



PROCEDURAL GUIDELINES

The IEA Demand-Side Management
Energy Technology Initiative

July 2015

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PROCEDURAL GUIDELINES
FOR THE IEA DEMAND-SIDE MANAGEMENT
ENERGY TECHNOLOGY INITIATIVE

Preface

This document is a reference handbook of the procedures for the International Energy Agency (IEA) Demand-Side Management (DSM) Energy Technology Initiative (ETI) to facilitate its effective management. It is intended primarily for the use by the Programme's Executive Committee, Operating Agents, and Task Experts.

This is not a legal document, nor is it a part of the IEA DSM Energy Technology Initiative (IA). This document describes the specific ways in which the IEA DSM Executive Committee will manage the Programme, within the authority provided by the Programme's ETI. If there are inconsistencies between the ETI and any portion of this document, the ETI takes precedent.

This handbook is structured to first list the Articles and Sections of the ETI related to the information in this handbook, and to provide the background for only those specific sections of the Energy Technology Initiative that have been addressed by the Executive Committee. This is followed by the management procedures established by the Executive Committee to assist it in fulfilling those specific requirements of the IA in order to obtain the best results and benefits from the collaborative work.

The format for each section is therefore:

- List of relevant Articles and Sections from the Energy Technology Initiative;
- Presentation of specific Sections of the Energy Technology Initiative; and
- Suggested Guidelines to meet these ETI requirements.

Included in the Attachments are samples of many of the forms and formats for topics that are included in this Handbook. These will help the user meet the requirements and streamline the Programme management. A sample Task Work Plan and sample Task Status Report will be selected with the input of the Operating Agents and included in the next draft.

It is intended that these guidelines will be subject to periodic revision and expansion. Comments should be made to the Programme's Executive Secretary.

CHAPTER 1

PROGRAMME MANAGEMENT AND THE EXECUTIVE COMMITTEE

Energy Technology Initiative

See Attachment J

Procedures

Admission of new Participants

A new Participant to the Energy Technology Initiative must be approved by the Executive Committee, acting by unanimity. A new participant in the Energy Technology Initiative from a non-IEA member country must also be approved by the IEA's Committee on Energy Research and Technology and the IEA's Governing Board.

A new Participant to one of the Energy Technology Initiative's Annexes must be unanimously approved by the current participants in the Annex concerned.

Sponsors

IEA requirements:

- CERT must approve all Sponsors. This is done after the Executive Committee has voted to accept the new Sponsor and received a formal letter.
- No Sponsor shall have greater rights or benefits than Contracting Parties from OECD non-member countries.
- No Sponsor shall be designated Chair or Vice-Chair of an Implementing Agreement.

DSM Energy Technology Initiative requirements:

- Any entity (national, regional or international), as outlined in the IEA Framework, may join if they are willing to comply with the obligations of the Implementing Agreement, and the Executive Committee unanimously agrees upon the entity joining.
- The number of Sponsors should not exceed half the number of Contracting Parties on the Executive Committee.
- Sponsors shall pay half the annual Common Fund contribution.
- Sponsors may vote only on matters pertaining to Tasks they are participating in.
- Sponsors may raise matters and propose new work to the Executive Committee.
- Sponsors must participate fully in at least one Task.
- Sponsors shall follow the DSM Executive Committee policy on withdrawal from the Energy Technology Initiative and Tasks.

Responsibilities of the Executive Committee Members

Key responsibilities of the Executive Committee are:

- supervision of the overall activity under the Agreement;
- adoption of work plans and budgets each year; and
- adoption of rules and regulations for management of the Tasks.

Executive Committee members should be prepared to participate actively in meetings. In particular, they should be prepared to provide feedback, guidance and raise concerns they may

have to the Operating Agents, and to approve the Work Plans and Budgets. As such, they should read Task Status Reports carefully, especially those for the Tasks in which their country is participating.

Executive Committee members should ensure that they are informed on the status and adequacy of their country's participation in the Tasks in which they are a member. This can be accomplished through regular communication with their Task Experts prior to the Executive Committee meetings.

The Executive Committee members from Operating Agent countries have a special management and advisory role vis-à-vis those Tasks. They are responsible for carefully tracking the status, timeliness and quality of Task activities and products. They should also offer advice and assistance to the Operating Agent when problems or important issues arise within the Task. Should there be a special concern, these Executive Committee members should be prepared to give a short verbal report on the adequacy of Task progress and management, areas needing attention and improvement with recommended actions, and those aspects of the Task that are going well.

Executive Committee Meetings

Executive Committee meetings are held semi-annually, generally in the spring and autumn. Executive Committee members and Operating Agents are required to attend each meeting. The meeting agenda is drafted by the Programme's Executive Secretary. Programme participants may request that specific items be placed on the agenda. Participants are requested to distribute all related meeting information so that the material arrives at least 3 weeks before the meeting where their topic is scheduled to be discussed. Verbal reports, statements and preparations should be kept brief. Visual aids are encouraged to accompany presentations.

"Shirtsleeve" Meetings

All Executive Committee meeting participants are asked to make themselves available for informal "shirtsleeve" meetings on the evening prior to the first day of the Executive Committee meeting, generally after the Special Session and Reception. The intent is to discuss and hopefully resolve issues that do not need to be formally addressed by the entire Executive Committee during the Executive Committee meeting. This should help make the Executive Committee meeting be more effective and efficient.

If there is anything a participant would like to discuss with an OA, an Executive Committee member, the Chairman or anyone else in the Programme they should fax the Executive Secretary who will pre-schedule meetings after the reception. She will distribute a schedule of "shirtsleeve" meetings in advance so everyone can plan their evening.

Observers at Executive Committee Meetings

All IEA member countries are welcome to send an observer to Executive Committee meetings. Interested countries should notify the Executive Committee chair and the IEA Secretariat.

The first time a non-IEA member country wishes to send an observer to an Executive Committee meeting, the Executive Committee Chair must inform the IEA Secretariat who's Executive Director decides whether to formally request approval from the Chair of the IEA Governing Board. Once observer approval has been granted by the Governing Board to attend an Executive Committee meeting, subsequent requests to attend an Executive Committee meeting are approved only by the Executive Committee Chair.

National Participation Plan

The National Participation Plan (NPP) describes how each country will participate in those Tasks it has joined. Through preparation of the NPP, each country defines how it will participate, agrees to this participation, and begins the steps to guarantee that the necessary resources (human and financial) will be available when needed.

Executive Committee members must provide a NPP to the Operating Agent for each Task they are participating in. NPP's are to be submitted 2 months prior to the intended start of a Task. As the NPP must be compatible with the Task Work Plan, they must be revised if the Task Work Plan is significantly modified.

The contents include:

- Brief description of the expected national input and contribution to the Task;
- Funds, and other resources to be committed, by subtask or major activity, as appropriate;
- Date these funds will be available;
- Information regarding invoicing;
- Designation of the lead national contact person for the Task;
- List of Experts to be involved along with a brief description of their qualifications;
- Research facilities to be used; and
- Expected industry involvement, as appropriate.

Voting

The IA defines the Programme's voting procedures. A summary of voting requirements for selected issues is indicated below.

VOTING REQUIREMENTS					
Issue	ETI Reference	Member Countries	Participating countries + Sponsors	Unanimity	Majority
Programme of Work	Article 3		X	X	
Budget	Article 3		X	X	
Secretary	Article 4	X		X	
Replacement of Operating Agent	Article 5		X	X	
Approval of a resigning Operating Agent's replacement	Article 5		X	X	
Establishment of a Common Fund	Article 7	X		X	
Financial Rules, Expenditure	Article 7	X		X	
Exchange of Information with Others	Article 9	X		X	
Admission of new Parties - To the ETI - To a Task	Article 12	X	X	X	
Contributions of New Parties - To the Common Fund - To a Task	Article 12	X	X	X	
Withdrawal (without 12 months notice)	Article 12	X		X	
Changes of Status of Contracting Party	Article 12	X		X	
Failure to Fulfill Contractual Obligations	Article 12	X		X	
Participation of the Sponsor	Article 13	X		X	
Termination	Article 14		X	X	
If no specific voting provisions are made					X

Chair

Elections shall be held for the Chair every two years, during the second Executive Committee meeting of the year.

- Any Executive Committee member is eligible to be elected Chair.
- The requirements to serve as Chair are (1) able to spend the necessary time to plan the Executive Committee meetings, to respond to numerous requests from the Secretariat and elsewhere, and to provide the vision and leadership that the Programme requires; (2) broad knowledge of DSM and EE; and (3) a known ability to manage meetings.
- Nominations will be sent to the Executive Secretary at least two months prior to the Executive Committee meeting. The Executive Secretary will provide a specific deadline.
- The Executive Secretary will confirm the willingness of each proposed person to be nominated and to serve for a two-year term, if elected.
- The list of nominees will be included in the PMD.
- If more than one name is listed, each candidate will be asked to provide a one-page description of the challenges facing the Programme and how he or she plan to address them.
- Elections will be held at the end of the second Executive Committee meeting of the year. Only those present may vote. Abstentions are allowed. Executive Committee members not present may send their vote, in advance of the start of the Executive Committee meeting to the Executive Secretary and those votes will be counted.
- If there is more than one candidate, a secret ballot will be used and the Executive Secretary will tally the votes and report the results.
- A majority is required to be elected.
- In case of a tie, a second vote will be held among those present and repeated until a winner emerges.
- The Chairman will be elected for a two-year term.
- The Chair may be elected for as many terms as the Executive Committee decides. If the Executive Committee is unhappy with the Chairman they must nominate someone who must win with a simple majority.

