

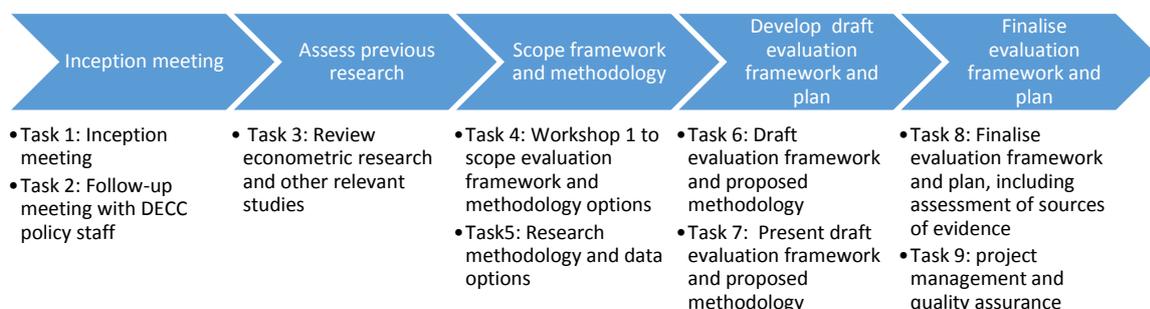
Project Plan for CCA scoping study

1. Clarification of study objectives and scope

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2. Revised methodology

This change in emphasis and scope has some implications for the study methodology. A revised description of the methodology is set out below. A detailed delivery plan is attached in Table 2.



Task 1 - Inception meeting: held on 16th March 2015. CAG will prepare a separate note summarising the CCA issues and context discussed at the meeting.

Task 2 – Follow-up meeting: on 27th March, we will hold a meeting with DECC economic and statistical staff who are familiar with CCA data and have undertaken previous work to estimate the impact of the CCA scheme on energy use, in relation to other influences (e.g. product policy, energy prices and other DECC policies). This meeting would aim to (a) understand the methodology which has been used to estimate CCA impact in the past, (b) explore the evaluation questions and definitions of the counterfactual, and (c) explore further the availability of data on the CCA. .

Task 3 – Review econometric research and other relevant studies: from mid March to early April we would review previous research on the CCA scheme, to assess the relevance of the different methodological approaches to assessment of CCA impact. We are seeking to involve both UCL and Imperial College in this work, to provide an in-depth understanding of modelling methodologies and econometric approaches, but this is subject to confirmation with them. As part of this task, we would also review published CCA milestone reports and current CCA reporting templates, to assess the types of information generated by CCA reporting.

Task 4 – Internal workshop to scope evaluation framework and methodology options: on Wednesday 15th April, we would hold a participative workshop involving DECC and the research team. We would also seek to involve representatives from UCL and Cambridge Econometrics in this workshop. The purpose of the workshop would be to consider options for formulating the counterfactual and potential methods for assessing additionality relative to this counterfactual. We would use a draft outline theory of change as a tool for structuring discussion of the counterfactual. We would also present initial thinking on options for formulating the counterfactual, and potential methods for assessing additionality, based on findings in Tasks 1-3, but would allow flexibility for new ideas and approaches to emerge

from the workshop. We would produce notes summarising the outputs from the workshop, and use them as the basis for Tasks 5 and 6.

Task 5 – Research methodology and data options: in late April, we would assess in more detail the options for formulation and assessment of the counterfactual, taking account of data availability and timing issues. We would seek to involve Cambridge Econometrics in assessment of potential modelling options. In developing econometric and quantitative approaches to the counterfactual, we anticipate that the following options might be considered:

- Paired matching of firms within/outside CCAs (including as ‘outside’ those in CCA sectors which have not (yet) signed up for a CCA);
- Comparison of firms/meters in CCA sectors to those in broadly equivalent non-CCA sectors;
- Before/after analysis for firms in the second phase of CCA, contrasting to performance during or prior to the first phase; and
- Comparison of actual consumption to modelled consumption for particular sectors, using economic simulation models and/or the industrial route-map work that DECC has been doing with energy-intensive sectors.

In reviewing data availability and data matching issues, we could consider the availability of data on energy performance (e.g. consumption of electricity, gas and other fuels, energy intensity). As part of Task 5, we would also consider potential contributions to impact assessment from other methodologies, including quantitative surveys and qualitative research.

