

Communication Best-Practices for Renewable Energy

(RE-COMMUNICATE) – Scoping Study

April 2013



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Study commissioned by IEA-RET D

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Acknowledgments

The authors would like to extend their deepest thanks to the members of the Project Steering Group Henriette Schweizerhof (BMU Germany / Federal Ministry for the Environment, Nature Conservation and Nuclear Safety), Ingrid Slungaard Myklebust (Enova Norway), Henrik Karlstrøm (Norwegian University of Science and Technology), Christine Lins (REN21), Jan Geiss (EUFORES), and the IEA-RETD Operating Agent David de Jager (Ecofys) and Kristian Petrick (All Green Energies) for all their help and support. In addition, the authors are grateful to all of those who gave their time and energy to contribute to case studies or attend the project workshops.

About IEA-RETD

The **International Energy Agency's Implementing Agreement on Renewable Energy Technology Deployment (IEA-RETD)** is a policy-focused, technology cross-cutting platform that brings together the experience and best practices of some of the world's leading countries in renewable energy with the expertise of renowned consulting firms and academia.

The mission of IEA-RETD is to accelerate the large-scale deployment of renewable energies. It is currently comprised of nine countries: Canada, Denmark, France, Germany, Ireland, Japan, the Netherlands, Norway, and the United Kingdom. Hans Jørgen Koch, Deputy State Secretary, Ministry of Climate and Energy, Danish Energy Agency, serves as Chair of the RETD.

The IEA-RETD Implementing Agreement is one of a number of Implementing Agreements on renewable energy under the framework of the International Energy Agency (IEA). The creation of the IEA-RETD Implementing Agreement was announced at the International Renewable Energy Conference in Bonn, 2004. For further information please visit: www.iea-retd.org

About the consortium

The **International Institute for Sustainable Development (IISD)** is a non-profit, non-partisan research institute with over 20 years of experience. Its Geneva office has recently led a number of projects focused on renewable energy policy, including cooperation with the International Renewable Energy Agency (IRENA); and its Global Subsidies Initiative (GSI) possessing a breadth of international experience with communications activities surrounding subsidy reform. IISD is also an experienced facilitator of policy dialogues through its Reporting Services unit, which publishes the Earth Negotiations Bulletin (ENB), a summary of key international negotiations, including many major global events of relevance to renewable energy. For further information see: www.iisd.org

Forum Ökologisch-Soziale Marktwirtschaft / Green Budget Germany (FÖS) is dedicated to researching and promoting all elements of market-oriented eco-fiscal policy, with a prime concern since its inception having been how to improve communication and public awareness in this area of public policy. In addition to the promotion of renewable energies, its work has focused on environmental taxation, emission trading, removal of environmentally harmful subsidies and green growth. FÖS also has a great deal of experience in bringing together political decision-makers, policy-makers, industry

representatives, international organisations and NGOs. For further information see: www.green-budget.eu / www.foes.de

Collings & Monney is a specialist renewable energy communications agency. It is an experienced manager of communications activities within renewable energy companies, media and trade associations. It will provide support to the project through high-level guidance on how communications are approached from a professional marketing perspective, and its solid understanding of the specific communications challenges and opportunities in the renewable energy sector. For further information see: www.collings-monney.com

Foreword

In November 2011, IEA-RETD organized a workshop in Berlin to discuss ‘sending clear messages’ on renewable energy (RE) and ‘getting the RE cost perception right.’ A subsequent meeting in March 2012 was organised in Paris to discuss with communication experts “How to market Renewable Energies.” Following these workshops, IEA-RETD commissioned this RE-COMMUNICATE scoping study to further investigate these topics, and in particular to better understand the experiences IEA-RETD member countries have had with communicating the rapidly changing technical and economic characteristics of RE, both to political actors and particularly to the general public.

At the start of the RE-COMMUNICATE project, a fact-finding workshop was organized in November 2012 in Brussels to explore the current experience in IEA-RETD member countries of developing effective communication strategies for renewable energy and to identify and address barriers to increasing effectiveness in the future. A further workshop, again in Brussels was held in February 2013 to present preliminary results and discuss conclusions and next steps. This report is based on the results of the workshops, extensive desk research and numerous interviews with renewable energy communications professionals from government, industry, and civil society. These interviews formed the basis for the case studies presented here, which look at how a variety of different communications tools and strategies have been developed in different national and sectoral contexts to communicate their messages on renewable energy. While these case studies only offer snapshots, they nonetheless provide valuable insights into not only the variety of options available to political and other actors for communicating about RE to different groups, but also highlight the complexity of this task and the degree of organization and planning necessary to translate good ideas into good practice.

Further information about the RE-COMMUNICATE project, e.g. workshop presentations and conclusions, can be found at: <http://iea-rettd.org/archives/ongoing/re-communicate>.

Executive Summary

More targeted, effective renewable energy communications campaigns can be achieved through the use of more consistent, holistic and rigorous approaches to pre- and post-campaign development.

Context and Objectives

Progress on renewable energy (RE) deployment is not only a question of factors related to technologies, institutions, regulation and finance. It is also a matter of **perceptions and awareness** among the key groups who will determine the fate of renewable energy: policy-makers; industry; and the general public.

The increased deployment of RE technologies has fostered a debate around the impacts, costs and effectiveness of renewable energy. At the heart of the debate is the need to understand the positions and motivations of those opposed or without strong feelings towards renewable energy projects. **Opposition** may be a rational response to personal circumstances, or it may derive from a lack of information or misinformation. The extent to which opposition is based on misconceptions or genuine concerns is a key area of debate, the result of which will influence the approach taken. In any case, an accessible, fact-based discourse is needed to increase support for proven technologies and promote stability in the policy environment. For this reason, many governments and other stakeholders have developed **communication strategies** to improve understanding about RE and communicate facts relating to RE technologies.

This scoping study presents and analyses **15 case studies** of government, private sector and civil society RE communications campaigns, from development to evaluation. In addition it provides research from communications theory and advice from communications professionals on how to optimally organize such campaigns to help overcome some of the barriers facing renewable energy today.

Findings

Although numerous examples of good practice in communication for renewables were observed in the process of undertaking this study, rigorous, well-planned and adequately evaluated communications strategies were not the norm.

Our findings follow an idealised model of a communications process developed for the study and highlight the need for more attention to the following good practices at each stage of the process:

1. Partnering and financing: Partnerships broaden the reach of communications and reduce costs – which is crucial in the context of RE communications, which tend to have limited funding. Cooperating with like-minded institutions can increase human and financial resources available for the campaign, which in turn has the possibility of improving its design, reach and overall effectiveness while simultaneously reducing cost burdens for those involved. We found a number of examples of effective partnering in the case studies but also many where this option went unused.

2. Pre-campaign research: Research builds in-depth understanding of target audiences for RE campaigns and provides insights into how best to communicate with them, producing more effective, targeted communications. Better preparation not only helps one to better understand who the target audience is and how to best communicate with them but can also reduce assumptions and may reduce costs, as carefully designing and targeting campaigns often end up narrowing their scope and improving efficiency. Our case studies showed that pre-campaign research was often used to develop an understanding of public attitudes to renewable energy but was not used to the extent which it could have been in undertaking detailed targeting and segmenting of audiences as described below (point 5).

3. Definition of objectives: A RE campaign will only be as targeted, measurable and successful as its objectives allow it to be. Precise and clearly defined campaign objectives have a number of advantages: first, they facilitate a more accurate evaluation of a strategy later on – broad goals, such as that of “awareness-raising”, which were often seen in our case studies, are difficult to measure; second, they generate more precise definitions of target audiences, in turn enhancing a campaign’s specific prospects of success; and finally, carefully defined objectives help the development of the tailored messages needed to convince specific groups.

4. Time planning and duration: Timing is everything for RE communications campaigns. Appropriate timing and duration are keys to a campaign being perceived as relevant by its target audiences. Longer campaigns were able to build effective distribution networks for their messages – a point which was well-known to our case study respondents.

5. Audience definition and segmentation: The beliefs, values, needs, desires and interpretations of RE and the deployment of RE technologies vary widely between audience segments. A core principle of marketing is that different people respond differently to what and how information is presented. Most successful communications campaigns are the ones which tightly define their target audiences. Although we did observe audience segmentation, we found little evidence of audience segmentation as complex as proposed in the theory. Careful identification and segmentation of core audiences can avoid wasting time and money on groups unconcerned with, or already convinced of, the campaign’s objectives.

6. Campaign messaging: Messages about RE should be carefully differentiated by segment, taking insights from behavioural economics into account where possible. Often case studies targeted the “general public” or “the media” without further differentiation and did not take behavioural economics findings into account such as that: people with a sense of ownership of RE will value it more highly; people are far-sighted when planning if both costs and benefits occur in the future, but make short-sighted decisions if costs or benefits are immediate; and individuals tend to value fairness and act pro-socially, particularly if free-riding can be minimised.

7. Campaign creatives: Aiming only to be heard or seen is not enough, particularly in a crowded arena such as energy policy – RE campaigns must compete with communications about other energy sources, and strive to be remembered and acted upon. Communications messages should be placed into compelling and memorable stories. Simply getting a target audience to hear or see a message is alone challenging, but ensuring they will remember it, let alone absorb it deeply enough to change their

perception, is another issue all together. The primary method of communication in the case studies was the presentation of facts rather than emotional narratives or engaging revelations.

8. Campaign channels: Efforts must be made to match audience segments identified as particularly relevant to RE deployment with communications channels they personally value and are exposed to. Successful campaigns should identify or create distribution networks for content, ensuring that each channel is well-matched to its intended audience. Decisions taken early on in the campaign, including audience segmentation and the development of campaign messages, will inform the selection of campaign channels and contribute to the impact of the campaign. The allocation of sufficient resources to access effective communication channels is key to a successful campaign. In some of the case studies, poorly functioning mechanisms for distribution of content, or the content not being sufficiently compelling to generate impact, resulted in a lack of interest, particularly in some web-based campaigns.

9. Evaluation: Learning from your mistakes is only an option if you know what mistakes were made. Evaluating communications practices allows organisations to assess whether the communications measures have been successful in meeting their defined objectives, and will provide information that will allow communications strategies to be refined in the future. An important shortcoming of many case study campaigns was that original objectives were not well-defined, so it was difficult to define success for the campaigns. Additionally, evaluations were often not budgeted for and therefore were not carried out.

10. Proactive response to negative media coverage: There are many misconceptions and negative opinions expressed about RE in the media, and these should be addressed to enhance understanding and perceptions of RE. It was generally observed that the negative media campaigns which have created the need for RE communications activism in some national contexts were never addressed directly. Letting newspaper articles on RE such as "Windmill-terror" and "How the Green Taliban spreads its poison gospel" go unaddressed is tacit acceptance that it is acceptable to publish such pieces. RE communicators should actively engage with individuals (e.g. journalists and politicians) and institutions that publish falsehoods in open fora.

Recommendations and ways forward:

While we observed many examples of RE communications strategies adopting practices consistent with guidance from the communication industry and literature, in many cases, **considerable room for improvement in the preparation, execution and evaluation of campaigns remains. Thus, the following recommendations for communications in the RE sector were developed:**

1. **Development of RE campaigns strategies should be approached as a process with clearly-defined stages**, all of which should be addressed to maximise effectiveness and impact;
2. **Partnering and pooling resources should be undertaken more often** to increase funding available for RE communications campaigns, as lack of funding currently represents a significant barrier to the development of more effective communication strategies (e.g. a "communications knowledge platform for RE", see below).

3. **Pre-campaign research in RE communications should be more thorough**, aimed at gaining a better understanding of public opinion about RE, more precisely defining audience segments, and the development of specific, targeted communications messages (to meet this need, we propose an in-depth study of population segments in RETD countries, see below).
4. **Behavioural economics findings should be applied to the development of RE communications strategies** to maximise campaign impacts on awareness raising, influencing attitudes and changing behaviours;
5. **More innovative and emotive messaging in RE communications would elicit more positive responses;**
6. **Ongoing and post-campaign evaluation should be consistently applied** for quality control at all stages of the RE communications process and to generate lessons learned for new campaigns;
7. **Communication strategies should be more proactive in responding to negative media coverage about RE** and ensuring misrepresentations of the facts are addressed in op-eds and other increased communication with media outlets.

Building on the conclusions and recommendations above, **two possible ways forward to improve the communication of RE stand out in terms of their potential to be “game changers”**:

1. **A survey to identify specific misconceptions held by a range of population segments in IEA-RETD countries, and to suggest appropriate messages and communication strategies targeted at those segments to overcome misconceptions and improve perceptions of RE.**

The results of the survey and analysis would provide a valuable service to RE stakeholders working on communications and would deliver new publicly available content and data specific to RE, new insights into how to improve RE communications, and how to tailor messaging to address the real concerns of the public.

2. **A “communications knowledge platform for RE” to pool information and knowledge from a number of stakeholders, such as IEA-RETD, REN21, IRENA, trade associations (GWEC, EPIA, etc.) and other private sector actors, NGOs and civil society organisations.**

This platform could organize events, create a forum for communications experts in the RE sector and a website-based database with information, examples of good practice in RE communications, news, publications, and links to useful websites with examples of good campaigns. It could make resources for RE communications more accessible and pool knowledge and experience from all over the world.

Both of those new projects have the potential to bring significant practical and theoretical contributions to overcoming current renewable energy communication challenges.

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1 Introduction: Communications for renewable energy

Progress on renewable energy (RE) deployment is not only a question of technical factors related to institutions, regulation and finance. It is also a matter of perceptions and awareness among the key groups who will determine the fate of renewable energy: policy-makers; industry; and the general public. The increased deployment of renewable energy technologies has fostered a debate around the impacts, costs and effectiveness of renewable energy. At the heart of the debate is the need to understand the positions and motivations of those opposed or without strong feelings towards renewable energy projects. Opposition may be a rational response to personal circumstances, or it may derive from a lack of information or misinformation. The extent to which opposition is based on misconceptions or genuine concerns is a key area of debate, the result of which, will influence the approach taken.

Where the public discourse is characterised by misconceptions or misinformation, a lack of accurate information may increase public resistance to RE and thus constitute a barrier to efficient, effective and rapid RE deployment. In this case an accessible, fact-based discourse is needed to increase support for proven technologies and promote stability in the policy environment. For this reason, many governments and other stakeholders have developed communication strategies to improve understanding about RE and communicate facts relating to RE technologies. This scoping study presents and analyses a series of case studies of government, private sector and civil society communications campaigns, using research from communications theory and advice from communications professionals on how to optimally organize such campaigns to help overcome some of the barriers facing renewable energy today.

1.1 The dynamics of public opinion

Fully understanding public opinion about RE can be challenging. **Public support for renewable energy in the abstract is often quite high.** RETD country governments have conducted a number of studies to track and understand public attitudes. In the UK for example, the Department of Energy and Climate Change (DECC) has established the DECC Public Attitudes Tracker (DECC, 2012) to measure the changes over time of attitudes to RE. Their surveys reveal a consistent level of support of around 66% in favour of on-shore wind energy, and 73-76% in favour of off-shore wind energy. The pattern is repeated across a number other countries including Ireland (SEI, 2003; SQW, 2012), Norway (Karlstrøm & Ryghaug, 2012) and Germany, where 94% of the population regarded the expansion of renewable energy as important or extremely important in 2012, and 67% would be in favour of renewable energy installations near their home (see figure 1).¹ Further academic² and IEA investigations, particularly of wind energy

¹For more information see: <http://www.unendlich-viel-energie.de/de/detailansicht/article/226/akzeptanz-erneuerbarer-energien-in-der-deutschen-bevoelkerung-2012.html> (accessed 15 March 2013).

² See for example the special issue of the Energy Policy journal dedicated to the topic (Energy Policy, volume 35, issue 5, May 2007), which has become one of the most downloaded issues in that journal's history.

acceptance³ have also added to understanding in the area. In the UK alone, more than 30 studies have reviewed public views of renewable energy, yet understanding of their dynamics remains elusive (Devine-Wright, 2007).

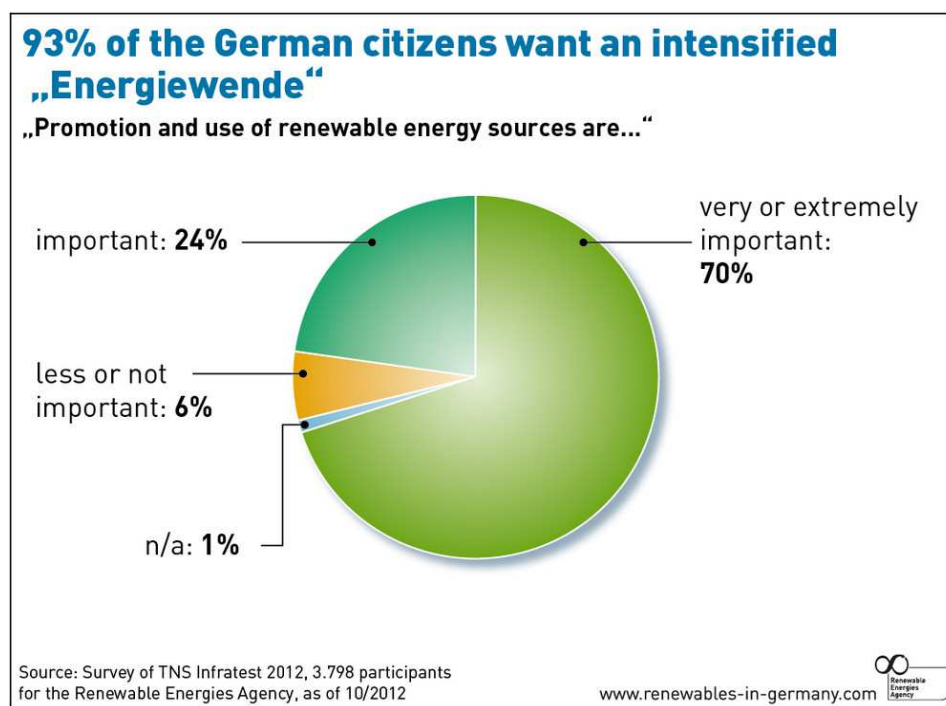


Figure 1: In Germany in 2012, attitudes towards RE were extremely positive (Source: German Renewable Energy Agency, 2012)

A number of theories have been suggested to explain social acceptance or opposition to renewable energy. These theories generally propose correlations between support for RE and one or more of the following factors:

- socio-demographic factors;
- psychological factors including level of knowledge;
- political beliefs;
- environmental beliefs;
- attachment to place and perceived fairness;
- contextual factors including scale and energy type;
- institutional factors including ownership; and
- spatial factors, including the so-called NIMBY phenomenon (see below).