Vice-Chair

- The Executive Committee shall have two VCs whose roles are to assist the Chair.
- The Chair will propose each and the Executive Committee will, by simple majority, approve each or not.
- If not approved, the VC candidate or candidates will be asked to leave the room and the Executive Committee will hear the pros and cons for each person.
- A second vote will be made to gain approval.
- If that fails, the Chair will be required to offer an alternate name or names.
- When a Chair steps down or is not re-elected, the VC term expires and after a new Chair is elected, he or she will propose new VC for Executive Committee approval.

Annual Report

An Annual Report to the IEA Secretariat is required to inform IEA member countries and other interested parties of the progress in the DSM Programme during the preceding year. The Annual Report is due to the IEA no later than January 31 of each year. Responsibility for the preparation and submission of the Annual Report rests with the Executive Committee Chair. The Operating Agents have major contributions to make to this report.

The contents include:

- Brief description of the DSM Programme;
- Executive summary of the accomplishments of the Programme;
- Theme chapter;
- For each Task:
 - A brief (1 page) description of the Task and Subtasks
 - Summary of Task accomplishments for the year being covered
 - A common chart showing schedule of major Task Activities
 - Summary of Task activities planned for the coming year
 - Description of industry involvement
 - A list of reports produced (those published in the year covered), and to be produced in the upcoming year
 - A meeting schedule (for those held in the year covered), and for those scheduled for the upcoming year
 - A list of participating countries and lead Task Experts
 - Appropriate photos, figures, or illustrations; and
- Executive Committee Membership, and Operating Agent Lists.

The Executive Committee supports wide distribution of the Annual Report within participating countries, and at international forums related to DSM.

Common Fund

The Executive Committee agreed to the establishment of a Common Fund to support the responsibilities and administrative activities for the entire Programme. A financial accounting of the fund will be presented at each Executive Committee meeting. The Common Fund budget for the upcoming year will be proposed by the Executive Committee Chair. Upon approval, the Executive Secretary will invoice each participating Contracting Party. Prompt payment is expected.

Admission of New Participants into a Task

Before the Executive Committee is asked to review the admission of a new country into an ongoing Task, the requirements, both financial and programmatic, should be documented and unanimously approved by the Task Experts, and acceptable to the interested country.

Task Experts may recommend restrictions on admission of new participants, primarily due to the work already completed. This may include: setting a date after which no additional participants will be admitted to a Task; or establishing work or input (including financial) requirements for new entrants. In some cases, more than one restriction, or option for resolution may exist. The Operating Agent is responsible for bringing these options to the attention of the Executive Committee during the Task Status Report as an issue requiring attention. A preferred technique to expressing these options is by listing them, with the pros and cons of each, and a recommended preference. The Executive Committee must approve restrictions. Executive Committee members should review this information in the Task Status Report and be prepared to vote at the next Executive Committee meeting.



Strategic Plan

In order to better communicate the policy framework for the Demand-Side Management Programme, and to guide its current Tasks and future new Tasks, the Executive Committee should consider the preparation of a strategic plan and to update it every 2-3 years.

Evaluations of the Energy Technology Initiative

The Executive Committee will initiate and conduct periodic management and/or technical evaluations of the Programme as necessary.

The Executive Committee will respond, as appropriate, to Programme evaluations initiated by the Secretariat or the IEA's End Use Working Party (EUWP).

CHAPTER 2

TASK INITIATION AND TASK COORDINATORS

Energy Technology Initiative

See the Energy Technology Initiative, Article, for additional guidance on initiation of Tasks.

Procedures

Concept Definition Phase

The Executive Committee will consider possible new Tasks by discussing a draft Concept Paper prepared to facilitate this review. The proposing Executive Committee member, should prepare and distribute a draft Concept Paper to the Executive Committee so that it arrives no less than 3 weeks prior to the meeting (meeting #1) where it is to be discussed. The draft Concept Paper should present the objectives, expectations, approach, and motives of the proposed Task and explain the relationship of the proposed new work to the Executive Committee's strategic plan and/or other IEA programmes or policy statements.

The proposing Executive Committee member will identify a Task Organizer and is encouraged to bring that person to the meeting where the draft Task Concept Paper is to be discussed. If the Executive Committee finds the proposed concept of interest and believes it should be developed into a new Task, the Executive Committee should unanimously approve the start of the Concept Definition Phase.

During the Concept Definition Phase, the following actions should occur:

- The proposing Executive Committee member will check for overlap with other Implementing Agreements, and revise the draft Task Concept Paper accordingly.
- The Task Organizer will revise the draft Concept Paper based on the Executive Committee's discussion and/or requirements. The revised Concept Paper will then be distributed to the Executive Committee members who should review it with their national Experts. The Executive Committee members should provide the Task Organizer with suggestions and revisions that incorporate their Experts' views.
- To assure unanimous approval at the next Executive Committee meeting (meeting #2), the Task Organizer should revise and redistribute the Concept Paper until all Executive Committee members' comments have been satisfactorily addressed.
- The Task Organizer will distribute the final revision of the Concept Paper for discussion at the next Executive Committee meeting (meeting #2). Upon approval at this meeting, the final Concept Paper will be used to represent the Executive Committee guidance for the Task Definition Phase.

Prior to the Executive Committee meeting (meeting #2), Executive Committee members have the opportunity to offer names of organizations and persons to develop the Task and be the Operating Agent. Interested Executive Committee members should distribute information in support of their candidate.

If, and when, the Executive Committee initiates the Task Definition Phase, the Executive Committee will formally approve the Task Operating Agent (usually the Task Organizer) at that time.

Task Definition Phase

The objective of the Task Definition Phase is to draft the Annex, the Task Work Plan, the Task Budget, the Task Information Plan, and to describe the resources required to successfully complete the Task Work Plan. The Task Definition Phase usually is completed in one year, after which time the Task work can formally begin.

The Task Definition Phase usually begins with an Experts meeting where the final Concept Paper is used to guide the drafting of the Annex, Task Work Plan, Task Information Plan, and to define the resource requirements. This draft information is first reviewed by the participating Experts and, upon revision, sent by the Operating Agent to all Executive Committee members. The Executive Committee members, with input from their national Experts, provide comments to the OA who then revises these documents and distributes them prior to the next Executive Committee meeting (meeting #3).

At this Executive Committee meeting, the Annex, Task Work Plan, Task Budget, Task Information Plan and resource requirements are discussed. If the Executive Committee feels the Annex, Task Work Plan, Task Budget, Task Information Plan and Resource Requirements are adequate, the Executive Committee may, by unanimity, approve the new Task. If not, the Executive Committee must provide comments to allow the Operating Agent to make the necessary revisions. Such revisions may be made prior to the following Executive Committee meeting (meeting #4) and the vote to approve the new Task may be done by mail ballot.

Whenever the new Task is unanimously approved, the Executive Committee members who decide to participate in the new Task are requested to submit their National Participation Plans to the Operating Agent. The Operating Agent compiles the National Participation Plans and determines if the resources necessary to start the Task work are available. The status is reviewed and the participating Executive Committee members unanimously determine if the Task is ready to begin. This review is usually done at meeting #4.

Notice of Participation

Countries must officially notify the IEA Secretariat of their intent to participate in a new Task. They must include contact information for both a primary contact person, and the designated Task Experts. The Executive Committee member should ensure that this notice is submitted in a timely manner. A sample notice of participation letter is shown below in Attachment B. This Notice of Participation should be submitted as soon as possible in order to allow the work to begin.

How to start a new Task

Executive Committee Meeting #1 IDENTIFY NEW ACTIVITIES

After meeting Executive Committee member(s) and national experts: develop a concept paper (2-5 pages) that includes:

- Motivation
- Objectives
- Approach
- Results

Distribute in advance for review by the most interested countries. During the meeting Executive Committee members can recommend persons to develop a Task/Concept Paper and to be the Operating Agent.

Executive Committee Meeting #2 PRESENT CONCEPT PAPER

If the Concept Paper is approved then the Task Definition Phase begins. The Executive Committee at this time approves an Operating Agent or Task Organizer if no one has been identified to lead the work.

If, the Concept Paper is not approved by the full Executive Committee then the Executive Committee member(s)/proposed Operating Agent that presented the Concept Paper should revise the paper based on input from the meeting for approval.



Executive Committee Meeting #3 PRESENT TASK ANNEX, ETC.

Prior to this meeting, the proposed Operating Agent/Task Organizer should hold a Task Definition Meeting with experts and interested Executive Committee members. Participants should draft the following documents for approval at Executive Committee Meeting #3:

- Draft Annex
- Task Work Plan
- Task Information Plan
- Resource needs: Task or cost sharing

If the Executive Committee approves the Annex and the Operating Agent then the Task may begin.

Following the Executive Committee meeting, the Operating Agent should:

- Send out invoices
- Submit National Participation Plans

CHAPTER 3

TASK MANAGEMENT AND THE OPERATING AGENT

Energy Technology Initiative

The Energy Technology Initiative Article 5, sections (a) thru (j); and Article 6, sections (a) and (b) provide additional information related to Task Management and the Operating Agent:

Procedures

The Operating Agent

The official Operating Agent (OA) is the Contracting Party of the country that agrees to take on the responsibility of managing a Task. The role is assigned to one individual within, or under contract, either directly or through another organization, to that Contracting Party. This individual is also referred to as the Operating Agent.

Qualifications of Operating Agents

The Operating Agent is responsible for the effective management of the Task Work, and serves at the pleasure of the Executive Committee.