Task 6 – Draft evaluation framework and proposed methodology: in parallel with Task 5, we would further develop the evaluation framework including a theory of change, assumptions to be tested and a refined set of evaluation questions. We would review the types of evidence which could answer the evaluation questions, taking account of emerging findings from Task 5, and would develop proposals for the evaluation methodology for presentation in Task 7.

Task 7 – Presentation of evaluation framework and proposed methodology: in early May we would present the draft evaluation framework and proposed evaluation methodology to DECC. This would focus primarily on methodologies to assess the impact of CCAs on energy efficiency. The proposed evaluation methodology would make clear the methods to be used (e.g. econometric research, modelling, quantitative surveys and/or qualitative research), the data requirements, the outline cost and limitations of these methods and the likely robustness of their potential findings.

Task 8 – Finalisation of evaluation framework and outline evaluation plan: following Task 7, we would finalise the evaluation framework and specify the proposed methodology in more detail. We would develop an outline evaluation plan, including assessment of the feasibility, timing and potential cost of econometric, quantitative and qualitative research elements, and an assessment of the data and evidence sources that could be used in the evaluation. Our draft outputs, submitted to DECC by the end of May, would include a 2-3 page summary report for eventual bidders on the evaluation.

Task 9 – Finalisation of outputs in response to DECC comments: We have allowed for one round of DECC comments on the outputs from Task 8, and finalisation in response to these comments. We feel that one round of comments will be adequate, as the main substance of the outputs in Task 8 will have been presented to DECC in Task 7.

Task 10 – Project management and quality assurance: our project manager would liaise closely with DECC throughout the study, and would provide weekly updates by email or telephone, as agreed. Outputs would be peer reviewed by members of the project review team throughout the study. Final outputs would be quality assured by an independent partner within CAG Consultants who had not been involved in the project.

3. Management and delivery

The GANTT chart below sets out a revised timetable for delivery of the scoping study, starting a week later than planned. While the main outputs would be prepared by end May, any comments from DECC on these outputs would be incorporated in early June.

Task	Delivery Lead	16-Mar	23-Mar	30-Mar	06-Apr	13-Apr	20-Apr	27-Apr	04-May	11-May	18-May	25-May	1-Jun	8-Jun
1) Inception meeting	CAG													
2) Follow-up meetings	CAG/ Databuild													
3) Assessment of previous CCA research	IC/CT													
4) Workshop – scope evaluation framework and methodology options	CAG/ Databuild													
5) Assess methodological and data options	CAG/IC													
6) Develop draft evaluation framework and proposed methodology	CAG/ Databuild													
7) Present draft framework and methodology	CAG/ Databuild													
8) Finalise evaluation framework and outline evaluation plant	CAG/IC Databuild													
9) Finalisation of outputs in response to DECC comments	CAG													
10) Project mgmt and quality assurance	CAG													

Inputs from individual team members are summarised in Table 1, attached. Outputs from the study would comprise:

- **Meeting notes** from the inception meeting, methodology workshop and presentation.
- **An evaluation framework** focusing particularly on the impact of the CCA scheme (phase 2) on energy efficiency, including a theory of change, revised evaluation questions and key assumptions to be tested by an evaluation;
- **A critical review of methodological approaches** that have been taken in past CCA research and their appropriateness for evaluation of the impact of the present scheme on energy efficiency;
- **A proposed methodology and outline evaluation plan**, with broadly costed proposals for econometric, quantitative and/or qualitative research, setting out how each would contribute to analysis of evaluation questions on CCA impact, and how robust this assessment would be;
- **An assessment of the sources of evidence** that would be used within the proposed methodology, including previous evaluations, scheme data, NEED and ONS data sources, and primary evidence from evaluation research, and the skills that would be needed for evaluation research; and
- **A 2-3 page summary** summarising learning from the scoping study, for the benefit of bidders for an eventual evaluation.

Quality assurance

CAG Consultants is committed to the highest quality standards and to stringent quality control. The main components of our quality control are provided below; a full copy of CAG and its partners' policies are available on request. Specific points for this research are that:

- This detailed project delivery plan would be developed by the Project Manager after the inception meeting, reviewed by the Project Supporter, and agreed with DECC;
- Details of workshop participation and structure would be reviewed at Partner/Director-level within the project team and agreed with DECC prior to the research commencing;
- Details of literature and data sources to be reviewed during the research would be agreed with DECC in advance by the Project Manager, as well as the criteria against which they should be reviewed;
- The scope and structure of the evaluation framework would be agreed with DECC, as would the format and level of detail required on proposed methodologies, the outline evaluation plan, and the proposed content of the summary report;
- Our procedures provide for secure data transfer and storage;
- This project will comply with the DECC Code of Practice for Research; and
- Project outputs and reports will be quality assured by Bill Kirkup, a Partner at CAG Consultants.

