

# Case Study 21

## SANIT

### Germany



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Energy behavioral changes



# Changing Behaviour



Work package 2  
Development of the conceptual model: Analysis of success factors, underlying models and methods in target group interaction

## Case Study 21:

SANIT, Germany

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## Summary of the case

The project has the title: "strengthening the regional economy by creation or securing employment in the Ruhr area by independent energy consultancy of private consumers living in or owning old buildings". It is funded by the region Land Northrhine-Westphalia (NRW) and the EU structural funds and is implemented by the consumer organisation of NRW Verbraucherzentrale NRW. The Ruhr area was chosen, because the part of not yet refurbished old houses is higher than average.

For private property owners of flats and residential buildings (up to 12 housing units) as well as for tenants an in situ - consultation energetic refurbishment is offered. This results in contributions to climate protection and in strengthening the regional economy. The aim is to motivate towards energy modernisation and the use of renewable energies. For this reason it is offered, that independent energy advisers come to the buildings and do a qualified counselling in-situ.

Different aspects of energy-modernisation are touched by the project.

- Energy saving counselling: referring to the energy-expenditures and a few house characteristics a first estimation is made on the energy saving potential.
- The thermal insulation can be analysed.
- The check of the heating system includes proposals for improvement and renewable resources.
- Problems with humidity and mould are assessed.
- It can be analysed, if the house is suited for solar power plants.
- An expert opinion on energy modernisation can be compiled, including suggestions for energy-efficient improvements.

The improvement of the living quality shall stop people from leaving the area and enforce the regional economy, as many of the measures are being realised by local craftsmen, architects and engineers.

## Step 1: Context of DSM programme

### *National context in general*

Germany is one out of few EU Member States that will most probably reach its 2008/2012 Kyoto GHG reduction target (reduction target of 21% compared to base year 1990) and has also been a climate policy pioneer back in the 1990s, at least in terms of the political debate and the setting of reduction targets. Two out of three Germans believe that Germany should take a leading role in the international efforts to mitigate climate change. 96% of all Germans agree that consumer behaviour is an important driver for energy savings. 98% support the idea that the industry should be forced to offer more energy saving products. 84% claim that they pay attention to low energy consumption when buying household appliances (BMU 2006).

The energy consumption per household in Germany (adjusted to the EU-27 average climate) is comparable to the EU-27 average. Whereas the energy consumption per capita is above the EU-27 average, the specific energy intensity (energy consumption per GDP) is below this average (BMWI 2008, Odyssee 2008).

In Germany an average household consumes around 3.620 kWh electricity per year whereas the EU-27 average is 4.110 kWh. However, electricity consumption of private households is increasing to a larger extent than the overall electricity consumption of the country. Whereas the latter has increased by approx. 0.4 % per year between the years 2000 and 2006 (EU-27: 2.4 % per year) the annual increasing rate of the electricity consumption in the household sector was in the range of 1 %. This rise clearly implies that efficiency gains through technology development are overcompensated by augmenting equipment rates (e.g. tumble driers) and the trend towards larger appliances (e.g. larger TVs, refrigerators). A similar development can be described in the heat energy consumption of private homes: though the energy consumption per squaremeter living space was reduced by 10 % or 211 PJ within the years 1990 and 2004 due to better heat insulation and improved heating systems, this effect was rebounded by an increase of overall living space, which lead to a specific increase of energy consumption of 269 PJ or 13 %. 86 PJ of the increase due to the respective increase in living space is caused by social changes (e.g. increase of share of small households with higher need for living space per capita) whereas 183 PJ of the increase is due to higher comfort standards per capita (Statistisches Bundesamt 2006). In recent years energy efficiency is gaining more and more attention in the political debate. As compared to the discussion on the support of renewable energy (especially wind energy), there seems to be a consensus across all political parties on the issue of energy efficiency.

Nevertheless there is still a lack of a regulatory framework to enable substantial cuts in the energy consumption in the household sector. There are no really ambitious command & control instruments and a strong emphasis on soft measures, e.g. informational instruments as in the case at hand. One reason may be that within the European Union, individual Member States have limited ability to implement regulatory policy options to drive the appliances market to more efficiency. The competence for regulation policies lies with the EU, whereas the Member States have to rely to a large extent on soft measures. Another reason, which is true for the heating sector, is the owner-tenant-paradoxon (owners have to pay for energy efficiency retrofitting of buildings without taking advantage of reduced energy bills, whereas tenants have the advantage of reduced energy bills but can not decide on investment in their rented flats) which has not been overcome despite of many political debates on this issue during the past 20 years.