³ See the following link for a series of IEA Wind reports on wind energy acceptance in IEA-RETD countries: <http://www.socialacceptance.ch/page.asp?DH=18>.

One of the most-discussed sources of resistance to the deployment of RE is the **so-called NIMBY phenomenon**, which postulates that while the acceptance of renewable energy projects is often broad in the abstract, positive attitudes wane as implications are discussed more concretely, and often sour altogether when proposals are made for specific local projects which may affect them personally. However, **most studies indicate that this simplified understanding of localised resistance to RE projects is not supported by the available evidence** and may be counterproductive by promoting a misleading view of the opposition (Devine-Wright, 2007) (van der Horst, 2007) (Karlstrøm & Ryghaug, 2012). West et al. (2012) note that perceptions are related to worldviews, belief systems and “individuals’ complex and multi-faceted relationships with environmental issues” (West, Bailey, & Winter, 2012, p5747). It has also been shown that perceptions of equity and fairness, rather than selfishness, are the keys to local acceptance or resistance of RE projects: where financial benefits are perceived to be distributed fairly amongst those affected by the project, acceptance is likely to be greater (Divine-Wright 2007, Pollitt and Shaorshadze 2011). Karlstrøm and Ryghaug (2012) found that political affiliations and their associated world-views are also important factors contributing to individual acceptance of renewable energy projects.

The NIMBY phenomenon also fails to take the dynamic nature of public attitudes to wind farms into account. It has been suggested that public acceptance of local wind farms, if initially low, tends to increase over time (Wolsink 2007). Many studies conclude that (both psychological and economic) ownership is important and that one of the most useful tools in improving public acceptance is to increase public participation in the planning of, and profiting from, renewable energy projects (Jobert, Pia, & Solveig, 2007) (Lund, 2010). Other studies indicate the importance of the provision of relevant and sound factual information. In particular, Lund’s study of Denmark’s success in getting the public behind renewables expansion (to the extent that the Danish government enacted policy to power Denmark 100% from renewables by 2050) indicates that without active public dialogue over real and relevant alternative energy pathways, such an achievement would have been impossible.

In the context of wind energy, Wolsink has also suggested that attitudes towards wind power are fundamentally different from attitudes towards wind farms, and that it is this difference which is at the heart of public attitudes and misunderstandings (Wolsink 2007). Finally, the influence of the media as thought leaders and opinion formers plays a significant role in the public discourse relating to renewable energy.

1.2 Misconceptions about renewable energy

The types of misconceptions facing renewables range from confusion over the benefits RE provides, to costs, energetic potentials, effectiveness, concerns over energy security and the extent of any negative impacts RE may have at a local or national level. Even proven, economically viable technologies often suffer from what Beck and Martinot (2004) have labelled “perceived technology performance uncertainty and risk,” (p.6) where they are seen as technologically nascent and risky because of a lack of local experience with their use.

The consequences of such misconceptions will differ according to context:

- Misconceptions held by parts of the **general public** fuel the type of local resistance to RE development projects that hinders project development. A lack of information and the presence of myths and misinformation add to mistaken beliefs relating to renewable energy.
- At the **policy-making level**, RE and the policies used to support its deployment are often simply assumed to be too expensive to be palatable for voting constituencies, even though some renewable technologies are already at cost parity with traditional energy sources even without taking externalities of conventional technologies into account. Such assumptions may lead to either a lack of initial support policies or a rescinding of existing support – as occurred in Spain in January 2012, where the entire support scheme for new RE projects was withdrawn – severely damaging investor and business confidence in the market.⁴
- Among **lenders**, renewables projects are sometimes viewed as unbankable because traditional lending models were not designed for the high initial investment costs and the steady, but slow rates of return that characterize renewable energy projects.⁵ These misconceptions exist due to a combination of: the absence of information; outdated or partial information; and misinformation originating from the conventional energy sector and other vested interests (IEA-RETD 2012).

Much of the information encountered by the public is shaped by both print and online media. A study reviewing attitudes of people living near wind farms in Scotland found local newspapers to be the most commonly cited source of information about the projects during development (Scottish Government, 2003). As such, the media plays an important role in the development of the public consciousness. This role discussed in more detail in Section 1.3.

1.3 Misleading media coverage

In the UK, a recent survey of media attention to renewables found **over 51% of media articles to be either negative or very negative, and only 21% positive or very positive** (Webster, 2012, p.1). It is actually surprising – and potentially a strength of RE – that in spite of this negative coverage, that positive opinions continue to be held about RE in the UK (see section 1.1). In the politicised media landscape found in some RETD countries, the political ideologies of some media outlets often influence their coverage of renewables. Furthermore, scandal and counter intuitive revelations are inherently more “newsworthy” than good news or stories that conform to public expectations, an idea concisely expressed by the American journalist Charles Dana: *“When a dog bites a man that is not news, but when a man bites a dog that is news.”*

⁴See <http://www.renewableenergyworld.com/rea/news/article/2012/04/spain-imposes-temporary-halt-to-new-renewable-energy-co-generation-projects?page=all> (accessed 14 January 2013).

⁵ This issue remains one of the primary barriers to RE deployment in developing country contexts (Sonntag-O’Brien and Usher 2004).

To some extent the media also reflects the agendas of those trying to generate coverage. In some cases, **opposition groups** have an ideologically driven objection to renewable energy. These groups have been **very successful at spinning negative media coverage** of renewable energy. In Denmark, for example, well-organised groups focused on preventing RE expansion on principle have mounted coordinated opposition to projects across the country, and which have been represented in the news media with such headlines as "Windmill-terror"⁶ and "Windmills kill Danes"⁷ (a letter to the editor), despite their positions not being factually based. This problem has been exacerbated by the heightened impact of negative media coverage in the past decade, due to changes in the media landscape (including developments in social media), which have created more publication space for opinion pieces to be labelled as news.

Another particularly vehement example found on the website of the UK newspaper the Daily Telegraph entitled "How the Green Taliban spreads its poison gospel"⁸ Further examples of similar media are available in the RE-COMMUNICATE workshop presentations.⁹ While the extent of negative or misleading information in Denmark and the UK in particular may be more extreme than in other RETD countries, similar phenomena are widespread internationally and illustrate the magnitude of the communication challenges facing policy makers and industrial actors alike when trying to create opportunities for renewables expansion in what would otherwise be very fruitful contexts for RE.

Because the public debate is strongly influenced by the media, such inaccurate portrayals of RE can increase resistance to its deployment. **Governments can and should provide information about RE which can help foster a fact-based public debate**, while striking a careful balance to ensure that their communications do not come across as 'propaganda' (IEA-RETD, 2012). Indeed, a special role is reserved for government to moderate the debate and to provide factual information to ensure the public have the information needed to make rational judgements on the costs and benefits of RE. This is a serious challenge, however, and to meet it governments will need to communicate trade-offs and balance messages. Thus far, little work has been conducted to investigate how best to respond to these questions in any depth (Rundle-Thiele, Paladino, & Apostol, 2008).

1.4 The objectives of this study

Disentangling the underlying factors influencing public attitudes towards RE, and the misconceptions which regularly result, is a complex process. Using communications about RE to counter negative attitudes and remedy misunderstandings and misconceptions is challenging. It requires an in-depth understanding of the manifold reasons behind concerns and opposition to RE deployment, and how best

⁶ Ekstra Bladet. "Vindmølle-terror." (24.07.2009)

⁷ Jyllands-Posten "Vindmøller dræber danskere." (11.03.2012): <http://www.jyllands-posten.dk/protected/premium/debat/article4648473.ece>

⁸ The Telegraph. How the Green Taliban spreads its poison gospel. (12.05.2012): <http://blogs.telegraph.co.uk/news/jamesdelingpole/100192907/how-the-green-taliban-spreads-its-poison-gospel/>

⁹ See the consortium's introductory presentation for more examples http://iea-retld.org/wp-content/uploads/2012/12/02-RETD-RE-COMM-Cottrell_FOES-Intro_Brussels-20121129.pdf

to tailor communications to interest and inform a number of different target audiences and thus influence attitudes in a positive way. This scoping study takes a first step towards building up such a knowledgebase by illustrating communication and marketing activities used by governments, industry and civil society, deriving preliminary lessons learned and identifying steps for further research to hasten and broaden the deployment of renewable energy.

While this section introduced the subject matter and explained the underlying rationale for our focus on RE communication, section 2 provides an indication of how communications strategies have been applied in IEA-RETD countries via a series of case studies. Section 3 analyses these case studies in relation to a theoretical model for the development of communications strategies developed on the basis of communications theory and experience from the communications professionals. This section presents a series of observations, illustrating both the key challenges facing renewables and highlighting the extent to which the theory is being put into practice. Section 4 offers reflections, draws conclusions, proposes ways of improving communication processes in the future, highlights areas requiring further research, and proposes some steps that could be taken collectively to promote more effective communication of RE issues.

2 Current practice – Case Studies

The case studies presented in this section have been selected to provide a range of examples of current communications practices related to renewable energy across RETD countries, sectors and using a range of communication activities. The table below provides a summary of the case studies collected.

2.1 Overview of case studies

			Organisation Type			Communications activities						Campaign elements	
Nr.	Country	Organisation	Governmental	Civil society	Trade association	Creation of content (text, image , video)	Promotion of third party content	Events	Provision of advice and support	Branding	Interactive web based tools	Formal pre-campaign research	Formal campaign evaluation
Case studies from the renewable energy sector													
1	Austria	Energy Agency of Upper Austria	●			●			●			●	●
2	Canada	Hydro Quebec			●	●		●		●		●	
3	Denmark	Viden Om Vind (Knowledge of Wind)			●	●							
4	Europe	Photovoltaic Industry Association (PVIA)			●	●	●						
5	Europe	European Wind Energy Association (EWEA)			●		●	●		●			
6	France	France Energie Eolienne			●	●	●						
7	Germany	Germany Renewable Energies Agency	●		●		●	●	●		●		
8	Ireland	SEAI	●			●		●	●			●	
9	Japan	WWF Japan		●		●			●				
10	Norway	ENOVA	●			●			●		●	●	
11	UK	Department of Energy and Climate Change (DECC)	●			●		●	●		●	●	
12	UK	Greenpeace			●	●						●	
Case studies from related areas													
13	Germany	Green Budget Germany		●		●	●						
14	Indonesia	IISD/GSI		●			●	●	●		●		
IEA-RETD													
15	RETD Countries	IEA-RETD	●	●		●		●					

The objective of the research was to trace the development of a number of communication strategies from the conceptualisation stage through to implementation and evaluation. As shown in the table above, cases were selected to cover a range of communications professionals – working mainly for government agencies, but also for trade associations and the non-governmental sector – and a wide range of communications media.

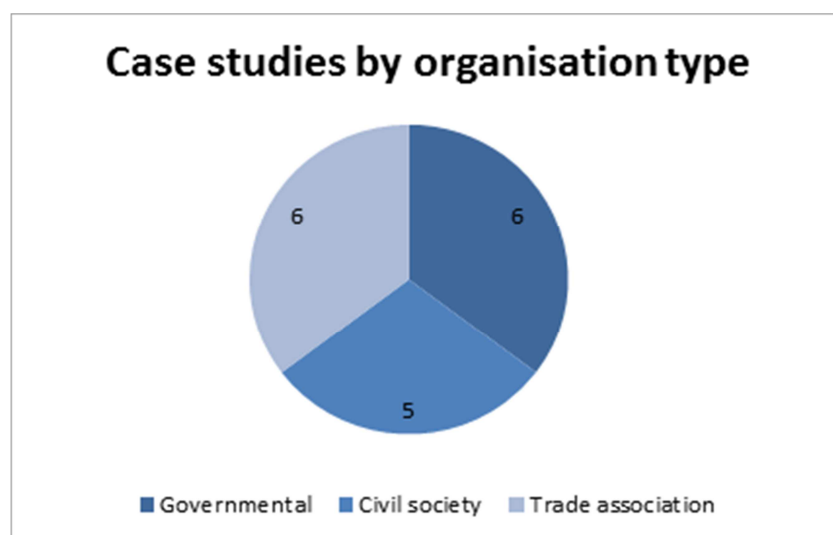


Figure 2: Sectoral categories of case studies

The cases are based on a series of 45-minute interviews conducted between November 2012 and January 2013 and targeted communications experts from IEA-RETD country governments, and the agencies and trade associations these professionals were able to recommend. The three NGOs were selected to complement these cases and to exemplify three different aspects of communications strategies: clearly targeted use of social media (Greenpeace); communication of fossil fuel subsidy reform (IISD); and the development of an accessible communications campaign to make the 'real' cost of energy from conventional and RE sources transparent (Green Budget Germany).

Section 2.2 below presents a brief summary of the collected case studies of communications in the RE sector. In addition, two cases from related areas are presented, on the communication of fossil fuel subsidy reform and transparency in energy pricing, and a further study looks at the experience within the IEA-RETD.

The full case studies are provided in Part II of the report, complete with information on the background, pre-campaign research, design and evaluation. The questionnaire used as a basis for all interviews can be found the annex.

Interviews and desk research revealed that, in general, communication strategies are developed from a combination of experience and judgment by communications professionals, who have over time built up a sense of what works and what elicits a positive audience response, while respecting the message and


the values of the organisation within the budget and other constraints. Academic studies also feed into this development process. In interviews, communications professionals all showed evidence of having drawn on academic models to some extent to e.g. conceptualise audience behaviours, segment audiences, and provide inspiration and concepts to enhance their communication efforts.


Section 3 will then go on to analyse the real world cases presented here in the light of insights and theories from the literature and guidance from communications industry professionals. Section 4 concludes and makes a series of recommendations for communications in the RE sector to enhance the implementing environment and facilitate the more rapid deployment of RE technology.


2.2 Case studies: Short descriptions


Case study 1: The Energy Agency of Upper Austria (O.Ö. Energiesparverband)	
<u>Geographic scope:</u> The state of Upper Austria	<u>Summary:</u> The Energy Agency of Upper Austria has been working for over 20 years on improving energy efficiency and overall sustainability of energy production and consumption in the region, and uses professional staff and communication methods to create and maintain a variety of long-term communication tools. These vary from one-on-one communication via advisory services to classes and traditional media campaigns. Projects are regularly followed-up with mid- and post-campaign research.
<u>Timeframe:</u> Long term and ongoing	
<u>Budget:</u> N/A	
<u>Target audience:</u> Local governments, businesses and households.	
Case study 2: Canada's Hydro-Québec Eastmain 1A, Hydropower Project	
<u>Geographic scope:</u> Local communities in Northern Quebec, some efforts in Montréal.	<u>Summary:</u> The communications work on the Eastmain 1A large scale hydropower project, part of the larger James Bay Project in Northern Quebec over which a bitter multi-year controversy erupted, is focused centrally on ensuring local public acceptance of the project. For this and for all of its projects, Hydro Quebec carries out in-depth environmental and social research to understand impacts and best practices for communicating these impacts with local populations. Both local and provincial communications strategies were developed in this case and general follow-up research was carried out to determine the effectiveness of these campaigns.
<u>Timeframe:</u> mid 1990s – ongoing	
<u>Budget:</u> N/A	
<u>Target audience:</u> Primarily communities in the area affected by the hydroelectric project, and secondarily urban citizens in Montréal.	
Case study 3: Knowledge of Wind (Viden Om Vind), Danish Wind Turbine Owners Association & Danish Wind Industry Association	
<u>Geographic scope:</u> Denmark	<u>Summary:</u> This campaign is aimed at promoting public acceptance of onshore wind in Denmark, and in particular at countering highly-organized, travelling protest groups. A one-man operation, "Knowledge About Wind" maintains a comprehensive website, produces flyers, leaflets and newspaper articles, organizes trips for local people in proposed
<u>Timeframe:</u> Sept. 2011 – April 2015	
<u>Budget:</u> 5.6 million Danish Krone (approximately €750,000) for 3.5 years.	


Target audience: Local politicians and the broader public	project areas, and funds research and analysis on living near to wind parks. While small successes have been seen thus far, it remains too early in the campaign to talk about measurable, concrete results.
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Case study 4: Your Sun Your Energy, European Photovoltaic Industry Association (EPIA)	
Geographic scope: Europe	Summary: The Your Sun Your Energy (YSYE) Campaign was conceived by EPIA and an industry steering group to promote authoritative information and positive news stories about solar PV. The YSYE website contains a range of media including video as well as facts and figures. The initiative received a European Public Affairs Award in 2011, recognizing its professionalism and innovation.
Timeframe: 2010 - Present	
Budget: Approximately EUR 175,000 per year	
Target audience: Journalists and civil society groups	

Case Study 5: Global Wind Day, European Wind Energy Association (EWEA)	
Geographic scope: Global	Summary: Global Wind Day is a global day of action promoting wind power. Branding, coordination and social media are provided by a small central team operated by EWEA (the European Wind Energy Association) and GWEC, the Global Wind Energy Council. Events are organised by partner organisations across 40 countries.
Timeframe: 2007 - present	
Budget: Approximately EUR 100,000 central funding, large in-kind support from partners	
Target audience: The general public, particularly communities living near wind farms	


Case study 6: My wind turbine and me (Mon éolienne et moi), France Energy Eolienne	
Geographic scope: France	Summary: The French wind energy association France Energie Eolienne designed and implemented a campaign aimed at raising awareness of wind energy and renewable energy more generally amongst school children. The campaign including a national drawing competition, encouraging participating schools to explore renewable energy.
Timeframe: 2010 - Present	
Budget: N/A	
Target audience: School children aged 6-10, teachers	


Case study 7: Germany Renewable Energies Agency website “Kommunal-Erneuerbar” (renewable municipalities)	 Gute Nachbarn Starke Kommunen mit Erneuerbaren Energien
<u>Geographic scope:</u> Germany, nationwide	<u>Summary:</u> The “KommunalErneuerbar” campaign aims to share experiences of the transition to renewable energy at the municipal and regional level. It shares best practice examples from existing communities on how and why to make the switch, and has developed innovative web-based tools such as the Kommunal-Erneuerbar Renewable Energy Value Creation Calculator to help people better understand the economic effects renewable energy could have in their communities.
<u>Timeframe:</u> Originally 2007-2010, extended to 2011-2013 with possibility to extend further.	
<u>Budget:</u> €200,000 per annum, mostly funded by the German Ministry for the Environment with additional support from AEE members.	
<u>Target audience:</u> Primarily local politicians, but also the broader public and the press.	