The individual acting as Operating Agent should have:

- Sufficient experience in technical research and project management;
- Adequate technical and financial support from the Contracting Party;
- Competent communication skills;
- Resources (time, money, facilities) to properly manage the Task; and
- Commitment for the duration of the Task.

Approval of the Operating Agent

The Operating Agent, organization and person, for a Task may be proposed by any Executive Committee member who intends to participate in the Task. The Operating Agent must be unanimously approved by the Executive Committee members who intend to participate in the Task. This approval must take place prior to the start of the Task Definition Phase. The Operating Agent (person) will often have been the Task Coordinator.

In deciding on a proposed Operating Agent (person), the Executive Committee will take account of the relevant expertise and experience; financial and other support; availability of time to devote to the Task; and any other relevant factors.

A government should replace an Operating Agent (person) only with good cause as this can be very disruptive to the Task activities. Any replacement of an Operating Agent (person or organization) requires the unanimous approval of the participating Executive Committee members.

Procedures for Operating Agent Subcontracting (\$20,000 and over)

Premise: the Operating Agent is responsible for getting high quality work done, on time and within both the cost-shared and task-shared budgets. During the Task Definition Phase, the Task Organizer or Operating Agent must define the resource requirements (RR), both cost and task shared. After approval by the participating experts, these resource requirements must be approved by the Executive Committee as part of the Task Work Plan (TWP). The TWP and RR must show what work is proposed to be done directly by the Operating Agent and what work is to be subcontracted.

To subcontract work, the following steps should be taken:

- Each participating Executive Committee member and the experts will have the opportunity to provide, to the Operating Agent, the name of a person or company believed to have the necessary skills to perform the stated work.
- The Operating Agent will prepare a list of potential bidders consisting of names provided by the participating Executive Committee members, the experts, as well as his own candidate(s).
- The Operating Agent will then issue a request for proposals via the experts that includes appropriate and suitable evaluation criteria and a page limitation.
- The proposals will be reviewed and scored by the Operating Agent and at least two participating experts (could involve the entire group of participating experts but that may be too many). After discussing their reviews and the basis for their scores, a consensus score will be assigned to each proposal.
- The Operating Agent will provide the experts with the list of proposers, their consensus scores, and the recommended winner. The experts will review the process and, if followed properly, will approve the recommendation of the Operating Agent. The experts may request additional information if required for a decision.
- If the Operating Agent feels it is necessary, he may bring the matter to the attention of the participating Executive Committee members.

Task Experts

The Task Experts represent the participating country in each Task that the country is participating in. Task Experts are designated by the Executive Committee member in the National Participation Plan. Task Experts are expected to contribute their knowledge to the progress of the Task.

Task Experts should have:

- Experience in the area of the Task work;
- The resources to properly participate in, and contribute to the Task work; and
- A good knowledge of the English language.

Task Meetings

Task meetings are the primary vehicle for managing the Task's collaborative activities, and for reviewing the progress and planning of future work and associated deadlines. Each country participating in a Task is required to participate in each Task meeting with the appropriate Expert(s). Operating Agents are responsible for planning and organizing the meetings.

Task meetings should not normally be held less than 6 weeks prior to an Executive Committee meeting, so that the outcome of meetings can be properly reported to the Executive Committee in the written Task Status Reports.

Observers at Task Meetings

Any IEA member country is allowed to send observers to Task meetings with prior approval of the Operating Agent.

Observers from non-IEA member countries must be granted approval to attend a programme meeting by the IEA's Governing Board. Subsequent requests to attend Task meetings need only be approved by the Executive Committee Chair and the appropriate Operating Agent.

To encourage full participation in the Tasks, observers may participate in a maximum of two Task meetings. After that, their countries must either join the Task, or be in the formal and active process of joining, as stated in a letter by the interested country to the Executive Committee Chair.

National Participation Plans

The Operating Agents should review the National Participation Plans (NPP) supplied by Executive Committee members and determine if they are adequate to accomplish the Task objectives. If not, the Operating Agents must inform the Executive Committee, who will review and resolve the discrepancy.

Task Work Plan

The Task Work Plan (TWP) describes, in detail, the specific activities that will be undertaken to achieve the Task objectives, and covers the duration of the Task.

The contents include:

- Brief statement of Task objectives (from the Implementing Agreement);
- Brief description of subtasks (from the Implementing Agreement);
- Specific activities planned under each subtask;
- Schedule for activities and reports, including major milestones;
- Who is responsible for the work; and
- Resource requirements (budget) for each major activity.

Overall Task Work Plan

At the start of a Task, an overall TWP is developed and drafted by the Operating Agent with input from, and the unanimous approval of, the Task participants. This overall TWP is approved at the start of the Task, for the duration of the Task.

Annual Task Work Plan

Each year, at the spring Executive Committee meeting, each Operating Agent must present for approval their specific work plans for the next year. This annual TWP follows the same format as the overall TWP. If no changes are proposed, the annual TWP is simply an extraction from the overall Task Work Plan for the specific year.

If revisions to the overall Task Work Plan are required, they should be highlighted in the annual TWP for the specific year. In either case, the annual TWP should be included in the spring Task Status Report.

Task Budgets

The Task budget describes, in detail, the specific budget of each Task.

The contents include:

- Projected expenses, allocated by category:
 - Labor: OA, assistants, consultants
 - Subcontracts
 - Other direct expenses
- Projected expenses, allocated by Task output:
 - Reports, articles, publications, data
 - Information exchange (databases, meetings, etc.)
 - Task expenses, Task meetings, overhead, etc.
- Projected expenses, allocated by major activities

At the start of a Task, an overall Task budget is developed and drafted by the Operating Agent with input from, and the unanimous approval of, the Task participants. This overall Task budget is approved by the Executive Committee at the start of the Task, for the duration of the Task.

Each year, at the Spring Executive Committee meeting, each Operating Agent must present for approval their annual Task budget for the next year. If no changes are proposed, the annual budget is simply an extraction from the overall budget for the specific year.

Operating Agents must advise the Executive Committee, in advance and by fax, of any non-forecasted changes in the details of the Task budget that could imply future budget increases. The OAs must manage their budgets so as not to change the Task objectives or time schedule.

If revisions to the overall Task budget are required, they should be highlighted in the annual Task budget. In either case, the annual budget should be included in the spring Task Status Report.

Task Product Information Plan

The Task Product Information Plan (TPIP) deals with the information products of a Task. A Plan should be prepared by the Operating Agent for each Task product planned for external distribution. The TPIP should be reviewed by the Visibility Committee and once the Committee's comments have been addressed, the Operating Agent should distribute it to the Executive Committee for approval. The Executive Committee should review and approve each Plan. The OA is responsible for reviewing and updating each plan as necessary, as part of the Task Work Plan.

The TPIP should include a list of Task products expected to be developed during the Task. For each expected product with a planned distribution beyond only the Task Experts, the following information should be included:

- Title (preliminary or final);
- Category;
- Report Number (if known);
- Purpose of document;
- Table of contents;
- Intended audience;
- Recommended distribution(s):
 - Task Experts
 - Specified organizations in countries participating in the Task
 - Countries participating in the Task
 - Countries Participating in the DSM Programme
 - IEA-Member Countries
 - Unrestricted
- Author or Editor;
- Responsibilities of specific Task participants for its preparation;

- Person responsible for printing and distribution;
- Expected number of copies to be published and proposed allocation; and
- Production schedule with expected dates:
 - of approval of final draft by Task Experts;
 - of Executive Committee review and approval;
 - of publication and distribution of report;
- Dissemination & publicity plans; and
- Plans to assess impact of product.

Task Status Reports

The Task Status Report (TSR) is the primary management tool used by the Executive Committee to monitor and assess the progress being made in the Task. The Operating Agent is required to provide a TSR at each Executive Committee meeting throughout the duration of the Task. The TSR presented at the autumn Executive Committee meeting will normally be used to form the Task contribution to the Annual Report. The TSR presented at the spring Executive Committee meeting will be used for the approval of the annual TWP and the annual Task budget.

The TSR provides the Executive Committee with an overview of Task progress during the proceeding reporting period¹, and outlines future work plans. The TSR also enables the Operating Agent to bring to the attention of the Executive Committee problems or other issues encountered or foreseen that affect the Task.

The term Task Status Report refers both to the written report distributed in advance of the Executive Committee meeting, and the oral presentation given during the Special Session and the Executive Committee meeting.

Written Task Status Report

The Operating Agent is responsible for distributing one copy of the written TSR to each Executive Committee member, Operating Agent, consultant and 2 copies to the Executive Secretary. The written TSR must be distributed so that it is received at least 3 weeks prior to each Executive Committee meeting.

The contents include:

- Brief summary of Task objectives and sub-Tasks (or Activities);
- Task Activities Schedule (autumn Executive Committee meeting only);
- Summary of the major accomplishments during the reporting period;
- Annual Task Work Plan for the next year (spring Executive Committee meeting only), or work planned for the next reporting period (autumn Executive Committee meeting only);
- Annual Task Budget for the next year (spring Executive Committee meeting only);
- List of products produced in the reporting period, and those expected to be produced in the upcoming reporting period;
- Highlight of industry involvement during the reporting period;
- Summary of Task participation and effectiveness;
- Schedule of upcoming Experts meeting; and
- List of issues, with proposed solutions, requiring action by the Executive Committee.

¹ The reporting period is defined as the time in between Executive Committee meetings.