Other policies in Germany comprise energy taxes (e.g. posed on electricity, natural gas and liquid fossil fuels consumption), various energy labelling activities (including those following the Energy Labelling Directive 92/75/EEC, governmental activities such as the Blauer Engel label as well as private initiatives) and financial support schemes. In addition, the debate on energy effi-

ciency is rather technology orientated (e.g. efficiency standards, development of new technologies). Sufficiency aspects including questions about our lifestyle or our mobility behaviour are more or less left out of the discussion.

Before the German electricity market was opened for competition several utilities operated efficiency programmes such as bonus schemes for energy efficient appliances or energy consultancy.

In the last 20 years several intermediaries such as energy agencies or consumer organisations on the state level ('Bundesland') as well as the actors on the local/regional level have emerged and made energy efficiency in the household sector a core issue. As a result of this decentralised infrastructure, it has become possible to test different instruments and approaches on a local and regional, for example before they can gain a political majority on a national level.

### *Local context*

When the project was beginning climate protection and energy saving have hardly been on the public agenda. The project region is especially characterised by a strong structural change. Many of the former coal-mining and coke- and steel-production sites have been closed and new technologies and services have been more or less successfully installed. In this area called 'Ruhrgebiet' are living about 5.3 million people on 4.432 square km (density: ca. 1.200 persons/km<sup>2</sup>). Since the 70s this area is characterised by an elevated level of unemployment compared to North RhineWestphalia (NRW) and the federal republic. The unemployment rate in the Ruhr area was 13% in September 2003. NRW had an unemployment rate of 10.7 and the federal republic 11.2%. Concurrently, many people were leaving the Ruhr area. This tendency continues. For the real estate this is a difficult situation because it might happen, that many houses can not be let. This threatens especially old houses with poor living standard and high additional property expenses, i.e., for heating-energy costs. The project focus on energetic renovation effects both aspects and thus increases the attractiveness of the region. The emphasis was also put on empowering the local economy, as it is assumed, that many of the recommended measures are implemented by local craftsmen. The process of restructuring the region requires an openness to change of all inhabitants including privat persons and consumers. This was a good foundation for this project, which also requires the openness to change things in the houses and aims at motivating private house owners to optimize the energy efficiency of their buildings.

For the contributing body the profile of the organisation was very important. The consumers organisation 'Verbraucherzentrale NRW' is an association mainly funded by public authorities (see 'Intermediary case study proforma', WP3) working explicitly independent of economic interests like selling products or services. This enables the Verbraucherzentrale NRW to give neutral advice to the private consumer. Also from the point of view of the consumer the Verbraucherzentrale NRW is estimated as highly trustworthy.

The region of the project is quite large and covers different towns and municipalities. Some of them have their own climate protection programmes or even already offer energy consultancy also subsidised by the region's administration. Different offers exist at the same time in close places.

After a history of discussions between Verbraucherzentrale NRW and the chambers of architecture and engineering, focusing the potential influence of subsidised energy consultancy on the market of non subsidised offers of architects and engineers, it was fixed that the project should provide first step consultancy ('Initialberatung'). This gives people the basic idea of the most important next steps and leads them to involve engineers, architects or craftsmen.

The good contacts to the local press and environmental administration as well as the reputation of the organisation always have been helpful.

### *Specific context of the project*

Supportive institutions always have been the regional government and the ministry of economic affairs and energy. They created and supported the idea to involve the EU structural funding among other things for energy consultancy. This integrated the project in the EU-objective 2 strategy as well as in the policy of the region. Also many of the associations, which are members of the Verbraucherzentrale NRW, supported the idea.

The organisation has been practicing energy consultancy for 30 years, always focusing the private consumers and house owners. During this time it also was evaluated and constantly improved. The measures recommended in the consultancies refer to available and approved techniques.

Due to the coincidence of decreasing wages and relative low heat-energy prices many of the suggested measures to increase efficiency seemed not profitable for consumers. Not even if they wanted to draw on public subsidies. Different kinds of public subsidies are available for energy saving measures. Generous credit rates are offered by a public bank ('KfW-Bank') and for some measures direct subsidies are paid. The directive on the energy performance of buildings is also a very supportive element in promoting energy consultancy and energy savings.