Case study 8: Sustainable Energy Authority Ireland’s (SEAI) Renewable Energy Information Strategy	
<u>Geographic scope:</u> Ireland	<u>Summary:</u> SEAI’s Renewable Energy Information Strategy is a long-term, ongoing campaign, to increase awareness about renewable energy and government programmes. The campaign focuses on raising awareness and tackling misperceptions. Campaign activities are targeted to address key barriers for renewables by promoting renewable energy at the national and local level.
<u>Timeframe:</u> Mid 1990s – present	
<u>Budget:</u> Approximately 500,000 EUR per annum	
<u>Target audience:</u> Developers, resource owners, investors, communities, homeowners, local authorities, policymakers dealing with environment and energy.	


Case study 9: 100% Natural Energy Campaign, WWF Japan	
<u>Geographic scope:</u> National	<u>Summary:</u> In the aftermath of the 2011 Japanese Earthquake and nuclear power plant disaster, this campaign was conceived as a mechanism to persuade policy makers and business elites to increase support for renewable energy. The campaign involved the creation of a WWF renewable energy framework for Japan which was lobbied to political and business elites, the creation of joint statements with renewable friendly industry, and the collection of signatures from the general public in support of the WWF framework. Although the Japanese government did shift its energy policy away from nuclear and towards renewables, it is difficult to
<u>Timeframe:</u> May 2011– April 2012	
<u>Budget:</u> N/A	
<u>Target audience:</u> Politicians, business elites, general public.	

	make direct links this campaign.
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Case study 10: Norway's "Municipal energy and climate planning", ENOVA	
<u>Geographic scope:</u> Norway	<u>Summary:</u> This project aimed to educate local elected officials on how to plan for the local implementation of national climate and energy policies in their municipalities. The main outputs were two guidebooks on how to draw up local climate and energy plans to reduce emissions and increase the presence of renewables as mandated by national policy. Launched in 2007, by end of 2012 only three of a total of 431 municipalities had yet to submit their local plans, and as such the programme has been seen as a broad success.
<u>Timeframe:</u> 2007- ongoing	
<u>Budget:</u> Approximately €675,000 for initial three years.	
<u>Target audience:</u> Local politicians and administration, national politicians, press and energy professionals	

Case study 11: UK Department of Energy and Climate Change (DECC), 2013	
<u>Geographic scope:</u> UK	<u>Summary:</u> DECC is looking at how it can most effectively set out the energy challenge facing the UK. The aim is to build understanding about the scale of change required and highlight opportunities offered by such a change. A number of channels, including animation, energy themed events and an interactive energy calculator are under consideration.
<u>Timeframe:</u> Proposed for 2013	
<u>Budget:</u> N/A	
<u>Target audience:</u> General public	

Case study 12: Greenpeace, Energy Gate	
<u>Geographic scope:</u> UK	<u>Summary:</u> Greenpeace campaigned against a shift in policies against RE by covertly filming a UK MP appearing to attempt to undermine commitments to renewable energy. The communications campaign involved an initial story in the broadsheet media, followed by a social media dialogue.
<u>Timeframe:</u> 2012	
<u>Budget:</u> N/A	
<u>Target audience:</u> Conservative party leadership, Conservative bloggers, Greenpeace Supporters	

Case study 13: Green Budget Germany(GBG), Greenpeace Energy and the German Wind Energy Association / BWE (Bundesverband Wind Energie): Research report and outreach: Transparency of energy costs	
<u>Geographic scope:</u> Germany	<u>Summary:</u> This campaign presented the hidden costs of conventional energy and compared these to the cost of the RE surcharge included on domestic energy bills. The campaign consisted of a research report and outreach for the report's findings. The media impact and the (less easily measurable) impact on political and public energy policy discourse appear to have been substantial. This case demonstrates the potential for enhanced transparency of energy costs to boost consumer acceptance for (high) RE investment costs and thus to strengthen the case for more effective and efficient deployment of RE.
<u>Timeframe:</u> Report commissioned December 2011, published August 2012, media echo ongoing	
<u>Budget:</u> approximately €30,000	
<u>Target audience:</u> Policy makers and the general public.	

Case study 14: International Institute for Sustainable Development's (IISD) Global Subsidies Initiative: Fossil Subsidy Reform from research to influence in Indonesia	
<u>Geographic scope:</u> Indonesia	<u>Summary:</u> Government spending on energy subsidies Indonesia places a huge burden on the state, diverting spending from other areas and disadvantaging other energy technologies. Despite the high cost, the subsidies have proven difficult to remove. To bring about subsidy reform in Indonesia through a series of interim objectives IISD worked with local partners to deliver research products and workshop events.
<u>Timeframe:</u> 2012 - 2013	
<u>Budget:</u> Approximately US\$ 125,000 per year	
<u>Target audience:</u> Journalists and civil society groups	

<p>Case study 15: International Energy Agency Renewable Energy Technology Deployment (IEA-RETD), ADIREC side event, launch of the REAdy Book</p>	
<p><u>Geographic scope:</u> International, main focus on OECD countries and especially the RETD-member countries Canada, Denmark, France, Germany, Ireland, Japan, the Netherlands, Norway, and the United Kingdom</p>	<p><u>Summary:</u></p> <p>To highlight the need to accelerate the deployment of renewable energy technologies IEA-RETD developed a book detailing successful policies and examples. To promote the research outputs a launch event was held as a side event at an international conference. Prominent individuals from the sector were invited to speak at the event and to boost the profile of the research.</p>
<p><u>Timeframe:</u> 2012</p>	
<p><u>Budget:</u></p>	
<p><u>Target audience:</u> Policy makers</p>	

3 Communication strategy process and its application in the case studies

This section of the study will look the stages of the development of a communications strategy as shown in Figure 15 below, and illustrate examples of good and poor practice of these from our case studies. The chapter draws on a broad range of literature on communications and the approach of the Renewable Energy communications firm Collings and Monney.

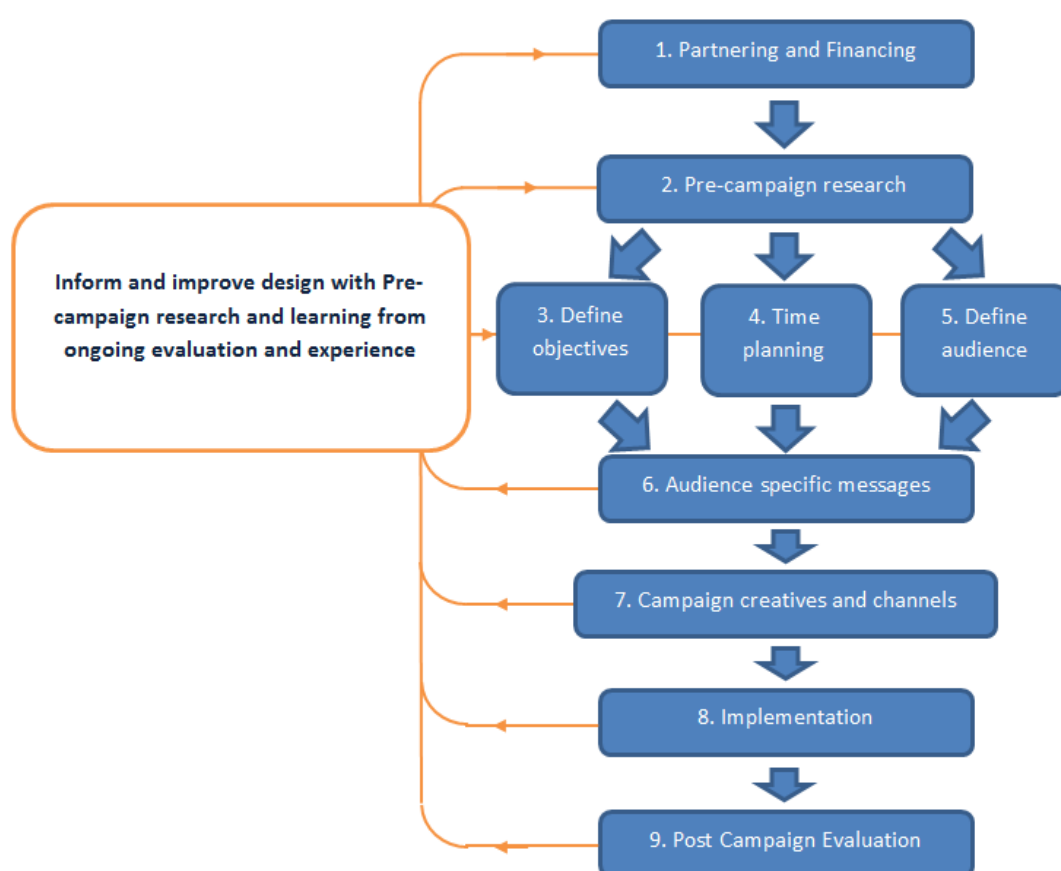


Figure 3: Typical process for developing and refining communication strategies

Although some variation can be observed in the literature on communication strategy development, depending on the context and whose strategy is being designed (c.f.: Donovan & Henley, 2003; KnowHow NonProfit, 2012; Steyn, 2000; Steyn, 2002; UNAIDS, 2008), **the development of communication strategies generally follows a process** along the lines of that shown in Figure 3. The process often begins by defining the parties to and budget of the campaign, followed by an open-ended process of preparatory research and the definition of initial campaign objectives, which may be refined

over time. Once the (preferably measurable) objectives have been defined, audience segmentation and the development of specific messages can take place and if not already established, the timeline for the project should be finalized. The campaign's main creative tools, the delivery mechanisms for audience specific messages, must also be carefully designed and tested before the campaign is finally implemented. During the campaign, continuous evaluation of both progress and performance against measurable objectives should be undertaken to inform its further development, as well as a final evaluation to collate lessons learned for subsequent campaigns.

It should be made clear, however, that **such clearly ordered sequencing is often difficult to apply rigidly in the real world due to a number of issues**, such as access to information, the need to react quickly to changing conditions, the need to work within existing structures, and budget constraints. Nonetheless, even the loose application of such a process is extremely important to manage the development of communication strategies in a way that facilitates the structured analysis of communication challenges and the development of practical, realistic and realisable messages and solutions, which can be evaluated against the campaign's original purpose. The remainder of this chapter will explore each of these phases in greater detail.

3.1 Partnering and Financing

Partnering with like-minded institutions can increase human and financial resources available for a RE communications campaign, which may in turn improve its design, reach and overall effectiveness, while reducing costs for those involved.

To have a real impact to ensure campaign success, appropriate resources must be allocated in terms of time, human resources and money. Institutionally funded renewable energy campaigns are often under-resourced and carried out unilaterally, with funding for the key pre- and post- dissemination phases most often lacking (Bales & Franklin, 2004). Developing partnerships and exploring innovative sources of co-funding can be an effective way of increasing available resources and creating greater impacts. Such partnerships can greatly help to extend the reach and appeal of a campaign and can be mutually beneficial (Collings 2012). While partnering within one's own sector may seem most logical, partnering across sectors can be very attractive as well. On the one hand, trade associations or corporate actors can benefit greatly from added credibility leant by having government or government agencies on board,¹⁰ and on the other hand, while safeguarding neutrality, government and other public actors can draw on the private sector communication experience of trade associations and other organisations.

We found a number of examples of effective partnering in the case studies. The Energy Agency of Upper Austria set up and maintained a network of over 160 regional energy efficiency or renewable energy businesses in the region, with the aim of building capacity and fostering innovation, cooperation and competitiveness. To some extent, partnering is already the one of the roles of trade associations

¹⁰ There is evidence that the credibility and trustworthiness of information sources influences the impact information has on individuals. For example, in an experiment, information on energy conservation from a public body had a greater impact on consumers than the same information from private enterprises (Craig and McCann 1978, cited in Pollitt and Shaorshadze, 2011, p.13).

and umbrella groups of NGOs. The EWEA for example illustrated how a small central budget could be used to leverage much larger resources by creating an overall brand identity for Global Wind Day, which was used across 40 countries in more than 250 events. Similarly, the German Renewable Energies Agency, a public private partnership (PPP), works with a number of regional and local partners to enhance the conditions for RE deployment.

Overall, a broad range of practices were seen with respect to the funding of pre- and post-campaign research. Some organisations allocated very little of their overall budget to the definition of campaign aims and impacts, while others only did so in an ad hoc manner. Only the minority, specifically the Austrian and UK examples, funded rigorous analyses of their target audiences. While insufficient funding may represent a serious challenge to the successful realisation of communications campaigns, it should also be noted that some campaigns exemplified how even relatively small sums of money can have a significant impact on public awareness and opinion, if spent wisely, e.g. the campaigns run by Greenpeace or Green Budget Germany.

3.2 Pre-Campaign Research

Pre-campaign research builds understanding of the target audience(s) of RE campaigns and can deliver insights into how best to communicate with them, producing more effective, targeted communication.

Understanding what motivates an audience is the first step to knowing how to best communicate your message to them (Donovan & Henley, 2003; Steyn, 2002; Steyn, 2000; UNAIDS, 2008). Accordingly, **preparation of a campaign should involve researching the prospective audiences to gain an in-depth understanding of their attitudes, beliefs, and behaviours as related to renewable energy.** This research may include focus groups, interviews, and desk research, and should explore, inter alia:

- what the target audience knows and does not know about renewables;
- how they feel about renewables;
- how their daily lives are affected by them;
- who they trust as sources of information; and,
- which specific media they turn to each day, and why.

The more differentiated and in-depth this research, the sounder the basis for the development of a targeted and effective communications campaign will be. In addition to exploring the opinions of the audiences for a campaign, developing an understanding of the media landscape, including the attitudes and history of key outlets and journalists should also form part of the pre-campaign research.

Done properly, this pre-campaign research can assist in identifying key barriers to, and incentives for, pro-renewables behaviour and should inform campaign objectives, target demographics, message segmentation, and (social) marketing strategies.¹¹ Pre-campaign research should also look at media

¹¹ Social marketing entails the application of commercial marketing principles to advance social causes (Bales and Gilliam 2004; Donovan and Henley 2003).

coverage of RE, as this can reveal the approach opinion-formers take to RE issues, including the most common criticisms and concerns relating to RE, and inform the subsequent development of communications messages and strategies.

Our case studies showed that pre-campaign research was often used to develop an understanding of public attitudes to renewable energy to act as a basis for action. The Austrian, DECC and SEAI case studies all included attitudinal studies on public perceptions of energy, while Hydro Quebec used focus groups and face-to-face meetings to achieve the same end. The DECC case study highlighted efforts to apply behavioural research to assist in the definition of audience segments and to prepare the ground for the design of an effective, targeted and impactful campaign. In addition, in both the DECC and SEAI examples, pre-campaign research employed mechanisms to avoid using preconceived assumptions, prejudices and other biases – in the case of SEAI, attitudinal surveys explored existing perceptions of energy policy – to develop a fact-based understanding of the situation to inform campaign development. In some cases, however, pre-campaign research appears to have been less thorough and less targeted, and assumptions have been made.

Pre-campaign research in the Green Budget Germany campaign focussed on the political landscape and on key timing and audience details for the campaign. Pre-campaign research in the IISD/GSI's work on fossil fuel subsidy reform in Indonesia analysed the political economy of subsidy reform and worked to understand the impact of reform on the most vulnerable. IEA-RETD's research on successful support policies for RE provided the key messages to be communicated in subsequent outreach work. In the Norwegian example of Enova, it aimed to establish how best to communicate new national policy to incoming local politicians. These examples illustrate the variety of different goals of pre-campaign research can achieve and illustrate its importance in the field of RE.

3.3 Defining Objectives

A campaign will only be as targeted and successful as its objectives allow it to be.

Campaigns generally have one or more of the following broad objectives (adapted from Donovan & Henley, 2003):

- **Awareness-raising:** Campaigns may aim to improve peoples' knowledge or alter understandings of an issue (e.g. costs of renewables, local economic effects, etc);
- **Attitude-changing:** Campaigns may aim to change how people think and feel about an issue (e.g. broadly feel good about renewables, view them as positive for society and nature);
- **Behaviour-altering:** Campaigns may aim to influence peoples' actions relating to an issue (e.g. buying green energy, voting in favour of new projects, etc.).

As is the case for pre-campaign research, the more in-depth and precise a campaign's objectives are, the more targeted and effective the subsequent campaign is likely to be. **Irrespective of the particular**

objective, it is advisable that public campaigns set out to be ambitious and demonstrate a clear commitment to its objectives (Collings, 2012).

Precise and clearly defined campaign objectives have a number of advantages:

- Precise objectives facilitate more accurate evaluation – broad goals, such as “awareness-raising”, are rather difficult to measure.
- Precise objectives can generate more precise definitions of target audiences, in turn enhancing a campaign’s specific prospects of success.
- A strategy with a carefully defined target audience (see 3.4) creates space for the development of tailored audience messages later on in the communications process.