Liaison and project management

As Project Manager, Mary Anderson will be responsible for day-to-day liaison with DECC. Denny Gray, as Project Supporter, will provide an alternative point of contact for DECC should Mary not be contactable. Each partner organisation will have a project lead who will be responsible for day-to-day liaison with CAG: this will be

James Rawlins for the Carbon Trust, Charles Michaelis for Databuild and Ralf Martin for Imperial College Business School.

The partners will work closely together to ensure that the project meets DECC's needs, as well as those of relevant stakeholders. We recognise that it is not always possible to determine exactly what is required from a project in advance, therefore we will be flexible in our approach. We work collaboratively with our clients and believe that a close relationship is necessary to ensure that the client gets what they want out of the research. To facilitate this the Project Manager will provide DECC with weekly progress updates and be available for additional phone or email catch-ups as requested.

Good project management will be essential for the smooth running of the project. Mary Anderson will be responsible for overall project management and co-ordination of resources. The project lead for each partner in the team will be responsible for allocating additional resources to the project if required to meet the objectives within the project timetable. If problems were to arise we would address these promptly and openly. DECC would be informed immediately with a description of the problem, its cause and suggestions to rectify it. We would then agree actions to put the work back on course and a review date.

Table 2: Detailed delivery plan for scoping of CCA impact evaluation

Task	Sub-tasks and outputs	Responsibility	Timing
1. Inception meeting	<ul style="list-style-type: none"> review study objectives review scope of study review proposed methodology review potential data sources prepare detailed project plan prepare note of inception meeting discussion) MA, CM, RM))) MA MA	16 th March 19 th March 20 th March
2. Follow-up meeting with DECC	<ul style="list-style-type: none"> review past approaches used by DECC to assess CCA impact, compared to other influences review CCA data availability) MA, CM, RM))	27 th March
3. Review econometric research and other relevant studies	<ul style="list-style-type: none"> agree review template review previous CCA impact studies review published CCA milestone reports 	MA RM, UCL, MA JR, MA	By 27 th March By 10 th April By 10 th April
4. Internal workshop to scope evaluation framework and methodology options	<ul style="list-style-type: none"> agree date, location and participation in workshop issue invitations to workshop plan scope of workshop prepare presentation for workshop participate in workshop prepare note of workshop outputs 	MA/DECC DECC MA/DG MA/CM MA, DG, CM, JR, UCL, CE, RM MA	By 27 th March By 31 st March By 3 rd April By 14 th April 15 th April By 20 th April
5. Research methodology and data options	<ul style="list-style-type: none"> assess econometric options assess modelling options review data availability issues consider qual/quant approaches to impact assessment 	RM CE RM/MA CM/MA	By 8 th May By 8 th May By 8 th May By 8 th May
6. Draft evaluation framework and proposed methodology	<ul style="list-style-type: none"> develop theory of change revise evaluation questions develop proposed methodology for impact assessment 	CM/MA CM/MA DG/KK/RM	By 8 th May By 8 th May By 8 th May
7. Present draft evaluation framework and proposed methodology	<ul style="list-style-type: none"> agree date, location and participation in meeting prepare presentation attend meeting prepare note of meeting discussion 	MA/DECC MA MA/CM/RM/JR MA	By 27 th March By 12 th May 14 th May (tbc) By 19 th May

Task	Sub-tasks and outputs	Responsibility	Timing
8. Finalise evaluation framework and outline evaluation plan	<ul style="list-style-type: none"> • finalise evaluation framework • specify methodology in more detail • develop outline evaluation plan • draft 2-3 page summary • QA of outputs • draft outputs to DECC 29th May • comments from DECC • finalisation of outputs 	CM/MA RM, KK, DG CM, MA, RM, KK, DG, JR MA BK All DECC MA	By 27 May By 27 May By 27 May By 27 May 28 May 29 May By 7 th June By 14 th June
9. Project management and QA	<ul style="list-style-type: none"> • Weekly client progress reports • Weekly client liaison calls • Agree arrangements with UCL and CE • Finalisation of contract and sub-contracts • Ongoing QA 	MA MA MA MA MA/BK	Ongoing Ongoing By 27 th March By 27 th March Ongoing