## Step 2: Focus of DSM programme

### *General issues*

The programme was scheduled to start in January 2005 and run until the end of June 2008. Due to delays of the official funding approval the period was rescheduled. The schedule was very tight as in the organization itself happened some internal changes, i. e. the responsible team leader and the responsible project manager left the organization and had to be substituted. The quantitative goals of the project have been quite ambitious in terms of the organisation. They extrapolated the dates of former projects to this project. The challenge was the different framework. In former projects the energy consultants have been embedded in a locally known and reputed structure. For this project they started in municipalities which had not had institutionalised energy consultancy. In some municipalities they had the advantage to benefit from infrastructure, name and reputation of the local advice centres of Verbraucherzentrale NRW. In other towns they just started from the beginning.

In 54 towns within the region the organisation Verbraucherzentrale NRW runs local advice centres. In this region some of them had publicly funded energy consultants, some could offer energy consultancy in regular turns, and some did not offer energy consultancy at all. Some of the advice centres exist since 50 years. They are financed one half each by the municipalities and the regional government. They are open to all consumers and give advice, information and support in nearly all questions of daily life. Many consumers made positive experiences as they got concrete help, like refunding of their reclamations, etc. The local advice centres also do press work and market checks in their municipalities with regional aspects. The managers of the local advice centres are actively networking and collaborating with the local institutions and unions. All these are reasons that made it easier to start the energy consultancy in these towns, even if they did not offer energy consultancy there. In other towns they had to start from the beginning. That means to find out the key-players, collect relevant media data, find adequate rooms, start networking with local associations, etc.

### *Initiator and partners*

The first ideas of the project were generated in informal talks between the responsible persons in the administration of the regional government. As Verbraucherzentrale NRW already receives funding by the regional government, regular contacts and exchange exists. In one of these discussions the idea of integrating energy consultancy in the objective-2 of the EU-Structural funds was created. For many municipalities and towns this energy consultancy is a good offer for the citizens and a good extension to the local consultancy offers. So they supported the application. As the project started and all over the time, they also promoted the offer in their own publications and referred to it in the public. Fifty percent of the funding was contributed by the EU structural funds, objective 2, phase 5. Cofinancing was secured by the regional government (Land NRW) and complemented by the fees paid by the consumer. In total 3 million Euro should have been spent in 3.5 years and up to 230.000 Euro should be gained through the consultancy.

### *Problem definition*

About 80 % of the residential buildings have been constructed before the first heat protection ordinance was developed. The majority of these houses has not been energetically refurbished since then. With support of public funding it would be possible for the proprietors to finance refurbishment. But the funding programmes are not well known. Also the private advantages like enhancement of value, increasing comfort, decreasing energy expenses.

The area is also affected by shrinking population but also increasing demands in living area per person.

### *Goals and objectives*

The goal was defined as strengthening the regional economy by creation or securing employment in the Ruhr area by independent energy consultancy of private consumers living in or owning old buildings. All the measures to reach these goals have been clearly defined in the project outlines. They have been ambitious in a quantitative way.

### *The targets and target group*

The main focus is on private owners of old buildings up to 8-12 accommodation units. Also tenants and proprietors of single flats are targeted. The challenge lies in convincing them to realise measure of energetic refurbishment.

The overall goals are quantified by reducing CO<sub>2</sub> emissions by 17,000 t/year in the long run. With planned 4500 consultancies 57 Mio Euro of investments in energetic refurbishment should be created.

## Step 3: Design of programme

### *Programme design*

The design of the programme is a further development of energy consultation, which the organisation is experienced in for more than 20 years. The consultants are constantly involved in intensive exchanges of experiences, in-house skill enhancement, communication trainings and are regularly updated on technological innovations.

For a long time the consultancy took place in the offices of the Verbraucherzentrale NRW. For this project it was decided that the consultants visit the houses. This leads to more detailed suggestions and with that the probability of realisation increases.

### *Research conducted on target group*

The target group was under regional aspects mainly defined by the funding programme and is a part of the target group from Verbraucherzentrale NRW in general. In the definitions of the EU structural funds the indicators are named for the regions. For the project itself the target group was reduced to private households.