Oral Task Status Report

The oral Task Status Report is presented by the Operating Agent to the Executive Committee at the Executive Committee meeting. It should not be a verbatim repetition of the TSR, but a summary that highlights the key points and issues.

The contents include:

- Major accomplishments of the last reporting period;
- A Task Work Plan for the next year (spring only) or work planned for the next reporting period (autumn);
- A Task budget for the next year (spring only);
- Meeting schedule for the next reporting period; and
- Matters to be considered by the Executive Committee members.

Operating Agents Meeting

An Operating Agents meeting, usually 3-5 hours long, will be held before each Executive Committee meeting. The Agenda will be prepared by the Chair of that meeting. The Executive Committee can place items on the Agenda for consideration by the Operating Agents. A report on the Operating Agents meeting should be presented during the Executive Committee meeting.

Industry Involvement

Every effort should be made to ensure utility and industrial involvement in the Task definition and implementation phases. The Tasks should focus their output on the needs of utilities, industry, or other appropriate users. Task reports should correspond to formats used by, and useful to, these users. A specific section on industry involvement should be included in each Task Status Report to the Executive Committee.

Task Evaluations

The evaluation of DSM Programme Task work is critical to ensure the effectiveness and usefulness of Programme results. The Executive Committee is committed to perform Task evaluations mid-way during the Task work which will address the Task technical work, Task management; and Task products/results. The purpose of this evaluation is to see if the Task is likely to accomplish its objectives and have the desired impacts, and if not, to provide the management information necessary to take corrective actions.

Task Evaluation Process

- Both the Executive Committee and the Operating Agents will be responsible for Task evaluations, which should be performed mid-way during a Task.
- The primary mechanism for performing the Task evaluation will be a questionnaire, to be completed by the participating Task experts and the Operating Agent.
- The questionnaire will be prepared by the Chairman. The questionnaire will be provided to the Executive Committee members and the Operating Agents, along with a cover letter and instructions.
- The Executive Committee members will send the questionnaire instructions to their Task experts.
- The Executive Committee members will receive the completed questionnaires, integrate them, provide any additional comments, and forward this information to the Executive Secretary.
- The Executive Secretary will send the questionnaire with a cover letter and instructions to the Operating Agents. The Operating Agents will complete the questionnaire and, if they wish, provide their own written evaluation of the Task and send this information to the Executive Secretary.
- The Chairman will compile the information from the questionnaire into a Task

Evaluation Report and distribute this report to the Executive Committee and Operating Agents prior to the Executive Committee meeting where the evaluation is to be discussed.

- The Executive Committee, at an Executive Committee meeting, will vote to accept the Task Evaluation Report and record their vote and the report in the minutes.
- The Executive Committee will then prepare and send to the IEA Secretariat a summary Task Evaluation Report.

Evaluation Factors

The following evaluation factors will be used to assess the progress towards Task objectives, quality of the technical work done to date, level of participation and commitment to National Participation Plans, industry involvement, value of Task results to intended users and management effectiveness of Operating Agent.

Expectations	Are the expectations clearly stated and are the expected results and consequences of the Task work well described?
Motives	Are there clearly stated reasons why this Task is important?
Approach	Is the approach proposed to accomplish the Task work logical, appropriate, and well defined?
Objectives	Are the objectives clearly stated, appropriate to the stated expectations, measurable, etc.?
Milestones	Are the milestones clearly stated, appropriate to the planned work, measurable, etc.?
Quality	What is the technical quality of the Task products?
Participation	What was the level of effort, the expertise of the participants, and the time devoted to the Task work relative to results?
Industry	Was the involvement of industry appropriate and adequate?
Management	How effective was the Operating Agent's management?
Impact	Were the early Task results used and did they cause change?
Dissemination	Did the early results get to those who need them in an effective and efficient manner?

Extending/Amending an Annex

An extension of an existing Task may involve:

- A time extension only, or
- A time extension plus new work which is not covered in the scope of work in the current Annex.

Either circumstance requires amendment of the Annex. The procedure for amending an Annex is as follows:

- The Task experts discuss and agree on the need for additional work and/or for a time extension to complete previously-agreed upon work.
- The Operating Agent informs the Executive Committee in of the experts' request to amend the Annex and provides the following information, as relevant:
 - The scope and brief description of the proposed work.
 - Additional funding required from Participants.
 - Additional time required.
 - Justification for the new work/extension.
- The Executive Committee reviews the proposal for new work in light of the Project Criteria and CERT Guidelines. If a time extension only has been requested, the Committee determines whether there is sufficient justification for such an extension.
- If only a time extension is requested, the Committee votes on whether to amend the Annex to reflect a new termination date. The Executive Committee members must have been given a minimum of 30 days' advance notice of the extension request before voting. An Annex may be extended (within the term of the Implementing Agreement) with the approval of two or more Participants, acting in the Executive Committee.
- Extensions apply only to those Participants who agree to the extension. New Participants must send Letters of Participation to the IEA. Participants not participating in the extension must fulfill their obligations from the previous period.
- If new Subtasks or substantial new work have been proposed, the Executive Committee must agree in principle to the new work, authorizing the preparation of a revised Annex. The review and approval procedure is the same as for approving an original Annex (See Section 7.5), with the following exception: Approval requires only consent of two or more Task Participants voting in the Executive Committee and does not require IEA Legal review.
- Executive Committee members from countries that did not participate in the Task's earlier work must officially notify the IEA Secretariat of their intent to participate in a new Task.
- The Operating Agent, together with the Task Participants, will develop a work plan for the new activities. If substantial new work is involved, the Operating Agent may request that Participants submit a national participation letter covering the new work.
- The amended Annex should be sent electronically to the IEA Legal Office and IEA Secretariat. It should also be sent to post on the IEA IA website.

Concluding a Task

Final Management Report

When a Task has concluded, or is about to conclude, the Operating Agent is responsible for preparing a Final Task Management Report (FTMR). The report should summarize the work performed during the Task, the accomplishments, and the management issues. An oral report will also be prepared summarizing the final report and presenting additional management assessment material. Guidance for preparation of the written and oral reports is presented below.

Note: Although parts of the guidelines sometimes suggest specific wording, these are meant as general guidance and the OA has flexibility in writing the report as long as it is clear and the listed topics are covered.

Written Final Report

Timing. The written report should be prepared within 3 months of completion of the Task. Review and Approval Process. The draft should first be reviewed and approved by the Task experts. It should then be reviewed by the Spotlight Editor. After making any necessary changes, it should be distributed to the ExCo as a final draft. The ExCo reviews the written report, which it can accept or request changes. Any changes requested by the ExCo should be incorporated in the final version.

Distribution. The final approved report should be distributed electronically to Executive Committee members, other Operating Agents, Task Experts, IEA Secretariat, DSM Executive Secretary and Advisor. An electronic version should be provided to the webmaster. The Executive Committee may request distribution to additional parties (e.g., other relevant Implementing Agreements). Executive Committee members may reproduce and distribute the report to interested parties in their countries.

Audience. There are two audiences for Final Task Management Reports (FTMR): (1) The IEA world: the Executive Committee, the IEA Secretariat, and Task participants, and (2) parties outside this IEA group such as officials of national funding agencies with an interest in knowing how the funds were used and members from other stakeholder groups.

General. The report should clearly explain the objective, structure, activities and accomplishments of the Task so they can be understood by someone not previously familiar with the Task, the DSM Agreement, or the IEA. It is recommended that the report not be more than 10 pages, excluding appendices.

Outline and Guidance for Written Report

Cover

The Final Task Reports will use the standard cover design in Attachment I.

Introduction

All reports should begin with an Introduction section with the following essential information:

This is the Final Management Report of Task ____ of the International Energy Agency Demand Side Management Programme. (An overview of the IEA and the DSM Programme is found in Appendix ____.)

This international cooperative project was initiated in _____ and was completed in _____. _____ countries participated in the Task. Contact information for each country is found in Appendix _____. ____ (Name) _____ of ____ (Affiliation and Country) _____ served as Operating Agent. The objective(s) of the Task was to _____.

Background

Provide a couple of paragraphs about the subject matter of the Task, why it's important and why it was decided to form a collaborative project in this area (needs, gaps, potential benefits that were seen, etc.)

Organization of the Task

➤ **Scope and Subtasks**

- The Participants agreed that the scope of the Task would deal with (or "focus on")_____.
- The Task was organized into the following subtasks to accomplish the objective(s): (List the subtasks and describe each briefly in one or two sentences)

➤ **Participants**

- *The following countries participated in the Task:*

_____, etc.

- Describe the general affiliation of the persons who participated. (For example, "The Participating experts were a combination of utility and municipal government representatives." Or "The Participating experts were primarily representatives of government energy agencies.")

- Involvement of the private sector, energy companies and end users in the Task. Describe the extent of such involvement in planning and performance of the task and whether it was adequate.

➤ **Work Performed**

Clearly describe the work performed by the participants under each subtask.

Deliverables and Information Dissemination

➤ **Task Products**

List reports and other products produced by the Task and where they can be obtained. (Or reference the IEA DSM website if such information is available there.)

➤ **Information Dissemination**

Describe mechanisms used at the Task level and by individual countries to disseminate results.

Accomplishments

List major accomplishments of the Task and clearly explain how they did or will advance the use of DSM, increase energy efficiency, reduce energy demand, enhance market acceptance, increase DSM awareness, provide essential tools, or other benefits.

Recommendations for Further Work

Either follow-on work that might be undertaken by IEA DSM or just a general indication of additional work still needed.

Lessons Learned and Conclusions

(About the subject matter of the Task, not management issues.)