Bearing this in mind, it seems reasonable, as in other areas of project management, for communications teams to go further to **clearly define SMART – Specific, Meaningful (and where possible also Measurable), Attainable, Relevant and Timely – objectives for their strategies.**

The case studies provided examples of all three of the general objectives listed above, and of the development of some more precise goals within these categories. EWEA and EPIA set out to provide information to raise awareness. Several campaigns deliberately set out to raise awareness in order to bring about attitude change – for example, in the cases of DECC, Green Budget Germany, IEA-RETD and Denmark’s “knowledge About Wind” campaign.

A number of the campaigns also focussed on behaviour-altering objectives. In the Case of Hydro Quebec, work with local populations aimed to ensure amicable resolutions of concerns over energy projects. Activities of SEAI, ENOVA, WWF Japan and the German Renewable Energies Agency aimed to increase provisions supportive towards sustainable energy in local and national governments. Because these objectives were well defined, these communications campaigns had clearly defined audiences to whom they were able to tailor specific messages via audience relevant media, a point covered in more detail in points in 3.6 and 3.7, below.

3.4 Defining and Segmenting the Audience

Understanding and incorporating the beliefs, values, needs and desires of target audiences for RE campaigns will make them more efficient and effective. Two rules of thumb:

- 1. Concentrate on the swing vote, i.e. people who can be influenced***
- 2. Focus on influencers and opinion-leaders***

A core principle of marketing is that different people respond differently to what and how information is presented. Most successful communications campaigns are the ones which tightly define their target audiences (Collings 2012). **Targeting campaigns too broadly, or defining audiences poorly, will result in messages that do not resonate with any group in particular** (Spitfire Strategies, n.d.). Audiences can also be segmented based on a wide variety of objective factors including attitudes, demography, geography and socio-demographics, or they can be delineated along psychographic (value based) lines (Donovan & Henley, 2003; Walker, 2012).

Research revealed two very simple and accessible rules of thumb for RE communications:

1. Bear in mind the importance of the swing vote in the general population. Some will never support RE, some already do. Campaigns can affect most the views of those who remain undecided, or can move those already in favour to take action (Collings 2012, DEFRA 2008).
2. Focus on influencers and opinion leaders (pioneers), who have the power to bring about change, to bring them on side and possibly integrate them, formally or informally, within the campaign machinery (see e.g. Rose, Dade and Scott, n.d.).¹²

Rose, Dade and Scott, cited during a number of interviews for this report, have put forward an approach they refer to as “values mode segmentation”. This proposes three main audience segments (e.g. Rose, Dade and Scott, n.d.):

- First, pioneers, the innovators of society, who embrace change for a broad range of inner-directed reasons [ethical principles, a natural interest in innovation].
- Second, outwardly directed prospectors, motivated by success and status and
- Third, settlers, who are security driven.

These categories vary significantly by country, as shown in Figure 4, below.

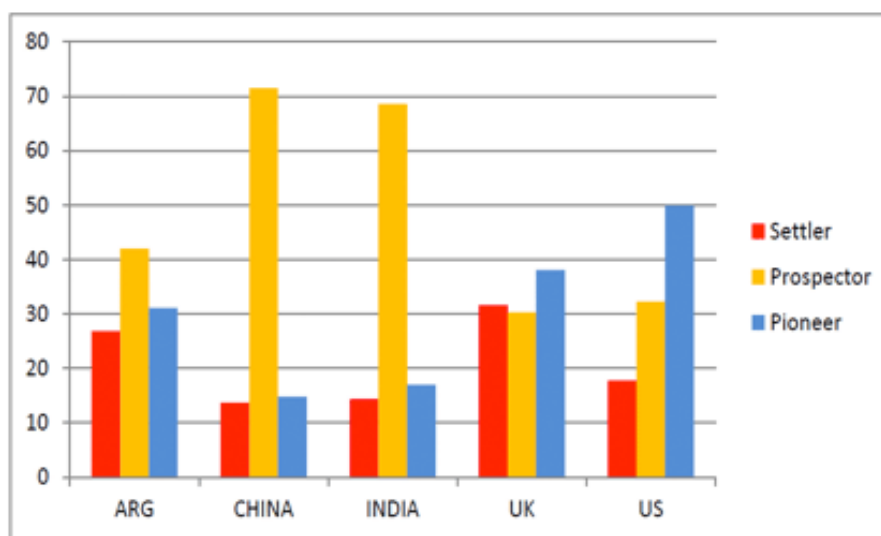


Figure 4: A Comparison of Values Mode Segmentation in 5 countries in 2012¹³

Rose, Dade and Scott (n.d.) also propose 12 “values modes” within these segments (which are dynamic and not static), relating to how people think and formulate their opinions.¹⁴ A diagram showing the values most strongly associated with each category is shown in Figure 5.

¹² Weimann (Weimann, 1991) has suggested a ten item scale to identify opinion leaders.

¹³ <http://threeworlds.campaignstrategy.org/?p=186> (accessed 15 March 2013).

Great Britain - 2007

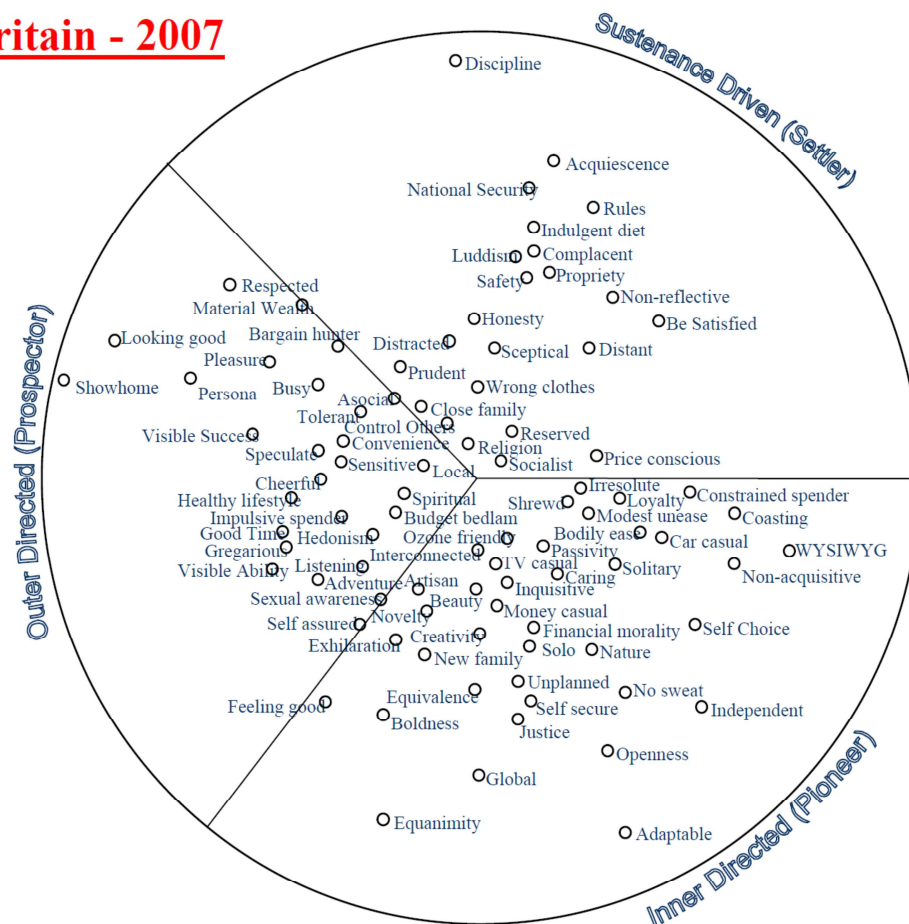


Figure 5: Map of value mode attributes associated with pioneers, settlers and prospectors in Great Britain in 2007 (Source: (Rose, Dade, & Scott))

Using value-based target groups can significantly improve audience segmentation, which will feed into improved communication messaging, as such values strongly affect both opinion formulation and behavioural change. For example, targeting inner-directed pioneers will require a different communication strategy than targeting prospectors: the former can be motivated by a call to action for the common good, while the latter may need a “success bridge” to elicit a response, such as a famous “champion” of RE in the media, as in Friends of the Earth Europe’s “The Big Ask” campaign, supported by famous musician Thom Yorke (Gater and Scherbarth 2013).

¹⁴ The 12 values modes are: Roots, Smooth Sailing, Brave New World, Certainty First, Golden Dreamers, Happy Followers, Now People, Tomorrow People, Transitionals, Concerned Ethicals, Flexible Individuals, Transcenders (Dade and Scott, n.d.).

Although we did observe audience segmentation in the cases, **we found little evidence of audience segmentation as complex as proposed in the theory**. A number of the respondents discussed the importance of **focussing on influencers and opinion leaders**, and defining audience segments. DECC and Greenpeace mentioned the influential work of Rose, Dade & Scott for defining audiences based on values and described their efforts to apply this to the development of communication strategies. IEA-RETD have proposed the use of current attitudes to RE and an assessment of influence to map key stakeholders, and focus on the swing vote to boost support for the more rapid deployment of RE, as shown in figure 4 (Petrick, 2013).

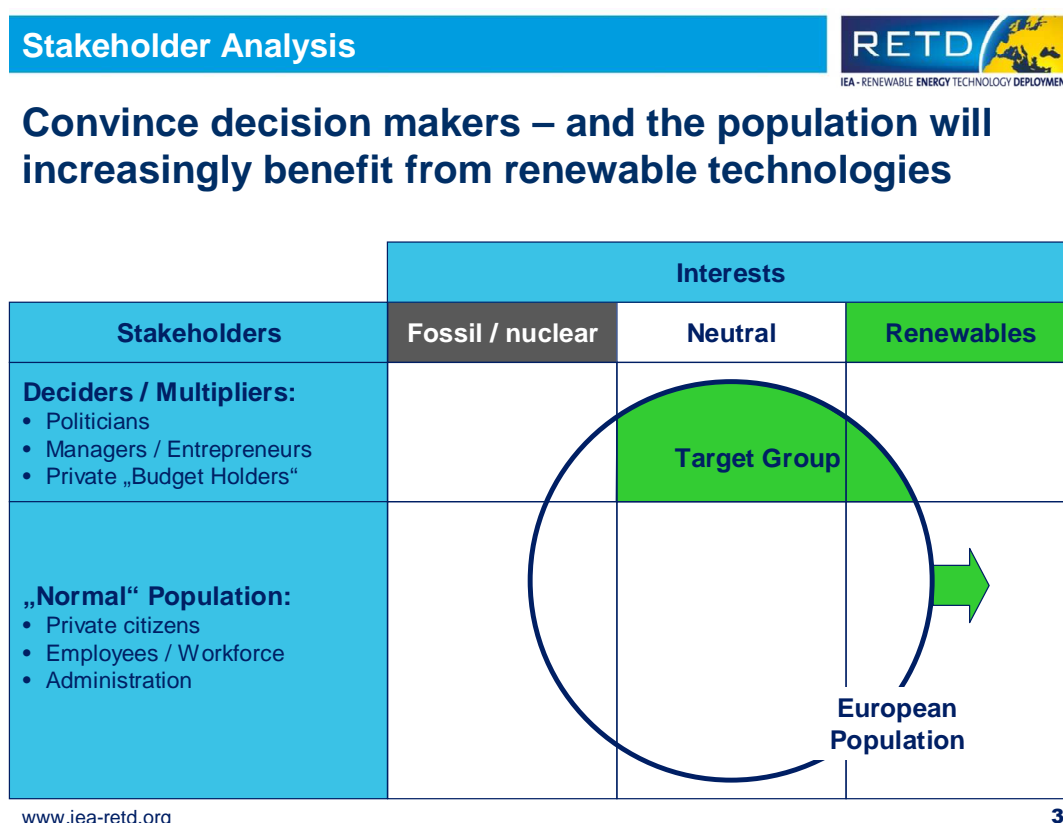


Figure 6: Stakeholder analysis in the energy sector

Similarly, SEAI also used audience segmentation to facilitate the development of more effective communications. All institutions recognised **the benefits of using established networks**, which they considered to correspond to target audience segments, to spread their messages.

Greenpeace not only used their own established networks as an integral part of their campaign strategy, they also activated the networks of key opinion formers and leaders (including bloggers), by opening a direct dialogue about “Energy Gate” through social media, including Twitter. By making use of the established followings of influential bloggers, they managed to reach segments outside their conventional supporter base.

Other organisations used quite simple methods to identify target audiences. The Energy Agency of Upper Austria, for example, uses **direct communications**, in the form of face to face advice sessions, to interact with potential interested individuals. Making this kind of service available helps self-select an audience. In Norway, newly-elected politicians were targeted by ENOVA, which enabled rapid progress to be made towards ENOVA's overall target of having municipalities draw up their own climate change plans.

In sum, **careful identification and segmentation of core audiences can make campaigns more efficient and effective**, as time and communication budgets are not wasted on individuals and groups which will not respond to campaign messaging and are not in any case relevant targets for the campaign itself. Good segmentation can also facilitate the crafting of precise “on target” messages and modes of communication for particular individuals (for more on this issue see Section 3.6 and Box 1 on Behavioural Economics below).

3.5 Planning for timing and duration

Timing is everything. And changing perceptions requires a lot of time.

Appropriate timing and duration are essential if RE campaigns are to be perceived as relevant by their target audiences – a point which was well-known to our case study respondents. A well-timed campaign can **ride the wave of other complimentary news**, such as a new climate change warning, or a problem with a fossil fuel power plant, or its messages can be boosted because they make logical sense for other reasons, such as using the sunny summer months to campaign for solar energy. Duration is also an important consideration, as changing perceptions takes time and **any effective public awareness strategy is likely to be a long term effort**. In many cases, commercial and industry messages are repeated not over days or weeks, but months or years, to allow for a recall effect to take place and leave a lasting mark on the public (Collings 2012).

The Green Budget Germany “Transparency of Energy Costs” campaign prioritised timing the release its report to maximise the impact on public discourse, which was of considerable importance, as the project’s budget was extremely limited. Similarly, Greenpeace examined how best to time their campaign to influence the political and public debate on energy policy in the UK. **Being able to respond quickly to opportunity is also important**, as illustrated by WWF Japan’s campaign, which set out to channel strong sentiments against nuclear energy in the wake of the Fukushima tragedy to garner support in industry and government for energy policy reform in favour of renewables.

The SEAI renewable energy information strategy, the Renewable Energy Agency’s campaign in Germany, the ENOVA municipal and climate planning, and Canada’s Hydro-Quebec case studies are all **examples of coherent long term campaigns**. All have lasted for several years and have refocused their efforts on new areas in response to campaign evaluations. The duration of the campaigns has enabled long-term planning, the establishment of networks and partnerships, and the incorporation of lessons learned into on-going strategies.

These good practice examples indicate that well-conceived time-planning and long-term campaigns, although more costly, are almost always preferable, as they maximise impact and give communications professionals the opportunity to re-evaluate strategies and build on their previous successes.

3.6 Craft Specific Messages for Each Audience Segment

Audience segments can be expected to respond very differently to communications messages about RE and RE deployment. Messages should be carefully devised, segment by segment, to maximise impact.

As discussed in section 3.4, each audience segment has differing levels of awareness and understands and responds differently to communications messages. Better analysis and understanding of the motivations of audience segments makes it easier to target messages effectively. Crafting specific messages is a complex process. The literature, interviews and desk research suggest **messages are most effective when principles of communications theory and behavioural economics are taken into account**. The most important guiding principles for the development of messaging include:

1. Messages must be personally relevant and linked to audience concerns to maximise attention levels (Rose, Dade and Scott n.d., Collings 2012);
2. Messages provoking emotional responses tend to be more memorable and effective (Burke and Edell, 1989);
3. Messages should motivate individuals to become actively cognitively engaged e.g. by means of unusual, unfamiliar and novel presentation of content (Maibach and Parrott 1995);
4. Messages should be short, simple and salient, detailed technical and factual information is less important (Pollitt and Shaorshadze 2011);
5. Individuals do not make classically rational decisions (see Box 1 on Behavioural Economics), which should be taken into account when formulating messages (for examples see e.g. (Cottrell, 2013);
6. Individuals tend to value fairness and act pro-socially, particularly if free-riding can be minimised (Pollitt and Shaorshadze 2011).

Once developed, campaign messages and the way they are presented and received should ideally be tested (e.g. using focus groups) to ensure they are motivational, clearly understood, and resonate positively with the target audience segment.

The case studies showed a **wide range of innovative approaches to the development of communications messages**. However, the guiding principles above, particularly those relating to behavioural economics, are only reflected to a limited extent.

A number of respondents cited the need for public sector bodies to act as “honest brokers,” ensuring that materials they produce are based firmly on facts. The DECC campaign set out to empower its audience via an interactive tool to demystify the choices the UK is facing in shifting its energy mix, and empower them to contribute to the debate in an informed manner. SEAI has **simplified its messaging** over time alongside improved audience segmentation, and reported that they had moved from campaigns with a more general focus on awareness-raising towards campaigns targeting specific groups, helping to reduce the complexity of messages and increasing effectiveness. Working with individual

stakeholder groups in Hydro-Quebec's case was key to ensuring all parties' concerns over projects were adequately addressed, while the Energy Agency of Upper Austria also actively tailored all of its activities to specific audience segments and stakeholder groups.