Former evaluations in different communities enabled Verbraucherzentrale NRW to estimate the potential of investments and of CO<sub>2</sub> savings. Some existing statistics and information helped to design more specified information material. For regions with a high rate of immigrants special flyers and posters have been printed and interviews in their radio stations were given. But this did not lead to a higher response. The experience says that most of the immigrants owning houses have a good knowledge of the language.

### *Barriers, motives and capacities to target*

The individual consultation in the houses of the customers provide a high flexibility for the consultant. In the situation the consultant can react directly to problems, questions and concerns. The training of the consultants prepare them for multifold situations in social skills as well as in how to explain technical measures easily, setting priorities and finding possible additional funding. Strong arguments used for the consumers have been the increasing housing quality and the decreasing costs for energy. The second argument gained weight during the project as the energy prices started to rise.

### *Intervention methods/instruments and activities used*

The main instruments of the project have been:

- Individual in-situ consultancies
- Publicity in local media
- Networking with local partners to publish the offer.

The consultants have a profound knowledge of public subsidies available for energy saving measures. So the customers got the information, what next steps to take and possibilities how to facilitate the financing. In the first period many activities of publicity focussed also on immigrants. This did not turn out to be a success, because the ones coming to the consultations have spoken German fluently and others did not show up. For these reasons these activities stopped.

As the situation that a stranger comes to your house and has a look in the cellar or for example in the sleeping room to look for the reason of a humidity problem seemed to be quite strange to

some people, the consultants have been trained very well in communication techniques. Another important point is that Verbraucherzentrale is esteemed a very trustworthy organisation. This is proven by polls.

The timing of the project was adopted to the political targets of this region at that time. It is quite obvious that in the beginning of 2007, as the Stern report and the Al Gore film have been published, the demand for energy consultancy augmented and the interest and support by the politicians grew.

The regional government promoted a network with architects, engineers, craftsmen and all other institutions in the energy consulting sector right from the start. The idea was to spend a little money and prove some activities. In any case this created a relaxed atmosphere between the actors. After a history of discussions between Verbraucherzentrale NRW and the chambers of architecture and engineering, focusing the potential influence of subsidised energy consultancy on the market of non-subsidised offers of architects and engineers, it was fixed that the project should provide first step consultancy ('Initialberatung'). This gives people the basic idea of the most important next steps and leads them to involve engineers, architects or craftsmen. This conflict exists (mainly on individual basis) since the beginning of subsidized energy consultancy. As it is known, a constant dialogue with the concerned chambers of them is held. This dialogue is held on different levels and in formal and informal ways. For example the actors know each other and start discussions in an early stage. Each time a new project starts to be discussed, the chamber of architecture and engineers is involved and everyone tries to find solutions which are profitable for all parties. One result is for the new project on energy consultancy the consultants are working as free lancers and have to have their own offices beside their work for Verbraucherzentrale NRW. The conflict got a bit stronger as the individual sum of public subsidies for expert opinions decreased. As a consequence the prices for the expert opinions were adjusted nearly on market level. The consultancy is planned as a single contact. But it always has been possible to contact the consultant again. After the end of the project the succeeding offer is continuing in the same structure, so that people can get in touch.

As concerns the use of competitions to engage the public, the only form of contest or competition were lotteries in some places to attract attention. The prizes were thermographic pictures of the house of the winner.

### *Participation*

The final design of the project was developed mainly by Verbraucherzentrale NRW in close cooperation with the administration of the regional government. The knowledge, experience made in similar projects and the feed-back given by the customers were taken into account. Direct involvement of end-users was not planned. The strategy to involve the end user was a marketing mix of distributing information personally, by multipliers, via local media, via networks, internet and little events. For some colonies a group consultation was offered, as similar houses need similar solutions. In the local context each consultant had his region not just for consultation but also for the networking with local politicians, the associations of house owners, local trade fairs, etc. An alignment of interests and stakes took place in a different area. The problem of humidity and mould in many cases leads to a conflict between the house owner and the house user. As an independent organisation the solutions suggested could be accepted by both parties. The classic discussion between house owners and users is the question of reason and in consequence of responsibility, if the problems are caused by a wrong use or by wrong construction. As consultants, who do not profit by their recommendations it is easier for both parties to accept the recommendation. In many cases the independent consultancy does not lead to unilateral recommendations or explanations. Many times both parties have to take their part to avoid humidity and mould. An adequate behaviour in heating and ventilation can prevent humidity and mould, but it can lead to

rising energy costs. This reflects the state of the building (so called second rent) and decreases the value of the flat. Sometimes the consultant just can recommend to move. A new thermal insulation eliminates thermal bridges but demands an adaption of behaviour.