In Appendices: (1) Overview of the IEA and DSM Programme and (2) Task Contacts List.

Oral Presentation to the Executive Committee

The OA will make a presentation consisting of an oral summary of the written report at the first Executive Committee meeting after completion of the Task.

In addition, the presentation will cover certain management issues not included in the written report, namely:

- Were Task objectives and work plan adequately achieved?
- How effective was the information dissemination and was the appropriate audience reached?
- Did the right people participate?
- Was participation effective?
- Was there adequate funding?
- Other management problems encountered not mentioned in above list.
- Recommendations for other OAs and other Tasks.

In addition to the oral presentation, the OA will distribute to the Executive Committee a written summary of the management issues covered in the above bullet points. This summary will be called "MANAGEMENT ISSUES RELATED TO TASK ____."

Decisions Required by the Executive Committee Related To These Guidelines

1. It is recommended that management problems not be covered in the final report so that wider distribution is possible. A separate summary has been suggested. Does the Executive Committee agree to this, or do they want a single written report that combines all the material, even that addresses problems? Or is a different solution needed?
2. It is recommended that the report be called (A) "Final Report of Task ____" or (B) "Final Report to the Executive Committee of Task ____". "Final Task Management Report" sounds like an internal report only, but actually these reports are a good summary of the Task. What does the Executive Committee prefer?
3. Should all distribution be in electronic form, which can be downloaded and distributed in the quantity desired?
4. Approve these guidelines.

Archives

The Operating Agent country is responsible for maintaining an archive of all reports produced by that Task - both formal, published reports and internal working documents. A permanently valid address for the archive must be provided.

CHAPTER 4

PROGRAMME DOCUMENTS AND RESULTS

Energy Technology Initiative

The Implementing Agreement Article 9, Sections (a) thru (n); and Article 6, sections (a) and (b) provide information related to Programme Documents and Results.

Article 9 Information and Intellectual Property:

- a) Application to Agreement and Annexes
- b) Executive Committee's Powers
- c) Proprietary Information
- d) Production of Relevant Information by Governments
- e) Production of Available Information by Participants
- f) Use of Proprietary Information
- g) Arising Proprietary Information
- h) Acquisition of Information
- i) Exchange of Information with Others
- j) Reports on Work Performed
- k) Copyright
- l) Authors
- m) Access to Information and Reports
- n) Effect of Termination or Withdrawal

The DSM Executive Committee has addressed issues covered in Article 9 Sections (b), (g), (i), (j), (k), and (m), portions of which are therefore re-stated below:

(b) **Executive Committee's Powers.** The publication, distribution, handling, protection and ownership of information and intellectual property provided under or arising from each Annex shall be determined by the Executive Committee, acting by unanimity, in conformity with this Agreement and the laws of the countries of the Participants.

(g) **Arising Proprietary Information.** It shall be the responsibility of the Operating Agent to identify information arising from each Task which qualifies as proprietary information under this Article and to ensure that it is appropriately marked. If any Contracting Party questions the decision of the Operating Agent regarding the proprietary nature of arising information, the questions shall be submitted to the Executive Committee for decision. Proprietary information arising from any Task shall be property of the Operating Agent for the benefit of the Participants in the Task.

[See the Implementing Agreement for additional guidance on licensing of proprietary information for non-exclusive use.]

(i) **Exchange of Information with Others.** The Executive Committee may, acting by unanimity, make arrangements for the acquisition of information from sources other than the Participants in an Annex. The Executive Committee shall, acting by unanimity, determine the rules by which information available to Participants in an Annex may be made available to governments, utilities, research institutions, and other appropriate entities of countries which do not participate in an Annex.

(j) **Reports on Work Performed.** The Operating Agent of each Annex shall provide reports on all work performed under the Annex and the results thereof, including studies, assessments, analyses, evaluations and other documentation, but excluding proprietary information, to the participants.

(k) **Copyright.** The Operating Agent of each Annex may take appropriate measures

necessary to protect copyrightable material generated under that Annex. Copyrights obtained shall be held by the Operating Agent for the benefit of the Annex Participants, in accordance with Article 5(b)2 hereof. Participants may reproduce and distribute such material, but shall not publish it with a view to profit, except as agreed by the Executive Committee, acting by unanimity.

(m) **Access to Information and Reports.** Participants in each Annex shall be entitled without charge to have access to the information and reports produced by the Operating Agent of that Annex. The Executive Committee shall lay down guidance as to the use any Participant may make of the information and, where appropriate, the charges to be imposed.

Procedures

Programme Documents

There are two categories of Task documents:

1. Internal Working Documents

Internal working documents are informal documents to be used only by Task Experts. Each Task may choose to develop specific guidance on how to handle internal documents if they choose; and

2. Programme Information Products

Programme Information Products are intended for a wider distribution than the internal working documents. Categories of Programme Information Products include: reports, computer programs, articles, handbooks, guidelines, conference presentations, etc. Program Information Products should be included in the Task Information Plan. All products should include the standard information page on the IEA and DSM Programme (see Attachment E). This may be placed on the inside of front or back cover.

Process for Review and Approval of Programme Information Products

The item to be released must first be unanimously approved by the Task Experts involved in its preparation. During the Task Experts' review, the Executive Committee members may conduct their own national peer review. The resulting comments and recommendations must be provided to the Operating Agent, preferably through the Task Expert from that country. All comments and recommendations must be addressed by the Task Experts and resolved so as to obtain unanimous approval that the item is ready for distribution.

With the unanimous approval of the Task Experts, the Operating Agent should distribute the final draft to each Executive Committee member from the countries participating in the Task, along with a Task product approval letter (see Attachment C) and a Task product approval ballot and order form (see Attachment D). Completed ballots should be returned to the Executive Secretary who will notify the Operating Agent of the results. The order form will state the expected price and will allow ask each Executive Committee member to indicate how many copies they wish to receive.

Intellectual Property

Programme Policy

Intellectual Property is considered to be any product of the collaborative Task work (i.e. reports, computer software, etc.) that the participants determine has a commercial value to others.

General

According to the IEA's "Shared Goals," international cooperation in the development and dissemination of energy technologies, including industry participation and cooperation with non-Member countries, should be encouraged. Therefore, programme publications meant to be educational and promote DSM to a wide audience will be distributed free of charge and without restriction. This includes the Annual Report, the Newsletter, all publications of Task I and selected publications and products of the other Tasks.

If Task products are to be allowed outside the participating countries, every attempt will be made to recover the product development expenses (determined by the Task Experts and Operating Agents for each item). Recommendations on proposed fees (and fund dispersal schedules) are to be defined by Task Experts, acting by unanimity. The Operating Agent will present the recommendations to the Executive Committee members of the participating countries for approval.

Procedure

It is the intent of the Programme to have all the Task results available to the widest audience possible. If necessary, the Executive Committee can approve the restricted dissemination of certain Task results for a limited amount of time.

Operating Agents will produce a Task Product Information Plan for all Task products. Those products considered to be Intellectual Property will be designed as such. Recommendations concerning Intellectual Property, including fees and distribution restrictions, will be proposed by Task Experts, acting by unanimity. The Operating Agent will present the recommendations to the Executive Committee members of the participating countries for approval.

At the request of the Operating Agent, the Executive Committee will review the Intellectual Property and decide on the planned fees and distribution procedure.

For each Task product, the Experts will determine:

- If the product is to be available at all;
- If a fee is to be charged, what the amount will be; and
- If the distribution is to be restricted, what the restrictions are.

Distribution of Task-Generated Intellectual Property

Task Experts have agreed upon the distribution for products generated within their Task. The following table lists expected products and proposed distribution, by Task. This table is offered as an illustration, subjected to revision by the Executive Committee.

Task	Within the Programme				Outside the Programme	
	Experts in specific Tasks	Contracting Parties to a specific Task	Participating Countries to a specific Task	Member Countries of the DSM ETI	Member Countries of the IEA	Other countries
1	All	All	All	DB/A	DB/A	DB/A
2	All	All	TR,CS/CP	A	A	A
3	All	All	All	All	All	All
4	All	All	TR/CP	Tr1, A	TR1, A	TR1, A
5	All	All	All/CP	FR/\$	FR/\$	FR/\$

Key:

CP = Contracting Party
CS = Computer Software
DB = Database
FR = Final Report
TR = Technical Task Report
TR1 = First Technical Task Report Only
A = Availability or unavailability to be determined
All = All Task products are available free of cost and distribution limitations
/A = Product was not developed enough to make a distribution decision
\$ = A fee is to be collected, determined by the Task participants, and approved by the Executive Committee

Note: Products will be distributed without restriction within each participating country unless indicated by a "/CP" sign. If a "/CP" sign is shown, distribution of that item within a participating country will be determined by the Contracting Party.

Conferences and Workshops

Dissemination of Programme results is encouraged through workshops, conferences and meetings organized by the Operating Agents or the Executive Committee, or by other organizations.

Formal involvement (co-sponsorship, participation, etc.) of the IEA DSM Programme in conferences and workshops requires approval by the Executive Committee.

Programme Information Activities

Purpose of Policy for Programme Information Activities

The policy of the IEA DSM Programme is to facilitate access to its work, results and accomplishments. The methods to implement this policy are the Programmes:

1. Task Reports
2. Spotlight Newsletter
3. Annual Report
4. Website

The procedures pertaining to Task Reports are described in the Procedural Guidelines. This policy pertains to the Website, Spotlight newsletter and Annual Report.