BOX 1: Behavioural Economics

Individual behaviour deviates systematically from what economic models and expectations of rationality would predict (Pollitt and Shaorshadze 2011). Behavioural economics uses insights from psychology to increase the explanatory power of economics and offers insights into how people interpret and respond to information:

1. **The status quo bias and the omission bias:** Individuals have a strong bias against change (status quo bias), and prefer harmful inaction over harmful action (omission bias) (Samuelson and Zeckhauser 1988). Formulating communications in a way which precludes harmful impacts and emphasises positive elements may be helpful, e.g. emphasising that RE reduces air pollution, improves energy security, and does not mean less reliable energy access. An emphasis in communications on "The Costs of Inaction" (see e.g. RETD 2011) could be a route to overcoming the omission bias, by emphasising how harmful inaction can be.
2. **The endowment effect:** Individuals attach extra value to goods they already own or services they already receive and perceive the value of an object higher if they possess it than if they do not (Knetsch 1989). People with a sense of ownership of local RE resources will value them more highly than those who do not, which may reduce resistance to RE development.
3. **Loss aversion:** Individuals are more strongly motivated to avoid loss than acquire a similar gain (Fryer, Levitt, List, Sadoff 2012). Increased deployment of RE is often associated with loss of cheap energy and loss of security of energy supply, both of which may feed into loss aversion and foster resistance to RE. Thus, policy makers should strive to frame increases in price brought on by RE in a transparent way, e.g. by comparing with the true cost of fossil energy sources, and offer ways of minimising or avoiding other possible negative impacts.
4. **Hyperbolic discounting:** People are far-sighted when planning if both costs and benefits occur in the future, but make short-sighted decisions if costs *or* benefits are immediate (Knetsch 1989; Pollitt and Shaorshadze 2011). Given that benefits of mitigating climate change will be seen in the future and rising energy costs are an immediate cost, communicators must carefully consider how to frame these trade-offs, e.g. by focussing on immediate benefits of reduced reliance on fossil fuels, such as enhanced energy security.
5. **Pro-social behaviour and fairness:** Individuals tend to value fairness and act pro-socially, particularly if free-riding can be minimised, to benefit from the "warm glow" effect associated with these actions. Raising awareness about the positive actions of others in relation to RE may be helpful in this regard. It should be highlighted that (especially small) monetary rewards tend to crowd out such intrinsic motivations (Pollitt and Shaorshadze

2011).

For further information and examples, see Cottrell (2012).

Some campaigns did take into account behavioural economics findings, most notably the “endowment effect”. The Energy Agency of Upper Austria fosters both psychological and economic ownership of RE projects and encourages RE investment, while in France, the “My Wind Turbine and Me” campaign creates a sense of psychological ownership amongst schoolchildren. Denmark provides an interesting case: The government has made a conscious decision to prioritise creating a sense of economic ownership in RE projects above general communications campaigns on RE, encouraging residents close to wind farms to purchase shares in RE and compensating them for any fall in property prices. However, the existence of the “Knowledge about Wind” campaign seems to indicate that creating a sense of ownership alone is also not sufficient to reduce resistance (although more research would be necessary to draw any firm conclusions in this regard).

DECC’s Interactive Energy Calculator set out to counter hyperbolic discounting, at least in a sense, by explaining trade-offs in energy policy up until 2050 in an accessible way, making both immediate and long-term costs and benefits apparent, as well as making clear that inaction also has a cost (which may also help to address the omission bias).

Other campaigns by Enova in Norway and the Renewable Energy Agency in Germany looked at ways of tapping into pro-social behaviour and a sense of fairness, and reducing concerns relating to free-riding, by developing interactive internet sites to show how other municipalities were performing.

In general, however, the case studies show numerous instances of messages being developed to target the “general public” or “the media” without any further differentiation. Strategies tended not to have been informed by general communications principles, the theory of audience segmentation, or findings from behavioural economics – all of which may serve to enhance the impact and potential of campaigns to influence public opinion and behaviour. A lack of resources and the desire to target many audience segments may be leading to the use of very generic communications materials that are not adequately tailored to resonate with a particular group. More and better campaign research is needed to define coherent audience segments clearly and to understand the kinds of messaging to which such segments will respond positively.

3.7 Campaign Creative Materials

Aiming only to be heard or seen is not enough, particularly in a crowded arena such as energy policy – RE campaigns must compete with communications about other energy sources, and strive to create campaign materials and messages which are remembered and acted upon.

In the literature, there is quite a large evidence base that **behavioural change is rarely driven by greater knowledge or increased access to information *per se*** – indeed, it has been suggested that too much information can have the opposite effect, as it creates a mismatch between the problem frame (e.g. climate change) and the personal frame (home life, work, family), which may prove difficult to realign (Rose, Dade and Scott, n.d.).¹⁵ Furthermore, as behavioural economics demonstrates, **individuals are more affected by particularly salient information than simply accurate information and hence, in communications messaging, visual cues and vivid descriptions are crucial** (Pollit and Scherezade 2011).

For this reason, **communications messages may be more effective if they are placed within compelling and memorable stories**. Individuals are bombarded by hundreds, even thousands, of marketing and communications messages every day. This means that simply getting a target audience to hear or see a message is challenging in itself, but ensuring they will remember it, let alone absorb it deeply enough to change their perception, is another issue all together (Collings 2012). Human selective attention will often filter out or forget messages that contradict existing attitudes and beliefs, indicating the importance of developing a creative delivery mechanism and ensuring that all messages are applicable to all relevant audience segments (Donovan & Henley, 2003). For these reasons, developing the creative elements of a campaign is crucial, but is nonetheless often underestimated by campaign developers.

A number of the campaigns including DECC, PVIA, Greenpeace, and WWF Japan produced **videos or animations** which were designed to be easy to share over social networks and concisely expressed the message of the campaign. For example, the Green Budget Germany campaign focussed on just two figures in its campaign materials and press release – the low price of the RE surcharge compared to the high hidden cost of conventional energies.

Other campaigns, such as EWEA's Global Wind Day, included a photography competition to present RE technology and uploaded entrants and winners onto its website. DECC produced an interactive tool with a simple and attractive user interface that allowed people to experiment and explore energy policy options for the UK up to 2050. Both ENOVA and the German Renewable Energies Agency used interactive maps to present data in an engaging way, and allowing regions or municipalities to compare progress competitively. Additionally, in the German case, a value chain calculator was created to illustrate the economic impact of installing RE in a specific municipality over a period of years.

EWEA and "Knowledge About Wind" in Denmark used wind farm visits to give people an opportunity to respond to renewable energy physically and emotionally. ENOVA and the German Renewable Energies

¹⁵ For an excellent example of how to address this problem, see the Rainforest Alliance's film "Follow the Frog", which is also discussed in Box 2, Social Media. It is available on YouTube at: <http://www.youtube.com/watch?v=3ilkOi3srLo> (accessed 22nd February 2013).

Agency found that encouraging healthy competition between localities by awarding prizes for exceptional performance and publically tracking progress on a website allowed people to see what comparable communities had achieved.

The above examples notwithstanding, **the primary method of communication in evidence in the case studies was very much the presentation of facts, rather than emotional narratives or engaging revelations.** This was in part attributable to the high number of case studies from government and government agencies, which clearly have to take care to safeguard their impartiality. However, it is interesting to note that one of the most measurably impactful media included in our case studies was the YouTube video posted by Greenpeace, which has had more than 40,000 views.¹⁶ The video provided the most emotive and newsworthy story in the RE sector covered by this study, as it exposed the rather underhand actions of a Member of Parliament opposed to wind power. The most successful campaign in terms of rate behavioural change however, was the case of ENOVA, whose combination of attention to timing and playfully creative use of local competition between municipalities to encourage their submission of local climate change plans saw a response rate of over 99% over 5 years. The success of these two relatively inexpensive campaigns highlights the potential for drama and narrative to create an impact.

3.8 Implementation

Choose most relevant communications channels for the audience segments which have been identified as most important for a particular RE campaign, monitor impacts, and respond quickly to negative media or social media coverage.

Establishing the most efficient channels to reach each segment of a particular target audience in an affordable way is central to the ultimate effectiveness of a communication strategy. A concerted effort must be made to match audience segments with communications channels they personally value and are exposed to. The better audience segmentation has been undertaken, the more precisely the most effective and relevant communications channels can be identified. These channels should be evaluated in terms of cost and efficiency, media brands and images, media coverage and access, cultural factors, also taking into account their impact over time, and their priority ranked for the campaign (Mikkonen et al 2010, Collings 2012).

In the case studies, a number of key communication channels or mediums were used. These could broadly be classified in four categories:

1. Creation of content: leaflets, flyers, research papers, multimedia tools, etc.;
2. Promotion: drawing attention to content and services;
3. Provision of advice and support; and
4. Branding: provision of overall identity through common objectives, logos, website and visual language.

¹⁶SCANDAL: there's a toxic plot in the Conservative party, available online at: http://www.youtube.com/watch?v=aTOIHC8zUdE&feature=player_embedded

The media channels chosen for the dissemination of messages present an opportunity to engage with different audiences. An understanding of the audiences of each medium, and of the intended audience for the campaign, is a key part of ensuring both that the intended audiences are reached and that the communications messages are appropriate to the audience. The emerging communication channels associated with social media have garnered much attention for their low distribution costs and ability to reach potentially large audiences (for more information see Box 2).

Not only social media requires an interactive response: Because negative and misleading media coverage – both in the press and online – plays such an important role in fostering negative attitudes to RE, **communications professionals should be pro-active in responding to media criticism, foster good relations with journalists, correct false information in the press, and draw attention to positive news in the press** (Webster 2012), Collings 2013). While some campaigns did follow and participate in the media during the implementation phase, most notably the NGOs in our case studies, others tended not to do so. Better management of the media and a more pro-active approach on the part of renewables communication specialists, even those working within government agencies, would likely bring about more positive media coverage, and in turn, have a positive impact on public attitudes and understanding of RE.

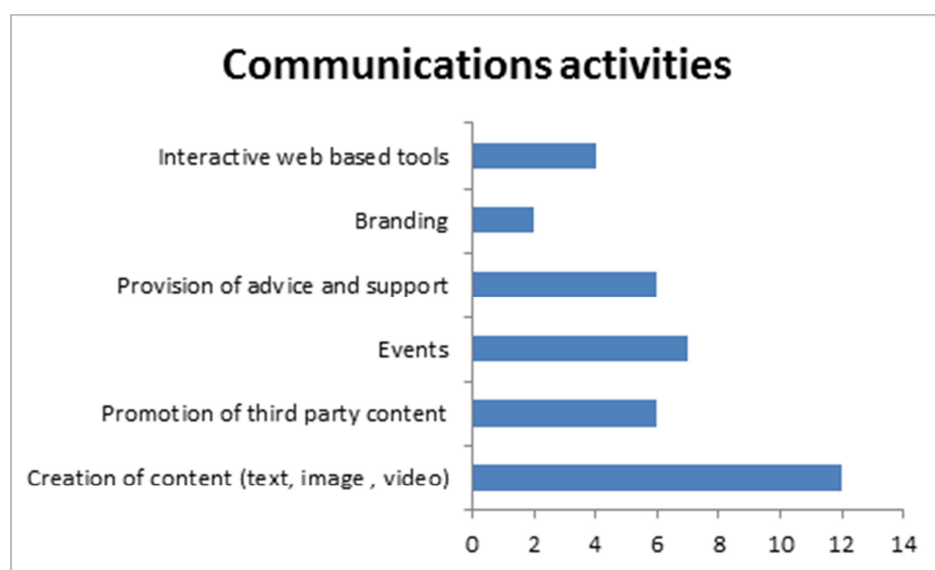


Figure 7: Overview of what was undertaken in each case study

Almost all organisations engaged in the creation of content in one form or another. For many of the case studies, a **website was the focal point for the distribution of this content.** A number of the campaigns including EPIA, Hydro Quebec, “Knowledge of Wind” and SEAI set out to provide resources aimed at dispelling myths and misperceptions around renewables, usually in a non-technical format. Many of the organisations that created content also engaged in distribution activities through

engagement with print and online media and established networks corresponding to their chosen audiences (e.g. Greenpeace, SEAI, “Knowledge of Wind”, WWF Japan, Green Budget Germany) to promote their objectives. IEA-RETD used a workshop as a chance to communicate with an already established network well aligned with their target audience as a shortcut the audience segmentation process. EPIA activities included promotion of “good news” stories about PV through the creation of a web portal. A number of organisations, including the Energy Agency of Upper Austria, arranged for peer-learning or provision of advice services.

In some of the case studies, poorly functioning mechanisms for distribution of content, or the content not being sufficiently compelling to generate impact, led to few views or downloads. This may be evidence of a failure to adequately create or tap into distribution networks or of processes earlier on in the design process, e.g. during audience segmentation or development of messaging, or may be attributable to a failure to allocate sufficient resources to promotion. In other cases, such as WWF Japan reaching only 5% of its signature gathering goal, expectations may simply have been too high for the campaign in question.

Box 2: Social media

Social media are an extremely influential tool in communications, with an estimated 400 million people logging into social media every day in 2010. More than 50% of respondents in a recent survey in the USA revealed that liking or following an item on social media increased the likelihood of them making a purchase (Cruz and Mendelsohn 2010). Similarly, attitudinal surveys conducted in a number of countries have also suggested that trust – including the influence of friends and social media – has more influence than any other single factor on consumption decisions (Monge, 2013).

Social media have radically changed the communication paradigm and remain, for many, somewhat of an enigma. Yet **social media marketing is set apart from conventional marketing by one very simple difference: The audience can and should respond and interact with the campaign content.** Indeed, the primary goal of social media is to attract the attention of the audience and to provoke an active response. As such, content on social media must be compelling enough for the audience to share it within their networks and, in the best case, make content “viral”. Thus, the main aim of a social media campaign should be to turn the audience into the sales team, by creating an enthusiastic community of multipliers around the campaign to gather support for it.

The resources required for a social media campaign should not be underestimated. Social media users need a reason to return to a campaign page, and must be motivated to continue sharing content. This means that content must be kept up to date, new content regularly published, and campaign successes and milestones shared.

To save resources and keep costs as low as possible, social media content can be created, distributed and managed across multiple social media platforms and should also be recyclable: tweets can be aggregated into blog entries; blog entries can be compiled; the collected content can be filmed and placed on YouTube and the campaign website. A new video can be announced on multiple platforms, distribution can be boosted using a paid marketing campaign displayed across social networks and advertisement display servers.

The potential of social media to influence public opinion and attitudes to RE has not yet been fully exploited in RE communications. One excellent example of social media in the RE sector is a video made by the RE company Epuron in association with the German Environment Ministry, which uses humour in a video which went viral on YouTube.

The video is available here: http://www.youtube.com/watch?v=2mTLO2F_ERY (accessed 28 February 2013).

3.9 Evaluation

Evaluation should facilitate the constant improvement of RE communication strategies during both the design and implementation phases, and generate lessons learned to inform the development of future campaigns.

Evaluation is a hugely important element of every communication strategy and should be an on-going process to enable improvements or adjustments to be made during all stages of a RE communications campaign. Evaluation of the impact of communications materials, particularly in the days and weeks following their launch and responses to them e.g. in the media and in social media, is essential to maximise the campaign's effectiveness, respond to poor or negative coverage, and make any necessary corrections quickly (Mikkonen et al 2010).

Evaluation can generate lessons learnt for future campaigns. A successful and thorough evaluation process, where possible on the basis of *Specific, Measureable, Attainable, Relevant and Timely* indicators, will allow organisations to assess whether the communications measures have been successful in meeting their defined objectives, and will provide information that will allow communications strategies to be refined in the future.

A strong evaluation process will include:

- a process to determine what will be evaluated;
- an ultimate goal for the campaign;
- defined objectives at each stage of the campaign;
- selection of audiences that will be evaluated;
- the baseline for comparison;
- questions that make up the evaluation;
- indicators and measurements used;
- evaluation techniques to be used; and
- allocation of budget.

Adapted from (Asibey, Parras, & van Fleet, 2008)

Some of the case studies had objectives that were readily measureable. For example, the clear objective of the ENOVA campaign was to promote climate and energy plans – and by 2012, 5 years after the start of the campaign, over 99% of the municipalities have submitted a plan. A number of the case studies including SEAI, Greenpeace, Green Budget Germany, and the EWEA, commissioned regular press monitoring to measure impact, at least in terms of press coverage.

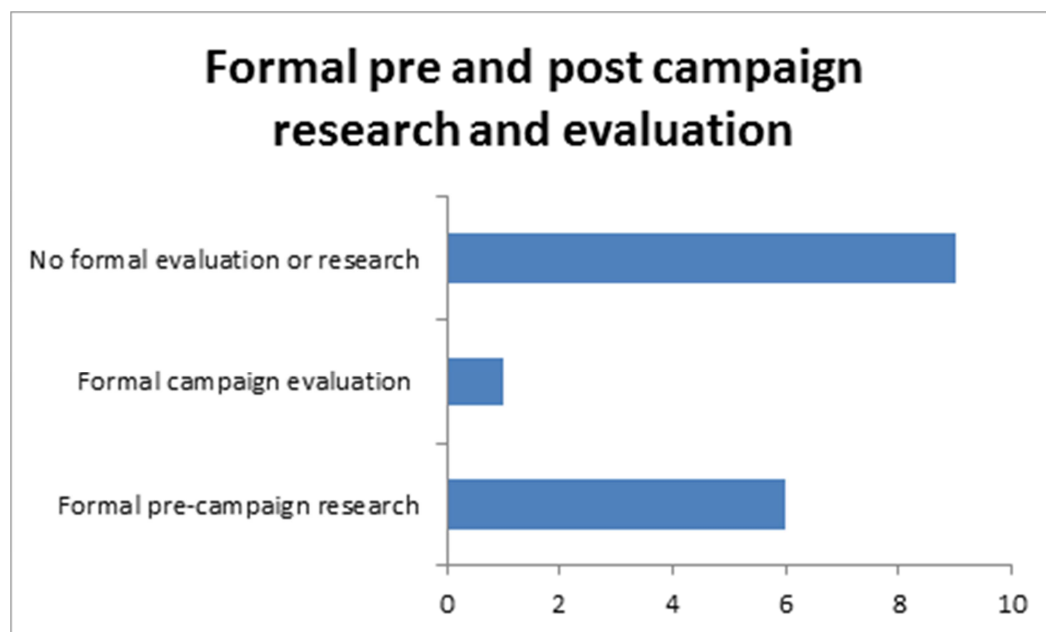


Figure 8: Case studies' Use of pre- and post- campaign evaluation

Full evaluations comparing the impact of the campaign against the stated objectives were either not conducted or at least not available. Instead, campaigns generally relied on informal feedback from stakeholders and readily available internet statistics. **An important shortcoming of many campaigns was that original objectives were not well-defined, so it was difficult to define success for the campaigns.** In addition, in some cases, resources allocated were relatively small in comparison to the scope of the objectives, and in such cases, identifying a shift in any direction would be difficult.

