly post information about the tool. The REFEREE initiative mapping also aims to create connections with other networks and organisations that can keep on using the tool or present it to their own networks. Links with newer projects will also be made to ensure that they build on the work developed by REFEREE. Project partners will also explore other avenues for the uptake of the tool.

These stages are a general structure to plan communication throughout the project. Communication and dissemination activities will be further detailed and tailored throughout time and depending on the project work achieved.

4.2. Timeline of activities

The communication and dissemination activities are generally planned until the end of the project (see Annex III). The initial schedule may be revised based on the project results and tool timeline, the sanitary situation and the political agenda. For instance, a policy brief will have more visibility if published while negotiations on an energy efficiency legislative file are ongoing, and conversely, it will receive limited visibility if published in the middle of the summer. The schedule will nonetheless remain in line with the deliverables' timeline.

Considering the Covid-19 crisis, the project team monitors the situation and adapt its activities to the sanitary situation. First project activities (consortium meetings, PAG workshops) are led online at least until mid-2021.

4.3. REFEREE's communication launch

The concrete steps to implement the communication strategy of REFEREE are presented in the table below over the first months of the project.

Table 2: Action plan to launch REFEREE communication phase

TIMELINE	ACTION	OBJECTIVE	METHOD
October - December 2020	Definition of key communication messages for the project	Defining key messages for the project is important to have a common understanding of the project by all partners and a consistent presentation of the project to the external audience.	Surveys and discussions with partners as the basis for a shared document with key messages of the project.
October – December 2020	Creation of a visual identity for the project	A visual identity that accompanies the project work and illustrates the project values well is key to give a first impression to external stakeholders about REFEREE. It should be used to present the project on all online and printed support.	Visual identity designed based on a brainstorming and discussions among partners.
December 2020 – March 2021	Creation of the project website	The project website is a main platform to present REFEREE to the public. It focuses on presenting the tool, its uses and support for users. It also includes information about the methodology, the consortium, and gathers news and all publications.	The website uses REFEREE visual identity and its content is reviewed by all partners. It will serve as a repository for all communication actions and contents (events, videos, publications, ...)
February – March 2021	Design of a social media strategy	Give visibility to the project through its own social media accounts, its different networks and partners' institutional and individual accounts.	Creating Social Media pages for the project (Twitter and LinkedIn) and sending out guidelines for Social Media activity on the project to all partners (e.g. retweets).
December 2020 – March 2021 (first version; to be updated)	Screening of existing energy efficiency initiatives	Existing initiatives can bring valuable insights for the project and benefit from REFEREE's work.	Identification of energy efficiency initiatives, potential contacts and possible synergies with REFEREE

December 2020 – March 2021 (first version; to be updated)	Identification of targeted audience	A clearly defined audience is needed to be able to disseminate the results and tool to relevant stakeholders.	Typology of stakeholders and creation of a short list of experts for the PAG. All partners contribute by adding experts that are linked or relevant to the project's work. To be developed based on project activities.
October 2020 – March 2021	Design of a Communication and Dissemination Plan	Plan activities that will raise the visibility of REFEREE and ensure the uptake of its work, especially the REFEREE tool, by a large audience of potential users.	Building on communication material; identification of key moments in the project; review by partners.
April -June 2021	First phase of communication about REFEREE	<p>Officially present the project to the audience and raise its visibility.</p> <p>Provide first insights on the project and interesting facts about energy efficiency co-benefits</p> <p>Begin to gather a network of stakeholders around the project.</p>	<p>Start to communicate about the project once communication tools and channels are ready and REFEREE activities have started to be able to present interesting activities.</p> <p>Building on the social media strategy and first achievements of the project</p>
May-June 2021	First REFEREE newsletter	It needs to provide a clear idea of what REFEREE is and give a positive impression to encourage readers to follow the project.	The newsletter will be the first external communication about REFEREE.

4.4. Internal communication

Communication within the consortium is important to ensure that all communication and dissemination activities can reach the largest possible audience. JDI is responsible for these outreach activities but contribution from all partners is essential to reach different networks, different types of audience, at various governance levels.

On Twitter for instance, JDI will tweet with the REFEREE account and ask partners to retweet whenever possible through their organisation's or their professional Twitter accounts to give visibility to the new post. All partners will regularly be invited to share information and news on their activities related to REFEREE.