### *Commitment*

The funders - the region of NRW was very committed to the project and in the local context many of the local mayors and politicians supported the project. Sometimes just by giving positive resonance sometimes by direct support by creating opportunities to present the project.

### *Communication*

In the beginning a communication plan was developed. It consisted of a website, information material like leaflets, banners, posters, also in German as in Turkish. Some announcements have been made. In regular press releases the media was informed and placed articles in local newspapers, radio and tv. With some partners events with lectures have been organised. The information was spread continuously during the whole time. One mailing was sent out and in specialised publications the leaflets were added. The advertising via google-adwords was successful because of the easy choice of a target.

The information given was very detailed: first about the frame of the consultancy, like costs, duration, aspects which could be covered, second the arguments used to convince people were economic feasibility and ecologic responsibility. In the consultancy itself people were informed about possible measures to take, their priorities, estimated costs of the measures, profitability, possibilities of additional funding, technical aspects and materials.

### *Learning, evaluation and monitoring*

Evaluation was already planned and calculated in the project draft. The rate of realisation of the suggested measures, the satisfaction of the costumers, and the CO<sub>2</sub> savings have been evaluated. A budget of 50.000 € and some men months were calculated for the evaluation. This evaluation collected the feed back of the consulted consumers. Stakeholders have not been included. During the project an internal statistic of the demand was handled to be able to react and adopt the public relations and to administrate the customer data (e.g. to prepare the evaluation). An outcome of the project is a tool for a constant evaluation, which can be handled by the own organisation. This will be used in follow-up projects. To touch the questions of unintended/indirect outcomes some questions have been included. For example it was asked whether the result of the consultancy influenced others. People reported that they have the feeling that the consultancy avoided bad/wrong investments. For dissemination the results of the projects have to be published in a trade publication.

### *Link to other programmes and policy*

The project was linked to other projects. This was more a problem within the organisation, as the same organisational unit offers very similar products with slightly different offers and in different structures. This is not a problem for the consumer. The programme was designed to fit in the strategy of the funding (EU structural funds objective 2). At the same time it related to other funding programmes, which promote the realisation of measures by providing cheap credit.

## Step 4: Process of programme

### *Interaction between the different participants*

The project did not aim at creating a sound and sustainable network to support the project. Nevertheless all the negotiations on regional level in preparation and during the project guaranteed a stable environment supporting the project. On the local level it was also useful to seek contact to other stakeholders, like politicians, associations of homeowners or of colonies, chambers of craftsmen and chamber of architects and engineers. This was a way to promote the project and to also integrate and prove that the energy consultancy is a door opener for engineers, architects and craftsmen and produces demand for their services. This happened by personal talks, lectures given for them or in direct cooperation. For example the chambers compiled lists of their members with special qualifications in energetic refurbishment. This kind of lists could be passed to the costumers of the energy consultancy. The dilemma between home owners and home users sometimes could be solved by different suggestions concerning constructive matters and suggestions to change habits of the house users due to heating and ventilation. The evaluation showed that 37 % of the responding people said that the consultancy had effects on third parties like neighbours, friends, even their landlords. People who apply for an energy consultancy already have to have an idea that they want to change something. This varies between having to do something because their heating system ran down or because they want to protect the climate. Through the consultation the customers were asked for their confirmation to give a feed-back supporting the evaluation later. The questionnaire for the evaluation was handed out one or two years after the consultation. There had to be enough time to let them think about and realize the measures. The results of the evaluation will be published in professional journals, to the funder and in Verbraucherzentrale NRW. It is not planned to give a feedback to the customers.

### *Reaction of the project manager to issues/problems*

One of the secondary objectives for the project was to reach immigrants. But they did not respond to the selected ways of communication. But, at the same time, this target group also responded to the 'normal' ways of communication. So the public relations concentrated on this. Within the organisation a lot was to learn and to adopt. The funding regulated by the EU directives needed different forms of administration, calculations and reports, etc. It took some time to adopt all this and to match it with the other units of the organisation. The project started with a delay of some months as the approval of the funder was late. In consequence the project could not spend all the budget for human resource allocation in energy consulting. During the project the project-manager and the head of the group left the organisation. On the side of the funder also some responsible persons changed. This costed some effort to keep things going.