The inclusion of a more formal evaluation process in communication strategies would help organisations understand how their work is perceived, how resources can be allocated and how to improve future communications (Asibey, Parras, & van Fleet, 2008). **The importance of evaluation to inform future policy is substantial.** If this vital element is underfunded or neglected for other reasons, future policy formulation will not gain as much as it could from the experience of previous campaigns.

3.10 Conclusions

As shown above, working through a typical communication process and examining the case studies in this light reveals missing campaign elements and scope for improvement, as well as highlighting some important lessons learned from experience with communications in the RE sector. The final chapter of this report will draw the threads of the research together, highlight its main findings, draw some preliminary conclusions, and make suggestions for further work and ways forward in the field of RE communications.

4 Conclusions and next steps

4.1 To what extent did case studies use techniques from theory and industry guidance? What can be improved?

While we observed many examples of RE communications strategies adopting practices consistent with guidance from the communication industry and literature, in many cases, **considerable room for improvement in the preparation, execution and evaluation of campaigns remains.**

4.1.1 Strategy development in RE communications should be approached as a process of clearly-defined stages

Failure to do so tends to result in the formulation of rather general campaign objectives and target groups, such as “raising public awareness amongst the general public”. The lack of specific objectives in many case studies had knock-on effects, leading to imprecise approaches further down the development process that in turn led to difficulties in: assessing success other than in an ad hoc manner; conducting effective evaluations; and targeting resources at meeting specific objectives efficiently.

In light of these observations, it is likely that **more holistic and rigorous approaches to the strategy and campaign development process would result in more effective, targeted communications campaigns.** Further work on the creation of novel approaches to defining success and on creating clear objectives could help to better allocate resources and to ensure campaign funds are well spent and sharply focussed in the future. However in the case studies, budgetary constraints often curtailed the ability of communications professionals in government agencies, trade associations, and NGOs to follow rigorous models of effective communications campaign development from start to finish.

4.1.2 Pre-campaign research should be more thorough to gain a better understanding of public opinion relating to RE and RE technology deployment

Preparation for campaigns often resulted only in the development of very broad objectives, making it difficult to precisely define audience segments, or to develop key messages tailored to them. A better understanding of public opinion based on more detailed pre-campaign research would have been helpful. In addition, messaging and campaign materials were also not generally tested in focus groups as part of pre-campaign design. Considerable potential exists to improve the effectiveness, and thereby potentially reduce costs, of campaigns by testing messages, refining materials, and ensuring campaigns elicit the desired responses in audiences.

4.1.3 Findings from behavioural economics should be applied during the development of communications strategies

Campaign messages did not often utilize findings from behavioural economics. This means that the inherent preferences and biases of the target audience, e.g. in the way they make decisions and formulate their opinions, are not taken into consideration. As demonstrated in section 3, **much of behavioural economics is counter-intuitive, indicating that its conscious application is necessary to**

counteract e.g. loss aversion, the endowment effect, or hyperbolic discounting. Using behavioural economics to inform strategy development would result in campaign messaging which plays on this knowledge of human decision-making processes, and thus maximise the impact of campaigns on awareness raising, attitude influencing and changing behaviours.

4.1.4 Better and more emotive campaign creatives in RE campaigns would have more impact

Innovative and creative campaign materials and careful crafting of messages are essential to ensure impact and elicit a positive response. Few of the campaigns used humour or personal accounts or experiences to engage audiences, or crafted messages personally relevant to them (partly because audiences were not segmented enough to facilitate this process). **Communications theory suggests that a purely factual message is unlikely to be sufficient to change behaviour and may even have the opposite effect** (Rose, Dade and Scott, n.d.).

4.1.5 Improved evaluation is necessary throughout RE communications campaigns

Continuous evaluation, and thorough post-campaign evaluation, is essential for extracting lessons learned for future campaigns and to ensure quality control. While in-depth evaluation of campaigns did not often take place, where it was undertaken, evaluation was often difficult for a number of reasons: the complexity of measuring impacts of a particular campaign in a crowded communications landscape; lack of clarity of objectives from the outset, e.g. awareness-raising, information dissemination; lack of funding; or a combination of these factors. In many cases evaluations tended to be rather vague and unsystematic; a result which can also be traced back to a lack of thorough preparation and planning during pre-campaign stages of the process. Better preparation and the development of clear objectives feeds into better evaluations later on. Evaluation should be given a higher priority in the development of RE communications campaigns.

4.1.6 Negative media coverage should be more actively addressed by RE stakeholders

Opinion polls show that the public in most RETD countries is generally in favour of RE deployment, but RE is often the subject of bad press nonetheless. The influence the news media has on setting the public agenda (agenda-setting), creating public narratives and a lens for the perception of particular issues within this agenda (framing), and forming opinion (persuasion) is well documented (Bales and Gilliam 2004). Additionally, the media, as a reflection of public opinion, also plays a substantive role in delineating issues policy-makers feel compelled to address. **Negative media coverage reduces support for RE and fuels uncertainty in the policy landscape and doubt around investment security and should be an issue of key concern.** RE stakeholders should develop strategies to influence media and bring about a more balanced and nuanced debate by, e.g. proactively engaging with the press: working closely with journalists, producing op-eds, or responding to negative articles and incorrect facts in letters to the editor, or by contacting journalists (Collings 2013).

4.1.7 Mobilising larger budgets for RE communications through partnering

Increasing the budget available to communications campaigns in the RE sector through partnering would broaden the reach of communications and reduce costs – which is crucial in the context of RE

communications, which tend to have limited funding. Allocating more funds to communications now may help reduce costs later: first, because one good, impactful campaign will achieve far more than a series of poorly targeted campaigns; second, lessons learned from the evaluation research of initial campaigns will assist in the design of impactful and efficient future campaigns; and third, because the impacts of slower RE deployment and climate change will be associated with relatively high costs in the longer-term. **Public-private and other partnerships may be one way of generating additional funding and pooling abilities and networks.**

That said, some of the case studies demonstrated that **disproportionate impacts could be achieved with relatively small amounts of funding.** Communications budgets can be kept low by deliberately harnessing networks which can communicate at very low cost, through e.g. social media or through local activities (Phillips and Scott, 2012). Governments and government agencies should follow in the footsteps of civil society and use social media and other less conventional methods of communicating to have impact upon public discourse.

4.2 Further research and next steps

Two possible routes stand out in terms of their potential to be “game changers”.

1. **A survey to identify specific misconceptions held by a range of population segments in IEA-RETD countries, and to suggest appropriate messages and communication strategies targeted at those segments to overcome misconceptions and improve perceptions of RE.**

The results of the survey and analysis will provide a valuable service to RE stakeholders working on communications and will deliver new publicly available content and data specific to RE, new insights into how to improve RE communications, and new insights into how to tailor messaging to address the real concerns of the public.

2. **A “communications knowledge platform for RE” could be created to pool information and knowledge from a number of stakeholders – organisations such as IEA-RETD, REN21, IRENA, trade associations (GWEC, EPIA, etc.) and other private sector actors, NGOs and civil society organisations on RE communication.**

Such a platform would organize events and create a forum for communications experts in the RE sector. The platform could also create a website-based database to post information, examples of good practice in RE communications, news, publications, links to useful websites with examples of good campaigns and campaign creatives. This platform could make resources for RE communications more accessible and pool knowledge and experience from all over the world, enabling organisations working on RE communications to pool resources in other ways, e.g. to use similar branding and design for campaigns – and so reach a wider audience.

Both of those new projects have the potential to bring significant practical and theoretical contributions to overcoming current renewable energy communication challenges.

In addition to the concrete proposals for further research and the creation of a communications knowledge platform proposed above, the scoping study also highlighted a number of possible directions and research questions for the future work of IEA-RETD:

1. How can governments and other stakeholders go about communicating trade-offs and balancing messages in their communications campaigns in printed, online and social media?
2. How can the application of social media and other creative campaign elements to RE communications campaigns best be improved?
3. How could IEA-RETD governments build intellectual communications capacity and share knowledge more effectively?
4. Which stakeholder partnerships have the potential to be most effective, in terms of improving RE communications in RETD countries and beyond?
5. Can research and other communications activities be conducted collectively by a broad range of organisations to reduce costs and pool resources, e.g. surveys of public opinion relating to RE?

These questions highlight the need for further research in a number of areas relating to RE communications, and finding answers to at least some of them should pave the way towards improved communications and in turn, to reduced resistance to the more rapid deployment of RE technologies.

5 Part II: Case studies

5.1.1 Austria, Energy Agency of Upper Austria


Case study: The Energy Agency of Upper Austria (O.Ö. Energiesparverband)	
<u>Geographic scope:</u> The state of Upper Austria	Summary: The Energy Agency of Upper Austria has been working for over 20 years on improving energy efficiency and overall sustainability of energy production and consumption in the region, and uses professional staff and communication methods to create and maintain a variety of long-term communication tools. These vary from one-on-one communication via advisory services to classes and traditional media campaigns. Projects are regularly followed-up with mid- and post-campaign research.
<u>Timeframe:</u> Long term and ongoing	
<u>Budget:</u> N/A	
<u>Target audience:</u> Local governments, businesses and households.	



Figure 9: Image from the Energy Agency of Upper Austria promoting wood pellets

Conception and background: Upper Austria currently uses a combination of combination of “carrots, sticks and tambourines” (regulatory measures, financial measures, and information and training) to move towards its target of 100% electricity and space heating come from renewables by 2030. The Energy Agency of Upper Austria, which has existed since 1991 to provide energy advisory services to local businesses and citizens, has been tasked with using communication to help achieve this goal. This case study summarizes the Agency’s general work in this regard rather than focusing on a specific case study.

Pre-campaign work and design: The Agency conducts detailed market research to ensure campaigns are based not on assumptions but knowledge about what citizens and companies understand and think about energy. This is done primarily via surveys to explore the knowledge of target audiences about existing and new services and subsidies they would be eligible for.

Activities: The Energy Agency provides energy advice via more than 10,000 face-to-face advice sessions annually; these serve primarily to educate those who are looking to upgrade equipment or buildings on how to do it in the most sustainable manner. This service is carried out mostly by external advisors and is free for private households and public bodies, and subsidised for companies. Additionally, the Agency holds over 40 Energy Academies, or training courses, each year on topics across the entire energy value

chain such as: energy management for companies and institutions; street lighting using LEDs; basic and advanced courses for energy advisors; reducing energy costs in businesses; and greening IT. They also manage a network of 160 green energy businesses in Upper Austria (the “Oekoenergie-Cluster”), with the objective of supporting the innovation and competitiveness of regional RE and energy efficiency businesses. Finally, the Agency also carries out traditional media work, creates publications, attends events and holds competitions to support its cause. All projects are longer term and the vast majority are connected to policies or wider political agendas. The Agency has approximately 20 employees.

Progress, impacts and evaluation: The Agency regularly follows up on their projects, with a particular focus on their popular energy advisory services. This is done using both internal and external resources and aims to evaluate both the quality of the advice but also to establish if recommendations provided by advisors were adopted by those receiving the service.

5.1.2 Denmark, Knowledge of Wind

Case study: Knowledge of Wind (Viden Om Vind), Danish Wind Turbine Owners Association & Danish Wind Industry Association	VidenOmVind
Geographic scope: Denmark	Summary: This campaign is aimed at promoting public acceptance of onshore wind in Denmark, and in particular at countering highly-organized, travelling protest groups. A one-man operation, “Knowledge About Wind” maintains a comprehensive website, produces flyers, leaflets and newspaper articles, organises trips for local people in proposed project areas, and funds research and analysis on living near to wind parks. While small successes have been seen thus far, it remains too early in the campaign to talk about measurable, concrete results.
Timeframe: Sept. 2011 – April 2015	
Budget: 5.6 million Danish Krone (approximately €750,000) for 3.5 years.	
Target audience: Local politicians and the broader public	



Figure 10: Screenshot from www.videnomvind.dk

Conception and background: Despite Denmark’s plans to achieve 50% of its energy from renewable sources by 2020, rising to 100% by 2050, public resistance to onshore wind, the country’s most abundant source of renewable energy, remains very high. Knowledge About Wind was conceived by two leading Danish wind energy associations to combat this public resistance and to communicate with local politicians about wind energy.


Pre-campaign work: Pre-campaign research was collected informally based on stakeholder knowledge and experience. The campaign was founded in the context of a Danish population that is highly aware of environmental issues, and of climate change in particular, yet local resistance and especially the influence of highly-organized protest groups led the Danish government to move “beyond campaigns” about wind energy, and in 2008-9, to establish incentive schemes for communities to allow construction of wind parks in their jurisdictions instead. In particular, these schemes: compensate for loss of value to real property due to the erection of wind turbines; mandated that citizens have the option to purchase a stake in local wind turbines; created a guarantee fund to finance wind project scoping studies; and created a green scheme to enhance local scenic and recreational values. The Knowledge About Wind campaign was created by industry associations in 2011 to communicate about the benefits of wind energy in general and disseminate information about these government schemes.

Design: The campaign was designed by Knowledge About Wind and was approved by its steering committee, composed of representatives of its funders. The organization identified a lack of information available to local politicians on the benefits of wind energy for their communities, and structured their activities largely around filling this gap, as well as around informing the general public on similar topics.

Activities: The campaign's public face is its website, www.videnomvind.dk, which offers a range of videos on wind technologies and experiences of people living near wind parks, and information about the environment, projects, laws on wind energy, economics, planning, and research and analysis on the effects of living near wind parks. Other than the website, Knowledge About Wind has also produced flyers and leaflets for distribution in areas where wind parks have been proposed. The initiative has also carried out the research mentioned above, primarily for use by local politicians responsible for planning decisions. It also organizes trips to wind parks for representatives of communities considering construction in their own areas.

Progress, impacts and evaluation: The campaign has been active for slightly more than one year and while it is too early to see concrete results, some small successes have been seen.

5.1.3 Europe, Photovoltaic Industry Association (PVIA)

Case study: Your Sun Your Energy, European Photovoltaic Industry Association (EPIA)	
<u>Geographic scope:</u> Europe	<u>Summary:</u> The Your Sun Your Energy (YSYE) Campaign was conceived by EPIA and an industry steering group to promote authoritative information and positive news stories about solar PV. The YSYE website contains a range of media including video as well as facts and figures. The initiative received a European Public Affairs Award in 2011, recognizing its professionalism and innovation.
<u>Timeframe:</u> 2010 - Present	
<u>Budget:</u> Approximately EUR 175,000 per year	
<u>Target audience:</u> Journalists and civil society groups	

Conception and background – The Your Sun Your Energy (YSYE) campaign was conceived to provide a resource to the general public, installers and the photovoltaic industry. The campaign was developed by EPIA's communication working group and launched in 2010 together with the European Technology Roadmap Platform. The communications working group is made up of industry representatives and provides input into the content and strategy of the campaign.



Figure 11: Your sun your energy video and logo

The centrepiece of the campaign is the YSYE website (www.yoursunyourenergy.com), a multilingual portal aiming to curate the best sources of information, news and interesting content solar energy and provide a one-stop-shop for information on PV. The site highlights positive news on PV and provides access to facts and figures, as well as providing external links.

Pre-campaign research – Research took the form of consultation with industry specialists through working groups within the association. Industry communications experts with experience with similar activities helped define the scope and objectives of the strategy. Further guidance and support was provided from communication and web design consultants.

Activities – The objectives of the campaign are to overcome misconceptions, provide a reference for basic facts and figures, and to present convincing knowledge on the status and potential of the technology. In support of these objectives, the website provides materials including interactive features, video, information on solar energy, and information on performance and materials for installers and industry. One new area of focus is the development of partnerships to highlight achievements. For example, if a large retailer wanted to draw attention to PV installation on the roofs of its stores, the YSYE website could bring that story to a wider audience. In addition to the website, the campaign also


includes distributing materials at trade shows and other events. Other ideas are in development, including educational resources and a video competition.

Progress, impacts and evaluation – There are challenges in measuring the success of a campaign that seeks to change public opinion. In the absence of measureable indicators of campaign success for the YSYE campaign, website traffic and social media shares and online “likes” have formed the basis of evaluation. Reports of key indicators, including website traffic and the impact of social media campaigns, are presented regularly to EPIA working groups.

The response to the campaign has been positive from the EPIA members, the key stakeholder group, and the campaign received European Public Affairs Award in 2011 in recognition of its display of *“innovation and professionalism in implementation, demonstrating success or forward movement against objectives”*.¹⁷

¹⁷<http://www.yoursunyourenergy.com/news-info-51.htm>

5.1.4 Europe, European Wind Energy Association (EWEA)

Case Study: Global Wind Day, European Wind Energy Association (EWEA)	
<u>Geographic scope:</u> Global	<u>Summary:</u> Global Wind Day is a global day of action promoting wind power. Branding, coordination and social media are provided by a small central team operated by EWEA (the European Wind Energy Association) and GWEC, the Global Wind Energy Council. Events are organised by partner organisations across 40 countries.
<u>Timeframe:</u> 2007 - present	
<u>Budget:</u> Approximately EUR 100,000 central funding, large in-kind support from partners	
<u>Target audience:</u> The general public, particularly communities living near wind farms	

Conception and background – Global Wind Day (GWD) began in 2007 as European Wind Day and was organised by a network of associations and companies to demystify wind energy and “have fun doing it.” The event started in 18 countries and has since grown to 40 countries running 250 events.

EWEA and GWEC developed the day in consultation with national associations and other stakeholders. National and regional partners are encouraged to develop events that meet their specific requirements.

EWEA recognised that due to the diversity of the events and countries, a more prescriptive programme would be difficult to implement and would struggle to adequately reflect the needs of all their partners.

Design – The campaign allows partners the flexibility to design activities that meet their specific requirements while still benefiting from the increased visibility of collective action. Over time, the centrally organised functions have placed a greater focus on social media and web presence in response to changing media consumption. Recently partners have been officially recognised on the website, demonstrating the wide-ranging commitment to GWD. A general theme of GWD is that events are outward reaching, raising awareness and engaging people outside the usual groups and networks.