Regular meetings among partners ensure that the communication material is consistent with project key messages and technical aspects.

Annex I: REFEREE’s graphical charter

Use of the logo

For all types of graphic productions, the logo should always be used on a white or light background with its main colours and characteristics.

If used on a dark background, the white version of the logo should be used (see below).

In specific cases, one may use the secondary version of the logo that does not contain the project subtitle “real value of energy efficiency”. This should be the case when the logo is displayed in a very small size.

Main logo:



Secondary logo:



On a dark background



On a light background



Prohibited use on a dark background:



Prohibited use on a light background:



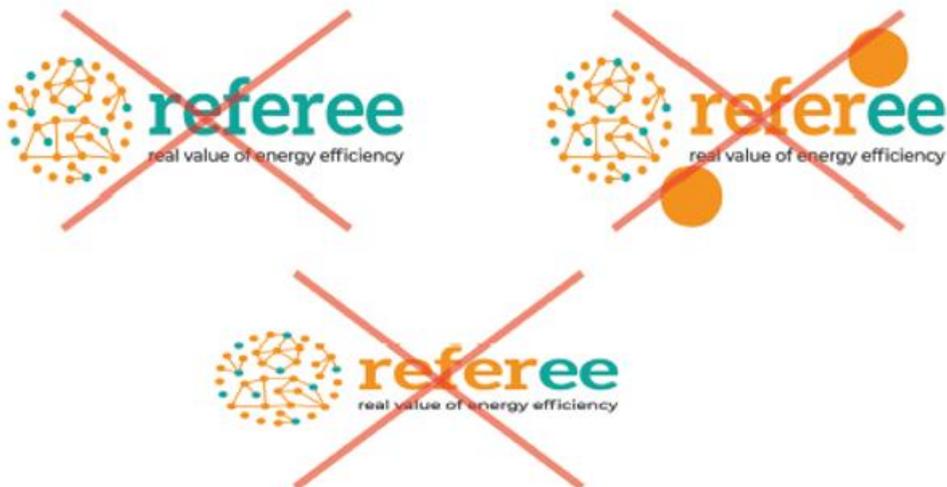
A protection area around the logo prohibits any graphical element or text to be used close to the logo.

The logo size should be always proportionate and the logo should not be distorted.

Legibility of the logo can only be ensured above a 15mm logo height.



Prohibited uses:



Annex II: Initiatives' mapping

From the beginning of the project, the REFEREE team intends to understand the energy efficiency ecosystem in which we develop the tool in order to create links with related projects and networks as well as build on existing knowledge and tools. This mapping will be developed over time as we extend our network and develop REFEREE activities. A report on the activities carried out under this initiative will be included in Deliverable D6.6: Final report on dissemination activities.

This annex provides a short overview of the mapping methodology used to identify initiatives. We use the word "initiative" here in a broad sense as organisations, networks and projects that are somehow related to REFEREE. Looking for possible synergies, we will in particular approach initiatives that could:

- Give valuable inputs for the project (we can build on their work or they can be invited to participate in REFEREE activities)
- Benefit from the project (e.g. an energy efficiency initiative can better communicate about all types of benefits that such measures bring)
- Help identify opportunities and gaps to improve the energy efficiency ecosystem (e.g. in research, types of expertise, tools)
- Contribute to making the tool accessible to end-users after the project ends so to ensure the long-term availability of the tool

Our mapping involves the following elements:

- Type of initiative (e.g. expert group, network, programme, alliance, fund)
- A description of the initiative
- Type of activities (e.g. database, tool, policy action, publications)
- Geographical scope
- Members (when relevant)
- Relevance for REFEREE (e.g. interesting report, possibility to organise event together, direct contact)
- Possible contact in the consortium

Excerpt from the preliminary table of initiatives

Initiative	Description
ELENA	Technical assistance facility managed by EIB for energy efficiency projects in the field of renewable energies, buildings, and transport
Private Financing for Energy Efficiency (PF4EE)	Fund initiated by EIB and EC, includes risk-sharing facility, technical assistance, possibility to combine with EIB long term loans
Energy Efficiency Financial Institutions Groups (EEFIG)	200 organisations (financial institutions, investors, bank associations, energy efficiency practitioners, academia, finance market experts). Group initiated by DG ENER and UN to accelerate private finance to energy efficiency by addressing barriers and proposing policy and market solutions. Open-source initiative - De-risking Energy Efficiency Platform (DEEP) to improve sharing and transparent analysis of existing energy efficiency projects in buildings and industry