## Step 5: Outcome of process

### *Objectives/goals/outcomes*

The results of the evaluation indicate that the objectives have been reached in terms of CO<sub>2</sub> reductions, investments and employment effects. This is quite successful, especially as just 3070 consultancies were accomplished (4500 planned). The results of the most consultancies were recommendations for energy saving measures. The realised measures could be seen as a change in efficiency behaviour. This leads to constant energy savings as long as the life cycle of the product. The (planned) starting point of the realisation of recommended measures can be ½ year, or 8 years after the consultancy. Whether the customer starts to realise the recommendations, depends on the measure, the age of the customer, the state of the building, etc. It is impossible to find a simple rule of causality. The results of the project evaluation are not published yet. Within the Verbraucherzentrale NRW the project is appraised as very successful. In the municipalities the acknowledgement also is positive.

### *Effectiveness*

In relation to the outline the project was even more cost-effective than planned. Some part of the budget could not be spent, because the funding approval was late and because of other circumstances (e.g. the change of framing conditions). In average each consultancy induced an investment of about 18.000 €

### *Social learning*

The group of people reached are 82% proprietors and 10 percents tenants. 2/3 are living in single family houses, the rest in apartment buildings. It is assumed that the owners are about 50 - 60 years old. A third of them has an average net household income of more than 3000 €/month. Households earning less than 1000 €/month could not be reached by this kind of consultancy - they are in this way not the main part of the target group.

Each consultancy is adopted to the needs and the existing knowledge of the customer. Many of them fed back that after consultation they understood more about the building equipment, relations between insulation and substituting windows or even about climate protection. One criterion for engaging consultants and a quality indicator is the ability to explain complex things in an easy way. Additional benefits for the target group were increasing housing quality and in some cases prevented wrong investments. If the recommended measures are realised the changes are sustainable.

### *Follow-up of the programme*

Usually the consultancy included one visit and a recommendation. If people had more questions they always could refer back to the consultants.

## Step 6: Analysis and conclusion

### *Context*

The context of the EU-funding enabled Verbraucherzentrale NRW to cover a big area by its services. The extent of the project made the support very effective. The back-up, which is necessary for consultancy, could be used for many consultants. So economies of scale became effective. The hype which started on climate protection as the Stern-Report and the Al-Gore film were published increased the demand for energy consultancy considerably.

### *Focus*

The focus of the project was bifocal: One part concentrated on the aims of the funder, the regional government. So the main target has been: "strengthening the regional economy by creating or securing employment in the Ruhr area by independent energy consultancy of private consumers living in or owning old buildings." To reduce the energy consumption and CO<sub>2</sub>-emissions and increase energy efficiency have been secondary goals. The other focus was on the individual level, where many aspects of improvement have been promoted, like lower energy bills, increased housing quality, climate protection, etc.

### *Design*

The design of the project concentrated on individual contacts between the consumer and the consultant. The consultants were working on site in many private households in the area of about thirty municipalities (Ruhrgebiet). It has been very important, that the consultancy was done by experts, mostly engineers and architects. One important skill of a consultant is to explain difficult structures in an easy way. The consultants are constantly trained in communication skills, technological innovations and exchange their experiences. They all have access to a regularly updated knowledge base. The fact that the consultants are working on site and view the object personally enables them to give detailed advice and creates confidence by the customer, as misunderstandings are unlikely. Another matter, which creates confidence is the fact that Verbraucherzentrale NRW is independent of commercial interest. The customers can be sure, that the consultant does not want to sell any product or service.

### *Process*

In the project energy consultants worked as employees of the Verbraucherzentrale NRW. Their main objective was to work as energy consultants for private households. Further objectives were organizing the public-phone-hotline (arrangement of appointments and discussing the matter of consultancies), the local public relations (with central support) and the contact to other local organisations and institutions f.ex. like municipalities, private homeowners associations. The target of central public relations has been a key support for the consultants and external partners and web-publishing, -design and arrangements due to google-adwords. The project leadership analysed the statistics and results and wrote semiannual reports to the governmental administration.