Activities – Global Wind Day encompasses a wide range of events organised by partner organisations including national wind associations, commercial companies and others. Events have included exhibitions, concerts, educational activities and open days at wind farms and renewable energy company offices.

Centrally EWEA and GWEC provide centralised branding for the event, marketing materials (kites, pinwheels, badges, T-shirts) and coordinate a web and social media presence, including a global



Figure 12: Photo competition entrant and Global Wind Day Logo

photography competition. The branding provides a mechanism to link the events together, and in the 2012 evaluation report, GWD was deemed to be “an effective way to pool resources to make maximum impact: linking a local action to a global initiative increases interest and media coverage.”¹⁸ In addition, support from 18 GWD ambassadors, including politicians and celebrities, provides name recognition.

Social media is increasingly becoming a key tool for the promotion of GWD. In 2012 blog posts and the photo and video competitions drove the most traffic to the website.

Progress, impacts and evaluation – Since the inception of GWD, it has expanded quickly and the format has proved popular with national associations, as it offers a catalyst for actions and events and is likely to generate additional interest and attention.

It is felt that the format of a single action day is effective because coordinated global action is more newsworthy than an independent local event, with GWD providing an amplification effect for local activities.

To track the impact and success of the event, EWEA and GWEC have monitored media impact. In 2012 every European country had some sort of reporting on the events. Denmark saw the greatest media response, with more than 45 articles written. Television news segments were broadcast in Spain, Denmark, Serbia and others.

¹⁸http://www.globalwindday.org/wp-content/uploads/2012/09/GWD_report_2012.pdf

5.1.5 France, France Energie Eolienne


Case study: My wind turbine and me (Mon éolienne et moi), France Energy Eolienne (FEE)		
<u>Geographic scope:</u> France	<u>Summary:</u> The French wind energy association France Energie Eolienne designed and implemented a campaign aimed at raising awareness of wind energy and renewable energy more generally amongst school children. The campaign including a national drawing competition, encouraging participating schools to explore renewable energy.	
<u>Timeframe:</u> 2010 - Present		
<u>Budget:</u> N/A		
<u>Target audience:</u> School children aged 6-10, teachers		



Figure 13: National finalist for the “my wind turbine and me” drawing competition

Conception and background – The key challenges facing the wind energy industry were identified by FEE to be public acceptance of wind energy and integration of wind energy in the electrical system. To respond to these challenges, the communication campaign of France Energie Eolienne (France’s Wind Energy Association) (FEE) decided to orientate public communication efforts towards children and schools. The “my wind turbine and me” campaign was launched in 2012 to bring wind energy into schools.


Pre-campaign research – Pre-campaign research focussed on the legal requirements to operate the

competition and the access to image rights for the drawings created.

Activities – The “my wind turbine and me” drawing competition was designed to bring information about wind energy into schools. Each class was asked to send one or more drawings to a regional competition. Open days were held showcasing the work, and regional finalists were selected. A national jury then selected winners among the finalists. In total, 35 schools were awarded prizes and where possible, were invited to visit an operational wind farm. The drawings were made into a series of cards available from FEE.

Progress, impacts and evaluation – The principle outcome from the activity was that a large number of school children were introduced to wind energy in a positive light. Evaluation of the campaign took the form of feedback from the schools which participated in the competition. In addition, the number of submissions received indicates that the schools were satisfied with the competition. The feedback received indicates that classes which visited operational wind farms found the experience valuable.

5.1.6 Germany, Germany Renewable Energies Agency

Case study: Germany Renewable Energies Agency website “Kommunal-Erneuerbar” (renewable municipalities)	 Gute Nachbarn Starke Kommunen mit Erneuerbaren Energien
<u>Geographic scope:</u> Germany, nationwide	Summary: The “KommunalErneuerbar” campaign aims to share experiences of the transition to renewable energy at the municipal and regional level. It shares best practice examples from existing communities on how and why to make the switch, and has developed innovative web-based tools such as the Kommunal-Erneuerbar Renewable Energy Value Creation Calculator to help people better understand the economic effects renewable energy could have in their communities.
<u>Timeframe:</u> Originally 2007-2010, extended to 2011-2013 with possibility to extend further.	
<u>Budget:</u> €200,000 per annum, mostly funded by the German Ministry for the Environment with additional support from AEE members.	
<u>Target audience:</u> Primarily local politicians, but also the broader public and the press.	

Conception and background: The KommunalErneuerbar¹⁹ project of the German Renewable Energies Agency²⁰ (Agentur für Erneuerbare Energien [AEE]), arose to fill a networking gap identified via the "100% Renewable Energy Regions" initiative (<http://www.100-ee.de/>). The role of AEE's KommunalErneuerbar project is to connect decision makers and citizens interested in enabling local renewable energy production to others with similar interests and to those who have already undertaken the shift to renewables in their respective regions. The aim is to offer interested parties practical guidance from their more experienced counterparts in other municipalities or regions. The AEE is a non-profit organisation dedicated to communicating the benefits of RE and is jointly funded by companies and associations from the sector, as well as by the German Federal Ministry for Environment, Nature Conservation and Nuclear Safety and the Federal Ministry of Food, Agriculture and Consumer Protection.

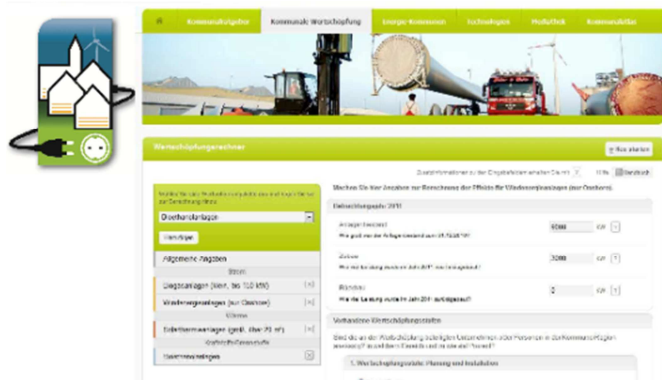


Figure 14: The Kommunal-Erneuerbar Value Creation Calculator

Pre-campaign work: This project stemmed from the work of "100% Renewable Energy Regions," which has the objective of bringing interested municipalities together to pledge to locally transition to 100% renewable energy use and production by 2020, and to plan for these transitions. While the 100% regions initiative found ample supplies of best practices for interested communities, they observed that no network existed to connect those

¹⁹<http://www.kommunal-erneuerbar.de>

²⁰Agentur für Erneuerbare Energien: <http://www.unendlich-viel-energie.de>

who had experience with these practices to those who were looking to repeat them.


Design: The 100% regions project and the AEE together determined that an annual congress of regions and municipalities striving to make the switch to renewables, coupled with an interactive website built around this community and highlighting its actions, would be the best way to support its growth.

Activities: Kommunal Erneuerbar is structured around its website, which aims to help municipalities understand that renewable energy technologies have proven appropriate for communities similar to their own. In this vein, AEE has created a Renewable Energy Value Creation Calculator, which uses visitors input on local population size, location and RE installation choices to create graphs and tables illustrating local economic impacts from renewables. Additionally, AEE has aggregated information on RE planning at the local level in Germany in the form of an annotated map illustrating hundreds of local renewable initiatives to provide decision-makers with real world examples while moving forward with their own plans.

In order to incentivize action and further attention to the website, the AEE awards a monthly prize to a municipality which has shown exceptional progress in its efforts to reduce emissions and transition to renewables. It also produces an annual magazine which is sent out to the 5,000 municipal governments in its database. Finally, AEE participates in congresses and conferences to spread the word about its work and also offers tours by bus to renewable energy powered communities to those interested in learning from their experiences. AEE has two people working full time on this project, with an additional 3-5 working part time as needed.

Progress, impacts and evaluation: The project has been seen largely as a success, and has evolved over time. After the first funding cycle ended in 2010, the AEE refocused its messages to be less about the general promotion of local renewable energy news and more about detailed information on the technical, legal and other specifics of moving forward with local renewable energy plans. It also now focuses significant attention to providing information to and about energy cooperatives, which had not initially been predicted to become important in the sector. On hurdles remaining, the low incidence of municipal plans in former East German states was noted as something which has proven challenging to improve.

5.1.7 Ireland, Sustainable Energy Agency of Ireland (SEAI)

Case study: Sustainable Energy Authority Ireland's (SEAI) Renewable Energy Information Strategy	
<u>Geographic scope:</u> Ireland	Summary: SEAI's Renewable Energy Information Strategy is a long-term, ongoing campaign, to increase awareness about renewable energy and government programmes. The campaign focuses on raising awareness and tackling misperceptions. Campaign activities are targeted to address key barriers for renewables by promoting renewable energy at the national and local level.
<u>Timeframe:</u> Mid 1990s – present	
<u>Budget:</u> Approximately 500,000 EUR per annum	
<u>Target audience:</u> Developers, resource owners, investors, communities, homeowners, local authorities, policymakers dealing with environment and energy.	

Conception and background – The campaign was started in the mid-1990s to promote confidence in renewable energy and address perceived gaps in awareness of the opportunities offered by renewable energy. Attitudinal studies have shown increasing awareness since the start of the campaign. Over time the focus of the campaign has shifted from awareness-raising to overcoming misperceptions.

The need for a renewable energy information campaign was identified by SEAI in conjunction with other stakeholders. Originally, the communication activities were undertaken by an external body (The Renewable Energy Information Office), but due to budgetary pressures, communications were brought in-house to reduce costs.

Pre-campaign research – Due to the long duration of the strategy, research was on-going, helping to refine the strategy as it progressed. For example, studies examining attitudes to energy policy in 2003,²¹ which found high levels (84%) of support for continuing to support the development of renewable energy, combined with strong support for fossil fuel exploration (67%) and continuing to import oil and gas (61%). The results indicated that energy security and environmental concerns were not major

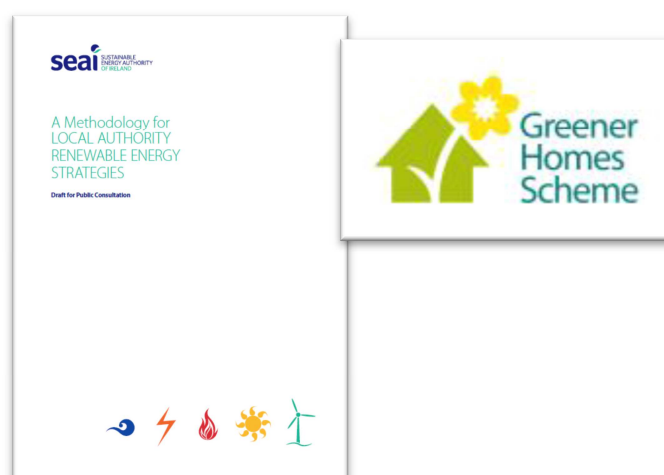


Figure 15: Local Authority Renewable Energy Strategies Methodology and Greener Homes Scheme Logo

²¹ <http://www.seai.ie/uploadedfiles/RenewableEnergy/Attitudetowardswind.pdf>

concerns for most people. Similarly, the study indicated 67% of respondents would be in favour of wind farms being built in their area. But 43% either didn't know of wind farms in Ireland, or believed that there were none in the country. The research highlighted the lack of awareness which the campaign sought to address.

Activities – SEAI use press releases and statements from politicians to generate print and digital media coverage to raise awareness of government programmes that have supported investments in RE and energy efficiency equipment, including the Greener Homes Scheme (2006-2009) and the Better Energy Homes and Workplaces schemes for energy efficiency.

The lack of sufficient local and regional policies to promote RE has been identified as a key barrier in Ireland. To address this, SEAI launched the Local Authority Renewable Energy Strategy (LARES) project to assist local authorities to include RE in local plans, the methodology of which has recently been subject to public consultation.²²

In addition to communication around good practices and promotion of government-funded programmes, SEAI funds various types of “public good research”. Communication and dissemination of results is an integral part of all research projects.

Previous work focussed on designing communication campaigns from the bottom up, identifying segments and developing public campaigns. Over time, a preference for working with existing networks and engaging nationally with key stakeholders developed as it was felt that this the cost of identifying target audiences.

Progress, impacts and evaluation – SEAI monitors campaign impact at a number of levels. Firstly, the organisation is judged on overall renewable energy installed capacity and output. Secondly, direct impacts, including the uptake of policies, are evaluated. For example, local authorities publishing LARES documents and the Greener Homes Scheme saw 33,000 renewable energy installations from 2006-2009. Thirdly, media coverage is monitored and reviewed and finally, attitudes are monitored periodically through surveys.

²²http://www.seai.ie/Publications/Renewables_Publications/Wind_Power/Methodology_for_Local_Authority_RE_Strategies/Methodology_for_Local_Authority_Renewable_Energy_Strategies.pdf

5.1.8 Japan, WWF Japan


Case study: 100% Natural Energy Campaign, WWF Japan	
<u>Geographic scope:</u> National	<u>Summary:</u> In the aftermath of the 2011 Japanese Earthquake and nuclear power plant disaster, this campaign was conceived as a mechanism to persuade policy makers and business elites to increase support for renewable energy. The campaign involved the creation of a WWF renewable energy framework for Japan which was lobbied to political and business elites, the creation of joint statements with renewable friendly industry, and the collection of signatures from the general public in support of the WWF framework. Although the Japanese government did shift its energy policy away from nuclear and towards renewables, it is difficult to make direct links this campaign.
<u>Timeframe:</u> May 2011– April 2012	
<u>Budget:</u> N/A	
<u>Target audience:</u> Politicians, business elites, general public.	



Figure 16: WWF Japan 100% Renewable Energy video

was conceived as a mechanism to persuade policy makers and business elites to support greater inclusion of renewable energy as well as stricter climate change criteria in Japanese energy policy.

Pre-campaign work and design: The main pre-campaign work was initial work and planning for the creation of a framework for moving Japan to 100% renewable energy by 2050 in line with WWF International's "The Energy Report 100% Renewable Energy By 2050."²³ The campaign was then structured around gathering popular support for this shift and communicating the messages of the resultant framework (developed during the course of the campaign) to policy and business elites.

Conception and background:

Japanese Prime Minister Yoshihiko Noda announced plans to fundamentally revise Japan's heavily nuclear dependant energy policy, or "Basic Energy Plan" in the aftermath of the Great East Japan Earthquake of 11 March 2011 and the subsequent Fukushima Daiichi nuclear power plant disaster. Given WWF Japan's understanding that strong support

remained for nuclear power within decision making circles, this campaign

²³ This report can be found at:


http://assets.panda.org/downloads/101223_energy_report_final_print_2.pdf

Activities: The campaign had three main communication components: 1) lobbying and advocacy work targeting policy makers, business people and the public (including via print media, radio, seminars and workshops, and direct mailings specifically to decision makers) aiming to gain support the WWF renewables plan; 2) the creation of joint statements with ambitious companies to illustrate industrial support for an energy shift that were presented at the events noted above; 3) the collection of signatures from the general public presented to the Ministry of Economy, Trade and Industry, which is responsible for the revision process of the Basic Energy Plan, and sent also to the prime minister and other high level political actors.

Progress, impacts and evaluation: On 14 September 2012, the Japanese government announced a complete reversal of its previous energy policy that called for 50% of the nation's energy to come from nuclear power by 2030, instead promising to decommission all existing nuclear plants by 2030 and not to build any more. Additionally, the first few months of Japan's feed-in-tariff have seen significantly higher than expected projects coming into the pipeline (DeWit 2012).

While these changes were welcomed by WWF, it is unclear how much of an impact their campaign had. No concrete evaluation was undertaken, but one clear measure was that of signatures collected, which proved much more difficult than originally anticipated. WWF Japan was only able to collect 5% of its 1.2 million signature goal (1% of the Japanese population), despite its utilization of multiple social media outlets. Despite vigorous efforts to promote the campaign via social media and on the streets, it was later deemed that the 1% goal was simply too ambitious. WWF also indicated that despite the emotive reasoning for the initial campaign, communicating the need for and logic of energy policy change to the general public was complicated and was difficult for many people to understand.

5.1.9 Norway, ENOVA

Case study: Norway's "Municipal energy and climate planning", ENOVA	
Geographic scope: Norway	Summary: This project aimed to educate local elected officials on how to plan for the local implementation of national climate and energy policies in their municipalities. The main outputs were two guidebooks on how to draw up local climate and energy plans to reduce emissions and increase the presence of renewables as mandated by national policy. Launched in 2007, by end of 2012 only three of a total of 431 municipalities had yet to submit their local plans, and as such the programme has been seen as a broad success.
Timeframe: 2007- ongoing	
Budget: Approximately €675,000 for initial three years.	
Target audience: Local politicians and administration, national politicians, press and energy professionals	

Conception and background: In 2007, a number of climate relevant policies were adopted in Norway, including a significant capital fund for R and energy efficiency²⁴ with a focus on improving municipal-level sustainability, and since 2010, all 431 municipalities have been required to submit climate and energy strategies. In 2007, however, only 10% of these had existing strategies and very few had applied for funding. Enova, with guidance from the Ministry of Petroleum and Energy, was tasked with ensuring local planners and politicians were aware of these requirements and how to create adequate and appropriate local strategies for reducing emissions and accessing funding.

Pre-campaign work and design: Enova, together with the Norwegian Association of Local and Regional Authorities (KS), the Norwegian Pollution Control Authority, Institute for Energy Technology (IFE) and New Energy Performance AS (NEPAS), created two easy to understand guidebooks on: first, the "what, why and how" of local energy and climate plans; and second, a more in-depth look at the process of creating a plan and applying for financial support. These were strategically planned to be released shortly after autumn 2007 local elections, to target incoming local politicians.