Purpose of the Spotlight Newsletter

To publish results, findings, accomplishments, topical issues and personal views for interested parties. The Spotlight newsletter will serve as a low-cost, widely distributed information vehicle to utility, industry, government executives and policy makers in their efforts to keep abreast with advances being made in the field of DSM and Market Transformation. The newsletter will be the arm to reach out to new audiences not continuously searching for this kind of information, but who have occasional interest during campaigns and conferences.

Purpose of the Annual Report

The purpose of the Annual Report is to inform the IEA Secretariat and policy officials of the activities and accomplishments of the Programme during the year in question. The Annual Reports give a comprehensive overview of the entire Programme and its standing, its accomplishments, the people involved and the goals.

Purpose of the IEA DSM Website

To give quick access to information, contacts and reports (downloaded) for people who are searching for such a purpose. These people need up-to-date accurate information for a contact and will not have time to wait while it is shipped:

- To provide an effective communication tool to raise the visibility of the Programme and to provide a publicity medium.
- To provide relevant, current and/or newsworthy information to the target markets of the Programme.
- To provide an effective medium and increase reach.
- To provide an integral communication network between Programme experts.
- To create a strong liaison with the IEA website and information contained therein.
- To link to other related programs.
- To provide interested customers with online forum facilities.

Audiences

The targeted audience of the Spotlight newsletter is:

- Professionals from participating countries – for example, government officials and policy makers at the international, national and local levels, industry and utility executives, senior program managers in international and national organizations, researchers and engineers.
- Professionals from IEA member and non-member countries.
- Executive Committee members, Operating Agents and Task Experts.

The Audience for the Annual Report is the IEA Secretariat, members of the End Use Working Party and Policy officials. Executive Committee members and OAs will receive a limited number of copies.

The targeted audience for the website is:

- Professionals from participating countries – for example, government officials and policy makers at international, national and local levels, industry and utility executives, senior program managers in international and national organizations, researchers and engineers.
- Professionals from IEA member and non-member countries.
- Executive Committee members, Operating Agents and Task Experts.

Frequency and Content

If the budget allows, the Spotlight newsletter will be made available on the website and be distributed as appropriate every three (3) months. The website version will be four pages long, while the version printed and distributed by the Editor, in English, will be both sides of two pages. The content of the Spotlight newsletter will include: updates on program Tasks, new Task results and publications, and other items pertaining to the Programme and DSM. The Editor will be responsible for its content with input from Executive Committee members and Operating Agents. The Annual Report will be prepared and distributed in January of each year.

The website will be hosted by the IEA and maintained by the Webmaster so as the information on it is accurate and current.

Tone and Style

The Spotlight newsletter is to serve as a means for promoting the IEA DSM Programme and therefore it will have a corporate and promotional tone and style.

The Annual Report is to serve the management needs of the IEA Secretariat and therefore will have a functional and practical tone and style. It will be printed in black and white with minimal design details.

The website is to be the major outreach and informational activity of the Programme and hence will have an attractive and professional tone and style relevant to the target market and an increasing reach. It will strive to maintain interest, understanding the behavioral idiosyncrasies of its audience.

Other Language Translations of the Spotlight

The Spotlight newsletter will be prepared and available on the website in English. Translations of the website version, if desired, will be made by the interested Executive Committee member retaining the layout/format of the English version. It will be the responsibility of the Executive Committee member requesting another language version of the newsletter to print and distribute their copies. The Executive Committee member will also need to work with the newsletter Editor to work out other details.

Spotlight Newsletter Editor

The Editor will be responsible for writing, editing, transferring to the Webmaster, printing and distributing the special distribution English copies, for four Spotlight newsletter issues per year. The Editor's responsibilities include: selecting articles and topics for each issue, researching and collecting information, graphics, etc., preparing the articles, and, as appropriate, requesting input for articles and ideas from Executive Committee members and Operating Agents.

Annual Report Editor

The Annual Report Editor will be responsible for assembling the necessary information from the Operating Agents, editing the overall report, printing and distribution.

Webmaster

The Webmaster is responsible for continually improving and adding value to the effectiveness of the site through:

- Design, construction, information architecture
- Downloading and formatting information
- Information flow, FTP site management
- Technical support management
- Advocacy strategy management
- Creation and maintenance of the website manual
- Increasing reach
- Increasing and maintaining liaisons with X-linkage sites and personnel
- Statistical Analysis
- Reporting to the Executive Committee via the Visibility Committee
- Answering e- mail queries; directing traffic to the appropriate Programme Personnel

Programme Visibility Committee

- The Programme Visibility Committee will provide policy guidance for all Programme information activities, including the Spotlight newsletter, the Annual Report and the website. The committee will be composed of the Chairman, both Vice Chairman and an Operating Agent. The implementation body of the Visibility Committee will be the Visibility Committee Working Group whose members will be the Advisor, who will be the Convener of the Working Group, the Executive Secretary, who is responsible for the Annual Report, the Webmaster and the Spotlight Newsletter Editor.

Distribution

- The Spotlight newsletter will be available on the DSM website in English. The Spotlight editor will print a limited number of copies of the Spotlight to be distributed to the ExCo members for distribution in their country. One ExCo member from each participating country and each Operating Agent is responsible for the compilation of their national mailing list for national distribution, and for distribution to their experts, as appropriate. Other language versions of the Spotlight newsletter are to be distributed by the ExCo member who makes the translation. Newsletters also will be available for distribution at conferences; the cost and other details will be addressed on a case-by-case basis.
- The distribution of the Annual Report will be 30 copies to the IEA Secretariat, five (5) copies to each Executive Committee member, one (1) copy for each Operating Agent and each of their experts, and a limited number of additional copies, upon request, will be sold to ExCo members.

Cost Recovery

Cost incurred by the Spotlight newsletter (original English version) and the Annual Report (printed and mailed) are covered by the Common Fund of the Programme. Start-up activities, general information about the Programme and the Tasks on the website are covered by the Common Fund. Additional services primarily for one Task are subject to negotiations between the Webmaster and the Operating Agent and charged separately.

ATTACHMENTS

Attachment A: Terminology

The terms from the Implementing Agreement will be used for "Annex", "Task", and "Subtask".

Annex: The word Annex is a legal term for that part of the Implementing Agreement which describes the proposed work to be done. An Annex describes the scope of work and the joint activities to be carried out within the legal framework of an Implementing Agreement.

Task: The collaborative work to be conducted, is called a Task.

Subtask: A Task is usually divided into major elements or phases called Subtasks.

Activity: The work done in the Subtasks may be divided into Activities. The activities may be titled and numbered, by the Operating Agent, as appropriate. Activities shall be numbered with two digit numbers, with the first being the Subtask number, and the second the activity number. For example, subtask 3/1 would have its first two activities numbered 1 and 2.

Definitions of other terminology may be proposed by the Chair as necessary, and reviewed by the Executive Committee for approval.

Attachment B: Sample Notice of Participation

Date:

Executive Director
International Energy Agency
9 rue de la Fédération
75739 Paris Cedex 15
France

Subject: Notice of Participation
IEA Demand-Side Management Programme, Task #

Dear Sir/Madam:

This is to inform you that country, through organization , will participate in Task #, title of Task of the Demand-Side Management Energy Technology Initiative.

The responsible person for country is:

Name:
Title:
Full Address:
Tel:
Fax:

The designated Task Experts are:

Name:
Title:
Full Address:
Tel:
Fax:

Sincerely,

Name (Executive Committee member, Government or Contracting Party representative)
Title

copy: Executive Committee Chair
Executive Committee Secretary
Operating Agent, Task #

Attachment C: Task Product Approval Letter

Date: Date

To: Executive Committee Members, IEA DSM Programme
Executive Secretary, IEA DSM Programme

From: Name
Operating Agent Task #

Subject: Review and Approval of Technical Report

The enclosed Task product, complete title, is hereby submitted for your approval for distribution. A ballot is enclosed.

This Task product is the result of collaborative activities within subtask # of Task #. The report has been approved for distribution by the participating Experts. The Task product was edited for language clarity by name, organization, contact telephone and fax.

Distribution Plan

- A. Expected distribution date: date
- B. A total of # copies will be provided at no cost by the Operating Agent or publishing organization, as follows:
- Executive Committee members, # copies each.
 - IEA Secretariat, # copies.
 - Executive Secretary, # copies.
 - Consultant, # copy.
 - National Contact Persons, # copies each.
 - Other Participating Experts, # copies each.
- C. An additional quantity will be available to fill the orders of the member countries which are submitted with the ballot. These reports will be available:

- at the cost of amount per report.
 at no cost.

D. After initial printing, additional copies of the Task product (in accordance with the distribution restrictions, if any) will be available from:

Full contact name, address, phone and fax

- E. Distribution classification:
 Distribution: Unrestricted
 Distribution: Restricted to list group.

The vote to approve the distribution of this Task Product will be conducted:

- At the next Executive Committee Meeting
 By Mail

TO: Executive Secretary, IEA DSM Programme
Task Operating Agent

RE: Task #
Report title: complete report title

I Approve.

I approve, subject to incorporation of the attached modification.

I disapprove; my comments are attached.

Order Request

I wish to order # additional copies. These copies should be sent to:

Name

Address

Tel

Fax

Executive Committee Member:

Name: _____

Signature: _____

Country: _____

Please return this form to the Executive Secretary and the Task Operating Agent by: date

IEA Demand Side Management Programme

The Demand-Side Management (DSM) Programme is one of more than 40 co-operative energy technology programmes within the framework of the International Energy Agency (IEA). The Demand-Side Management (DSM) Programme, which was initiated in 1993, deals with a variety of strategies to reduce energy demand. The following member countries and sponsors have been working to identify and promote opportunities for DSM:

Austria	Norway
Belgium	Spain
Finland	Sweden
India	Switzerland
Italy	United Kingdom
Republic of Korea	United States
Netherlands	ECI (sponsor)
New Zealand	RAP (sponsor)

Programme Vision during the period : Demand side activities should be active elements and the first choice in all energy policy decisions designed to create more reliable and more sustainable energy systems.