ENERGISE	H2020 project database : interactive map with over 1000 sustainable energy consumption initiatives across the EU
RE-DWELL	Delivering affordable and sustainable housing in Europe (Marie Skłodowska-Curie Innovative Action - Innovative Training Network)
Carbon Risk Real Estate Monitor (CRREM)	H2020 project to support industry by providing a tool to reduce carbon-risk factor for investments in energy retrofits in existing property stock (aimed at the building sector)
EnergieSprong	Pilot energy efficiency projects for large-scale deployment of zero-energy renovations
Energy Efficient Mortgage Initiative (EEMI)	Initiative to bring banking industry into energy efficient financing based on assumption that energy efficiency reduces asset risk
European Energy Efficiency Fund EEEF	Public-private partnership financing EE, small-scale renewable and clean urban transport projects targeting local and regional authorities and public and private entities
Triple A Tools	H2020 project to reduce uncertainty, accelerate and scale-up investments in EE by making them more transparent, predictable and attractive
Prospect	H2020 capacity building project to accelerate implementation of municipalities' Energy and Climate Action Plans through local authorities agents capacity building / support viable projects development, innovating financing methods (finished last year, helped 149 local and regional authorities and 46 energy agencies and networks)
EEQUEST	Energy Efficiency Quick Estimator / part of PF4EE initiative. To be adapted by local banks to highlight energy savings from EE projects
EU Sustainable Finance Platform	Expert working groups : kick-off meeting in Oct 20, includes a WG on Social Taxonomy which could help monetize social benefits of investment
European Climate Foundation	Network of more than 300 organisations working strategically to define and drive the policy in Europe needed for a net-zero world
Buildings Performance Institute Europe (BPIE)	Independent centre of expertise on energy performance of buildings
Rénovons !	French civil society group engaged in more energy efficiency through building renovation
Energy-Shifts	H2020 network of academics and policy-makers to improve the impact of social sciences in EU energy policy-making

Annex III: REFEREE communication and dissemination timeline

REFEREE communication and dissemination timeline below is indicative and may be updated during the project.

Year	Month	Phase	Activities	
2020	1 October	Phase 0: Preparation of REFEREE communication strategy and tools	Creation of visual identity and information material	
	2 November		Mapping of initiatives and types of audience	
	3 December		Creation of project website	
2021	4 January		Design of a social media strategy	
	5 February		Communication and dissemination plan	
	6 March		<i>1st Policy Advisory Group</i>	
2021	7 April	Phase 1: Informing society about the project and the impacts of energy efficiency interventions	Launch of REFEREE communication	
	8 May		First newsletter	
	9 June		Project leaflet	
	10 July			
	11 August		Frequent social media posts	
	12 September			
	13 October			
	14 November		<i>2nd Policy Advisory Group</i>	
	15 December			
	2022		16 January	2nd newsletter
			17 February	
			18 March	Frequent website updates and news
			19 April	
			20 May	Video
			21 June	
22 July				
23 August				
24 September		<i>3th Policy Advisory Group</i>		
25 October				
26 November	3rd newsletter			
27 December				
2023	28 January	Phase 2: Promoting the REFEREE Policy Support System		
	29 February			
	30 March		<i>4th Policy Advisory Group</i>	
	31 April		<i>Training workshops</i>	
	32 May		Bilateral meetings	
	33 June		Infographic	
	34 July		Policy brief	
	35 August		Seminar with financial institutions	
	36 September		4th newsletter	

Year	Month	Phase	Activities
2024	37 October		Policy breakfast with a European institution
	38 November		<i>5th Policy Advisory Group</i>
	39 December		Press release
	40 January		Webinars
	41 February		Final events in partner countries and in Brussels
	42 March		Final report on dissemination activities
	April	Phase 3: Maintaining REFEREE's results and tool visibility after the project	Website and tool still available
	May		Open source access to REFEREE resources
	June		Social media posts
	...		