Programme Mission: Deliver to its stakeholders, materials that are readily applicable for them in crafting and implementing policies and measures. The Programme should also deliver technology and applications that either facilitate operations of energy systems or facilitate necessary market transformations.

The Programme's work is organized into two clusters:

- The load shape cluster, and
- The load level cluster.

The 'load shape' cluster will include Tasks that seek to impact the shape of the load curve over very short (minutes-hours-day) to longer (days-week-season) time periods. Work within this cluster primarily increases the reliability of systems. The 'load level' will include Tasks that seek to shift the load curve to lower demand levels or shift between loads from one energy system to another. Work within this cluster primarily targets the reduction of emissions.

A total of 24 projects or "Tasks" have been initiated since the beginning of the DSM Programme. The overall program is monitored by an Executive Committee consisting of representatives from each Contracting Party to the Energy Technology Initiative. The leadership and management of the individual Tasks are the responsibility of the Operating Agents. These Tasks and their respective Operating Agents are:

- Task 1 International Database on Demand-Side Management & Evaluation Guidebook on the Impact of DSM and EE for Kyoto's GHG Targets – *Completed*
Harry Vreuls, NOVEM, the Netherlands
- Task 2 Communications Technologies for Demand-Side Management – *Completed*
Richard Formby, EA Technology, United Kingdom
- Task 3 Cooperative Procurement of Innovative Technologies for Demand-Side Management – *Completed*
Hans Westling, Promandat AB, Sweden
- Task 4 Development of Improved Methods for Integrating Demand-Side Management into Resource Planning – *Completed*
Grayson Heffner, EPRI, United States

- Task 5 Techniques for Implementation of Demand-Side Management Technology in the Marketplace – *Completed*
Juan Comas, FECSA, Spain
- Task 6 DSM and Energy Efficiency in Changing Electricity Business Environments – *Completed*
David Crossley, Energy Futures, Australia Pty. Ltd., Australia
- Task 7 International Collaboration on Market Transformation – *Completed*
Verney Ryan, BRE, United Kingdom
- Task 8 Demand-Side Bidding in a Competitive Electricity Market – *Completed*
Linda Hull, EA Technology Ltd, United Kingdom
- Task 9 The Role of Municipalities in a Liberalised System – *Completed*
Martin Cahn, Energie Cites, France
- Task 10 Performance Contracting – *Completed*
Hans Westling, Promandat AB, Sweden
- Task 11 Time of Use Pricing and Energy Use for Demand Management Delivery – *Completed*
Richard Formby, EA Technology Ltd, United Kingdom
- Task 12 Energy Standards
To be determined
- Task 13 Demand Response Resources – *Completed*
Ross Malme, RETX, United States
- Task 14 White Certificates – *Completed*
Antonio Capozza, CESI, Italy
- Task 15 Network-Driven DSM – *Completed*
David Crossley, Energy Futures Australia Pty. Ltd, Australia
- Task 16 Competitive Energy Services
Jan W. Bleyl, Graz Energy Agency, Austria / Seppo Silvonon/Pertti Koski, Motiva, Finland
- Task 17 Integration of Demand Side Management, Distributed Generation, Renewable Energy Sources and Energy Storages
Seppo Kärkkäinen, Elektraflex Oy, Finland
- Task 18 Demand Side Management and Climate Change – *Completed*
David Crossley, Energy Futures Australia Pty. Ltd, Australia
- Task 19 Micro Demand Response and Energy Saving – *Completed*
Linda Hull, EA Technology Ltd, United Kingdom
- Task 20 Branding of Energy Efficiency – *Completed*
Balawant Joshi, ABPS Infrastructure Private Limited, India
- Task 21 Standardisation of Energy Savings Calculations – *Completed*
Harry Vreuls, Netherlands Energy Agency, Netherlands
- Task 22 Energy Efficiency Portfolio Standards – *Completed*
Balawant Joshi, ABPS Infrastructure Private Limited, India

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- Task 23 The Role of Customers in Delivering Effective Smart Grids – *Completed*
Linda Hull. EA Technology Ltd, United Kingdom
 - Task 24 Closing the loop - Behaviour change in DSM, from theory to policies and practice
Sea Rotmann, SEA, New Zealand and Ruth Mourik DuneWorks, Netherlands
 - Task 25 Business Models for a more Effective Market Uptake of DSM Energy Services
Ruth Mourik, DuneWorks, The Netherlands
 - Task 26 Multiple Benefits for Energy Efficiency
Catherine Cooremans, University of Geneva, Switzerland

For additional Information contact the DSM Executive Secretary:
Anne Bengtson, Liljeholmstorget 18, 11761 Stockholm, Sweden
Phone: +46 70 7818501
E-mail: anne.bengtson@telia.com

Also, visit the IEA DSM website: <http://www.ieadsm.org>

Annex Outline

[Annex Number Annex Title]

1. Definitions

[Only if new definitions are required, in addition to those already existing in the main body of the Implementing Agreement]

2. Purpose and Objectives

[Describe the reasons why this Annex is established and the final outcome that Participants wish to achieve]

3. Activities

[Provide a short description (possibly in terms comprehensible to a non-scientific reader) of the activities to be carried out under this Annex, as deemed appropriate, and the proposed strategy to achieve the objectives. For instance:

- (a) Main activities*
- (b) Sub-activities*
- (c) Workshops and seminars*
- (d) Participants and/or experts' meetings*
- (e) Publications/Newsletters]*

4. Expected Results/Deliverables

[Provide a short description of the specific results and/or deliverables expected from the carrying out of the activities under this Annex. If feasible, indicate also the schedule of achievement of such results and/or deliverables and the expected budget for the implementation of this Annex.]

5. Rights and Obligations of Participants

[Provide a short description of the specific rights and obligations of the Participants in this Annex, in addition to those already contained in the main body of the Implementing Agreement. If applicable, indicate the allocation of work among the Participants, if the Annex is task-shared or cost-shared, the funding obligations of Participants, if any, etc.]

6. Management

[Provide a short description of the management structure and functioning of the activities under this Annex in addition to those already indicated in the main body of the Implementing Agreement. In particular, specify, if applicable:

- a) The identity of the entity or individual responsible for the management and for the leadership of the activities carried out under this Annex;*
- b) The Operating Agent's rights, obligations and responsibilities in addition to those indicated in the main body of the Implementing Agreement and the organisation of the work under this Annex (regarding, for instance, his remuneration and reimbursement of expenses, the preparation of a detailed programme of work and budget in consultation with the Participants under this Annex, the preparation and distribution of assessments, reports, newsletters or other information, the organisation of meetings, workshops, seminars, training sessions, the preparation of guidelines for the work to be carried out under this*

Annex, the management of a common fund, if any, etc.);

- c) *Operating Agent's meetings;*
- d) *The rights, obligations and responsibilities of Task Leaders and Sub-task leaders, if any (see examples under letter (b) above);*
- e) *The content and schedule of assessments, reports to be submitted by the Operating Agent and by the Task and Sub-task leaders to the Executive Committee, the Working Party, the CERT and/or the IEA, newsletters.]*

7. Admission, Participation and Withdrawal of Participants

[Provide a description of specific terms and conditions of admission, participation and withdrawal of Participants in this Annex, if any, in addition to those already indicated in the main body of the Implementing Agreement. For instance, regarding the secondment, assignment or exchange of personnel, the supply or exchange of equipment, etc.]

8. Information and Intellectual Property

[Provide a description of the specific terms and conditions for the use, communication, publication, reproduction, licensing and/or sale of the information, data and/or inventions produced under this Annex and of any intellectual property rights in connection to this Annex. As a matter of example, indicate:

- a) *contractual, commercial, customary or legal restrictions in connection with proprietary information and intellectual property rights, including any confidentiality obligation;*
- b) *the allocation of intellectual property rights among current and future Participants, including for the case of withdrawal of a Participant or of the termination or expiry of this Annex;*
- c) *any exclusive or non-exclusive licenses.]*

9. Entry into Force, Term and Extension

This Annex shall enter into force [on [date] upon the date the IEA Executive Director received the second Notice of Participation], and shall remain in force [for a period of [number] years/until [date]. At the conclusion of that period, this Annex can be extended by at least two Participants, acting in the Executive Committee, for a period to be determined at that time, provided that in no event shall the Annex continue beyond the current term, or actual termination, of the Implementing Agreement.

Underlying Philosophy

The underlying philosophy for collaborative work, be it task sharing or cost sharing is “ We agree that we benefit by working together on work that is in our collective mutual interests and that by putting our resources together we will get a better and bigger impact” You, as an ExCo member, must feel that collaborating on some work is in your best interests and therefore you want to do it, expect to benefit from doing it, and want it to be successful and care that the others do their fair share in the joint effort.

Definitions

Cost Sharing is when the participating countries send their portion of the total Task work budget to the Operating Agent who performs all or most of the Task work, with some involvement of the Task experts, such as data gathering, review of result, etc. Their involvement is via task sharing Task Sharing is when the participating countries pay for the time for their expert(s) so they can more actively participate in the Task and perform their agreed to portion of the Task work, supervised by the Operating Agent, whose time may be covered by cost sharing. It is most common for Tasks to utilize a blend of cost and task sharing. The term used to describe the funding depends on which approach is used for the majority of the Task work.

An Executive Committee Choice

In deciding between cost sharing and task sharing, the Executive Committee must be especially aware that task sharing requires an Operating Agent who can manage a project with “distributed resources” and participating countries who really supply those resources and thereby enable the work of their experts. Aside from minor differences in salaries, Task sharing does not cost less. The money is just kept in the participating country’s program to keep one or more of their experts paid to do the Task work.

The Key Ingredients

Knowledgeable, committed and caring Executive Committee members and experts, even before the funding issue is addressed.

How To Proceed

While some of the following steps are the same for task sharing and cost sharing, they are included because they are essential for successful task sharing.

1. The Idea

An Executive Committee member usually proposes an idea for new work by presenting it as a concept paper. This concept paper is drafted by either the ExCo member or by an expert on the proposed work. This expert is likely to become the Operating Agent, should the proposed work evolve into a Task.

The concept paper should be a very convincing proposal (concept paper) to attract the interest of the other Executive Committee members who are the potential Task sharing participants. This paper should describe the competences needed and could even name desired institutions or persons. This concept paper should be sent to the Executive Committee members in advance of the Executive Committee meeting, to allow time for it to be considered by all appropriate people in their countries – their organization, other government organizations, utilities, etc.

Requirement – There must be an Executive Committee member who is ready, willing and able to propose an Operating Agent and support him or her as one of the Task experts, if not also as the Operating Agent. Cost sharing can also be used to cover the costs of the management function of the OA.

2. The Response

If other Executive Committee members find that the proposed work subject is of interest to them or to others in their country, they must (1) support the above philosophy of task sharing and (2) be

able to commit to find experts who, with the Executive Committee member, are willing and able to participate in the Concept and/or the Task Definition Phase, thereby defining the collective work that is in that Executive Committee members (or others in his or her country) interests to get it done via the IEA.

Requirement – The Executive Committee members must be responsible for programs that match well with the Task Work Plan or be able to identify those who are. Only if they have this responsibility can they assure that the right experts will participate in the definition of the Task work. Note that unless there is a government program or industry interest in the country, that Executive Committee member should not be involved in the proposed work.

3. Define the Task Shared Work

A workshop should be convened, taking work described in the Concept Paper to the stage of a detailed proposal (a draft Annex and a draft Task Work Plan with the necessary level of task sharing defined) reflecting the interests of the national, regional or industry sponsors. Here it is important that the right key words find their way into the draft. The end results of the Task shared work should also be described, including who needs the results, in what form and when.

Requirement – The proposing Executive Committee member must be able to host this workshop. Executive Committee members and their expert(s) should agree that their national interests are included in the Task Work Plan and that they can contribute based on the work and the time requirements. In this way there should be no conflict between them on the national work vs. the Task work.

4. The Buy-in

Based on the above agreement, the Executive Committee members must be ready and able to fund their expert(s) to perform their part of the shared work. Shared work means that each expert (hence each country) agrees to perform a part of the total work effort, on time and of good quality and to work as part of a team in integrating the work into a meaningful product. It usually means that the expert is funded to do that work, either directly or by using funds from a closely related national project.

Requirement – The Executive Committee members must have access to funds for national programs closely related to the Task work or know where to obtain funds or funded experts. If they don't, they should not participate in the Task.

5. The Investment

Task sharing is not free. The difference between cost and task sharing is that in task - sharing the money needed to get the Task work done stays in-country and thereby supports the national program. The total cost should not vary significantly between cost and task - sharing. Free riders are not welcome. The interested Executive Committee members must, in a timely manner, contract with an expert or experts to do the work defined in the Task Work Plan (again, which they and their experts were involved in defining).

Requirement – Executive Committee members must confirm funding so the Task work can begin in a timely manner. Each expert should know what he or she is to do over a given time period and should be able to accomplish that work, on time and of good quality.

6. Begin the Task Shared Work

Usually the work has to begin in the Task without a definite commitment from all the needed participants. The start date should be based on having at least a critical mass of participants funded at the official start. At the least, the key experts i.e. sub-leaders should be funded. Timing of the start must relate to when countries have budgets and their experts are funded to do the necessary Task shared work.

Requirement – Experts funded and ready to begin the Task work.

7. Watch Progress and Revise the Work Plan

The Executive Committee members should maintain adequate contact with the experts to assure

that the work gets done and problems get resolved. Each year, the Task Work Plan and the expected results may have to be revised according to what is realistic, given the funding success rate of the experts. Some parts of the planned work may have to be eliminated, some new parts may be added.

Requirement – The Operating Agent has to help experts maintain their funding and continued participation by means of letters or direct contacts. Also through his/her network, and those of the participating experts, new countries should be invited to join.

8. Where is the Stick?

Regular experts meetings are needed to manage and keep it on schedule. The meetings also allow mid-course corrections in what is being produced, based on collective thinking of experts – who have to receive the work of other experts before the meeting and come to the meetings with ideas and suggestions. While the OA leads these meetings, experts volunteer to host them and make the local arrangements.

9. Requirement

Experts or countries that are not producing as agreed should be consulted once or twice and then written off. Threats, going to the next level, going to the Executive Committee member's organization, usually will not help. At best the promised work will be delivered but the quality and initiative will not be there. Concentrate on the good workers, and adjust the work plan accordingly. Good work should be acknowledged as it is completed. Compliments are appreciated and lead to still more and better work. The objective is to create a positive environment where synergy happens.

10. The End

Towards the end, the Task sharing will collapse down to only 2-3 experts who prepare the final report(s). They must re-work or fine-tune portions, go after still missing pieces and assure the quality and completion of what was promised. This collapse of a large task-sharing activity to a small dedicated core group at the very end, more likely after the official end, should be planned for, including funding and commitment of those 2-3 experts.

Summary

Executive Committee members must believe in international collaboration and feel that the proposed work is important to their national program. For task sharing, the Executive Committee members must be able to pay their experts to do their part. The experts must believe in international collaboration and must be willing and able to do their assigned work on time and of high quality. The Executive Committee members must watch their experts. The OA must keep the Executive Committee informed of progress and problems and the Executive Committee must promptly solve those problems.

[DSM logo]

International Energy Agency
Energy Technology Initiative on
Demand Side Management Technologies and Programmes

**Task 7:
International Collaboration on
Market Transformation**

Final Report

April 2003

Prepared by
Verney Ryan
Operating Agent
Building Research Establishment
United Kingdom

THREE STEPS AND YOU'RE IN

If you are from a country that is a member of the IEA or that is currently participating in an Implementing

Agreement, take these three steps and you can join the IEA DSM Programme:

1. Talk to Us
2. Meet with Us
3. Write to Us

And you are in!! Details below:

Interested country	IEA DSM Energy Technology Initiative
<p>1. Talk to Us – Your country expresses interest in joining IA by contacting an OA, the Chairman or Executive Secretary</p>	<p>Executive Committee promptly provides information on activities, participation obligations, benefits and the process to join Programme. Executive Committee also invites country to attend Executive Committee meeting and Task meetings of interest.</p>
<p>2. Meet with Us – Your country attends Executive Committee meeting and Task meetings as Observer.</p>	
<p>3. Write to Us - If your country is interested in joining Programme, your country's Minister sends the attached letter to the IEA Executive Director identifying the contracting party, who will sign the Implementing Agreement, the Executive Committee member from that country, and the Task or Tasks that country will participate it.</p>	<p>Immediately upon receiving a copy of that letter, the IEA DSM Programme will consider your country to be a participating country</p>

If your country is not a member country of the IEA or not participating in an IEA Programme, after step 1, the Executive Committee will forward your country's expression of interest in joining the DSM Programme to the IEA for consideration and approval. Once that approval has been received, the IEA DSM Executive Committee will vote to invite that country to join the IA. If favorable, the Executive Committee will invite your country to the next Executive Committee meeting, leaving step 3 to complete the process to join.

Letterhead of the Government invited to join the Energy Technology Initiative

Name
Executive Director
International Energy Agency
9, rue de la Fédération
75739 Paris Cedex 15
France

[Date]

Dear Name,

The Government of [name of country] is pleased to announce that it has accepted the invitation from the Executive Committee of the [name of the ETI] to join this Energy Technology Initiative.

The Government of [name of country] accepts the terms and conditions of this Implementing Agreement and any additional terms set forth by the Executive Committee, and it wishes to participate in Annex [number], [title] and Annex [number], [title].

The Agreement will be signed by [name of Government Official] [Title] [Department] [Ministry], or [Ambassador] or [name] [Government autonomous body], for and on behalf of the Government of [name of country].

The Executive Committee Member and Alternate Member will be respectively:

[Name]
[Title]
[Full contact details, including e-mail]

and

[Name]
[Title]
[Full contact details, including e-mail]

We look forward to collaborating with the other Participants in this Energy Technology Initiative.

Sincerely,

[Name]
[Title]

Letterhead of the Government designating a different entity as a Contracting Party to join the
Energy Technology Initiative

Name
Executive Director
International Energy Agency
9, rue de la Fédération
75739 Paris Cedex 15
France

[Date]

Dear [Name],

The Government of [name of country] is pleased to announce that it has accepted the invitation from the Executive Committee of the [full name of the ETI] to join this Energy Technology Initiative.

The Government of [name of country] has designated [name of entity] to be the Contracting Party in this Energy Technology Initiative, for and on behalf of the Government of [name of country].

Yours faithfully,

[Name]
[Title]