Activities: Once elections took place, the second guidebook²⁵ was distributed as course material for 49 "how-to" seminars that took place in the winter of 2007/2008 that were advertised via direct mail, e-

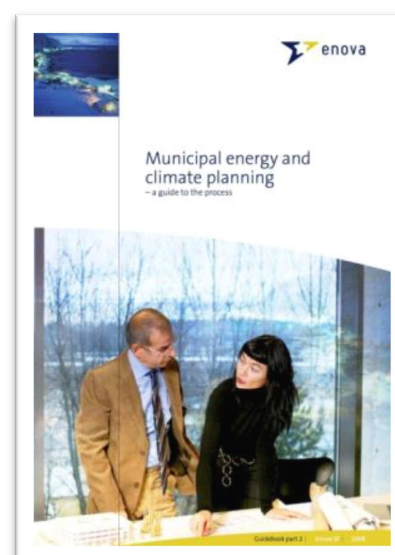


Figure 17: Cover of the ENOVA municipal energy guidebook


²⁴<http://www.regjeringen.no/en/the-government/stoltenberg-ii/The-Big-Issues/binding-climate-policy.html?id=446708>

²⁵http://www.managenergy.net/download/Norwegian_Guidebook_for_Municipalities.pdf

mail and networks. Representatives from 306 municipalities took part. In 2009, after approximately only half of the municipalities had completed their plans, a website was created using a map and traffic signal structure to indicate which municipalities had not yet indicated their intention to create a plan (red), those who were currently working towards a plan (yellow) and those whose plans had been submitted (green). Public advertising campaigns to promote local competition were also used, asking questions in a good-natured way, such as: “Why is municipality X so much more advanced than municipality Y?” These activities were carried out by two Enova employees, supported by assistance from numerous external workers.

Progress, impacts and evaluation: With over 99% of municipalities having submitted climate and energy plans, this project is being viewed very positively, although no formal evaluation has been undertaken. Moving forward, the next step is to implement what has now been planned, and Enova expects higher knowledge and capacity barriers than they faced with the planning phase.

5.1.10 UK, DECC

Case study: UK Department of Energy and Climate Change (DECC), 2013	 Department of Energy & Climate Change
<u>Geographic scope:</u> UK	<u>Summary:</u> DECC is looking at how it can most effectively set out the energy challenge facing the UK. The aim is to build understanding about the scale of change required and highlight opportunities offered by such a change. A number of channels, including animation, energy themed events and an interactive energy calculator are under consideration.
<u>Timeframe:</u> Proposed for 2013	
<u>Budget:</u> N/A	
<u>Target audience:</u> General public	

Conception and background - To help prepare the public for significant changes to the energy system, DECC is exploring different ways of communicating energy information to clarify issues associated with the energy challenge facing the UK. In the past, energy issues (e.g. climate change, energy security, insulation and RE) have often been presented in isolation, rather than as part of a ‘big picture’ of the energy landscape. In addition, messages have sometimes appeared unnecessarily complex.



Figure 18: Interactive energy calculator and animation

DECC portents that creating a clear, consolidated view of the UK’s energy system will help people better understand the purpose of individual policy interventions and new energy infrastructure. To maximise the impact of this work, there is an ambition to collaborate with other organisations on communications projects.

Pre-campaign research - The focus on the overall energy challenge reflects research showing that people are sometimes uncertain about why the energy system needs to change, and that positive survey ratings do not necessarily equate beliefs that a topic is important relative to other issues. The UK government’s behavioural change publication, MINDSPACE²⁶, and other sources in this genre are being used to develop ways to tell the energy story via engaging “messaging”, “norming”²⁷, and emotional presentation of energy information.

²⁶ See <http://www.instituteforgovernment.org.uk/publications/mindspace> (accessed 14th January 2013).

²⁷ The term “norms” is used to designate social conventions which influence behaviours.

Activities – Previous DECC communication activity on energy used on the “interactive energy calculator” online tool²⁸ built by DECC, which lets users see how policy choices impact the energy mix through 2050, aiming to facilitate a discussion over the energy system and illustrate that difficult policy choices will have to be made in the future on energy.

A number of versions of the calculator have been developed since 2009, and a schools version is available for teachers to use within the classroom. Following a workshop at the Hay Festival in 2012, presented by chief scientific David MacKay, the possibility of taking a group calculator session model to cities across the UK is being investigated.


An ‘energy challenge’ animation²⁹ has also been produced to set out the UK energy story in a clear and engaging way. This film has been used by DECC staff, other stakeholders and is also available online.

Progress, impacts and evaluation – Though new energy communication activity is in the development stage, it is hoped that a future programme of communication will raise awareness and interest about the energy challenge facing the UK.

²⁸ <http://my2050.decc.gov.uk/>

²⁹ http://www.youtube.com/watch?v=deT0_ERH7Is&feature=youtube_gdata

5.1.11 UK, Greenpeace

Case study: Greenpeace, Energy Gate	
<u>Geographic scope:</u> UK	Summary: Greenpeace campaigned against a shift in policies against RE by covertly filming a UK MP appearing to attempt to undermine commitments to renewable energy. The communications campaign involved an initial story in the broadsheet media, followed by a social media dialogue.
<u>Timeframe:</u> 2012	
<u>Budget:</u> N/A	
<u>Target audience:</u> Conservative party leadership, Conservative bloggers, Greenpeace Supporters	

Conception and background – In response to knowledge that a small faction within the Conservative Party was attempting to influence the party position due to an ideological opposition to renewable energy, Greenpeace set out to expose their behaviour, marginalise the individuals involved, and to force other politicians to respond to their anti-renewables positions. The aim was to drive a wedge between the extreme factions and the mainstream of the Conservative party. Undercover reporters exposed Chris Heaton-Harris, the Conservative MP for Daventry, expressing his objective to write opposition to wind “into the DNA of the Tory Party”. In support of his goals and going against the promises of his leader David Cameron, the Coalition Agreement and the opinions of the British people³⁰, Heaton-Harris arranged for an anti-wind candidate to stand in a by-election to raise the profile of opposition to wind energy.

Activities – Information was gathered from undercover investigative journalists posing as industry lobbyists. Following the filming, information was carefully checked to ensure it was presented faithfully and that there couldn't be any question of misrepresentation. The story was first published in the Guardian newspaper, and then picked up by numerous other media outlets including the Independent newspaper, the BBC, Sky News, and others. In addition to these media channels, influential conservative bloggers and media were directly approached via social media to ensure that the actions of some members of the Conservative Party would be recognised and debated in conservative circles. The action was part of a wider campaign looking to highlight shifts in UK energy policy that were detrimental to RE.

As the story spread, social media was used to open direct dialogue with influential bloggers and media figures to encourage them to comment on the story. Blog posts and communication with supporters helped to raise the profile of the story and led to a petition signed by more than 40,000 people. During the fallout from the story, influential groups and individuals with access to conservative audiences were identified and engaged. As the overall goal was to influence the Conservative Party, raising the profile of the story with party supporters was especially important. Existing networks of conservative media and bloggers provided access to the target audience.

³⁰ <http://www.greenpeace.org.uk/blog/climate/energygate-what-we-found-and-why-it-matters-20121114>

Progress, impacts and evaluation – Judging success is extremely difficult in campaigns where the goal is to influence politicians. As the individuals are not household names and the story was quite complex, it was challenging to communicate the story in an engaging way. Generally, success had to be measured by proxy, tracking public statements and changes in policy. On some level, the impact could be gauged by the level of media coverage, which in this case included a large number of the main media outlets. The identification of Conservative politicians with radical positions opposed to RE created pressure for others to distance themselves, or risk associating the party with an anti-renewables position in the public mind.

5.1.12 Canada, Hydro-Québec


Case study: Canada's Hydro-Québec Eastmain 1A, Hydropower Project	
Geographic scope: Local communities in Northern Quebec, some efforts in Montréal.	Summary: The communications work on the Eastmain 1A large scale hydropower project, part of the larger James Bay Project in Northern Quebec over which a bitter multi-year controversy erupted, is focused centrally on ensuring local public acceptance of the project. For this and for all of its projects, Hydro Quebec carries out in-depth environmental and social research to understand impacts and best practices for communicating these impacts with local populations. Both local and provincial communications strategies were developed in this case and general follow-up research was carried out to determine the effectiveness of these campaigns.
Timeframe: mid 1990s – ongoing	
Budget: N/A	
Target audience: Primarily communities in the area affected by the hydroelectric project, and secondarily urban citizens in Montréal.	



Figure 19: Hydro Quebec site for Eastmain 1a project

Conception and background: The large-scale hydro projects undertaken by Hydro Quebec, a government owned utility, generally take around 15 years to complete from planning to operation. The Eastmain 1A project in the larger James Bay Project in Northern Quebec, has taken even longer, beginning with scoping and impact studies in the 1990s. It is expected to be completed in 2013. The larger project was the subject of a bitter

controversy with the local Cree indigenous population over environmental and livelihood issues in the 1970s, and again in the 1990s, which were only resolved in 2002. Today, Hydro Quebec states that: “No hydropower project gets the green light unless it is profitable under market conditions, environmentally acceptable and favourably received by local communities.”³¹ For this reason, the main communications tasks of Hydro Quebec for the current Eastmain 1A project revolve around ensuring local communities are not only well-informed about the local impacts of the project on ecosystems, the society and economy, but that broad public acceptance is achieved.

³¹<http://hydroforthefuture.com/approche>


Pre-campaign work: Communications staff collaborated with other professionals working on the project such as engineers, ecologists, and others, in designing not only the communications project but in designing the hydropower project itself. Permanent communications staff are hired locally, to build long-term relationships with the local community and to ease and improve communication of the issues. Environmental Impact Assessments (EIAs) help frame the scope of who and what will be affected by the project and therefore what types of issues will need to be focused upon in communications.

Design: Initially, public consultations for the EIAs serve as the initial method of communication about all projects, but thereafter, individual communications strategies are developed with staff on the ground, who have detailed knowledge of the types of media and communication tools most used locally.

Activities: In the case of the Eastman 1A project, Hydro Quebec went into each community to speak with land users, held public information sessions, distributed newsletters, and later in the project created a radio programme that has been running every two weeks since 2007. In this case, and more generally as well, Hydro Quebec does not aim to run national or even provincial-level campaigns, but rather focuses strictly on the local level unless opposition campaigns or other issues necessitate wider communications. For Eastman 1A, protest groups in Montréal began a smear campaign opposing the project, for which Hydro Quebec created the <http://hydroforthefuture.com/> website aiming at dispelling myths about hydropower, and also brought in scientists to discuss the impacts of the project in public fora. Approximately 15 people work on communications projects at different levels at Hydro Quebec.

Progress, impacts and evaluation: Hydro Quebec always carries out consultations with communities to follow-up on what went well, what did not and any remaining issues which may exist. They also monitor social media outlets as well as mainstream media to gauge public acceptance, which is their main criteria for success.

5.1.13 Germany, Green Budget Germany

Case study: Green Budget Germany (GBG), Greenpeace Energy and the German Wind Energy Association / BWE (Bundesverband Wind Energie): Research report and outreach: Transparency of energy costs	
<u>Geographic scope:</u> Germany	Summary: This campaign presented the hidden costs of conventional energy and compared these to the cost of the RE surcharge included on domestic energy bills. The campaign consisted of a research report and outreach for the report's findings. The media impact and the (less easily measurable) impact on political and public energy policy discourse appear to have been substantial. This case demonstrates the potential for enhanced transparency of energy costs to boost consumer acceptance for (high) RE investment costs and thus to strengthen the case for more effective and efficient deployment of RE.
<u>Timeframe:</u> Report commissioned December 2011, published August 2012, media echo ongoing	
<u>Budget:</u> approximately €30,000	
<u>Target audience:</u> Policy makers and the general public.	

Conception and background: The price of the EEG surcharge (an additional charge levied on electricity bills to cover the costs of the rapid deployment of RE in Germany as a result of the *Energiewende*) is announced in Germany every October and is visible on all household electricity bills. Greenpeace Energy and the German Wind Energy Association (BWE) commissioned a report written by the NGO Green Budget Germany (GBG) to make the hidden costs of conventional energy sources similarly transparent.

Inspiration for the project came from the GBG's work on energy cost transparency and subsidies for conventional energy sources, which had been running since 2008 and provided a basis for the research and the methodology for the quantification of direct and indirect subsidies.

Pre-campaign work: A detailed analysis of the political landscape in Germany to evaluate the most effective 'packaging' for research findings was undertaken, as was an in-depth analysis of the 2012 political calendar in Germany to identify the most relevant date to communicate these results to as wide an audience as possible.

Design: The campaign was designed to reach a wide audience and influence the energy pricing debate in Germany. This meant targeting policy-makers and the general public with a series of key messages and

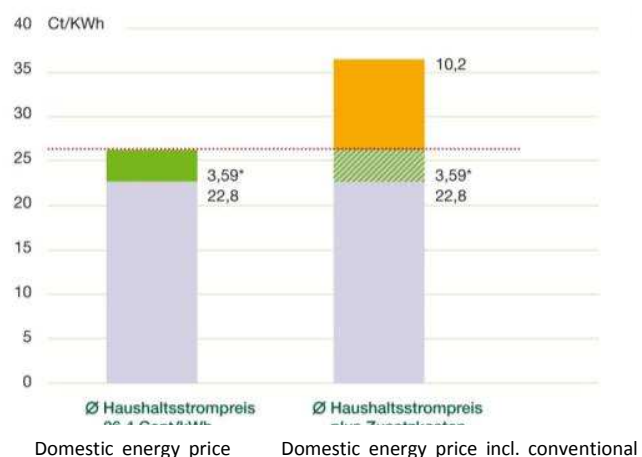


Figure 20: The Conventional Energy Surcharge in 2012 – additional costs resulting from conventional energy

most importantly, a focus on the cost of the (invisible) “conventional energy surcharge”. All sources for the figures were carefully and scientifically documented in the long version of the publication to ensure credibility.

Activities: Research results were made public at a press conference organised by the commissioning organisations one day prior to an Energy Summit about the development of energy prices between Chancellor Merkel and the Minister Presidents of all German federal states (Länder) in August 2012. The objective was to feed the results into these and subsequent discussions on energy pricing in Germany.

Social media (Twitter, Facebook), e-mail distribution lists, and the partner organisation’s respective newsletters were also used. Politicians from economic, budgetary, financial and environmental committees in parliament were contacted, some prior to the release of the report, so that they could prepare statements on its findings.

Printed content was delivered in the form of a factsheet with compelling graphs and charts revealing the cost of conventional energy not shown on energy bills. High-definition graphic files were made available online, as were short and long versions of the research report, which were also printed and distributed to selected recipients in the post and at press conferences and other events. The simplicity of the results was crucial to the campaign’s success: 3.6 cents/kWh RE surcharge vs. 10.2 cents/kWh conventional energy surcharge. The two-page factsheet addressed the difficult subject of cost transparency in an accessible way, using illustrations to explain report’s findings.

Also as part of the outreach, the findings were presented on invitation on various occasions, including: a public Greenpeace Energy event, RE trade associations and trade fairs, at universities, to a Green Party working group, and to regional RE initiatives such as in Hof, Bavaria.

Progress, impacts and evaluation: A professional media evaluation was carried out between August and November 2012 to quantify the campaign’s media presence. Media hits were quantified as follows: 17 in press agencies, 79 in print media, 78 in online media, and 28 on TV/radio (including main German news and 4 other TV reports). The outreach for the research findings was judged by all partners to have been a success. The findings continue to be reported in the press and on broadcast media, including TV.

Although it is difficult to quantify, a shift in the political debate has been observed that is assumed to be in part due to increased awareness of the costs of conventional energies. Political uptake of the research has also been observed, and both the Social Democrats and Green Party in Germany have cited the study and use its findings to support arguments for continued financial support for RE.

The campaign could have been improved by forewarning prominent politicians, e.g. the Environment Minister, about the campaign, so that they could also have prepared a response (during a TV interview after the campaign launch the Minister felt unable to comment).

5.1.14 Indonesia, IISD

Case study: International Institute for Sustainable Development's (IISD) Global Subsidies Initiative: Fossil Subsidy Reform – from research to influence in Indonesia	
<u>Geographic scope:</u> Indonesia	<u>Summary:</u> Government spending on energy subsidies in Indonesia places a huge burden on the state, diverting spending from other areas and disadvantaging other energy technologies. Despite the high cost, the subsidies have proven difficult to remove. To bring about subsidy reform in Indonesia, IISD worked through a series of interim objectives with local partners to deliver research products and workshop events.
<u>Timeframe:</u> 2012 - 2013	
<u>Budget:</u> Approximately US\$ 125,000 per year	
<u>Target audience:</u> Journalists and civil society groups	

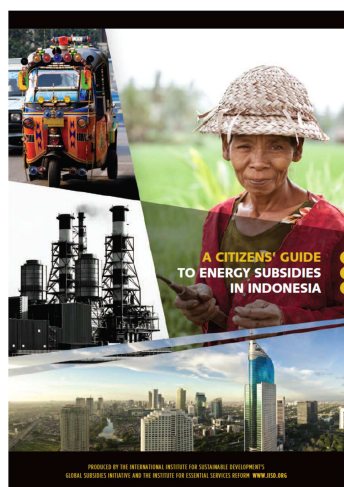


Figure 21: A Citizens' Guide to Energy Subsidies in Indonesia, a publication from GSI/IISD

Conception and background – Indonesia spent US\$18 billion on subsidies for fossil fuels and electricity in 2011, more than the country spends on defence, health, education and social security combined. Fossil-fuel subsidies are also regressive, benefiting wealthier citizens far more than the poor. They also make it much more difficult for cleaner forms of energy to compete. For these reasons, the government of Indonesia is aiming to reform its fossil-fuel subsidies. However, efforts to reduce subsidies (and thus raise fuel prices) are politically difficult, with a plan to raise prices in March 2012 sparking widespread social unrest.

Pre-campaign research – Research focussed on understanding the impacts of energy subsidy reform on the economy, the environment and poverty. The research also focussed on understanding the political economy of energy subsidies; i.e. the winners and losers from reform and challenges of influencing public opinion. A series of focus group discussions and surveys were conducted to better understand how citizens viewed current energy subsidies and their concerns about change.

As IISD is a research organisation, efforts were made to identify a role for providing research to meet the needs of other organisations with established networks for communicating with the public. The decision to select a smaller specialist audience, rather than attempt to communicate directly with the public,

allows for the creation of materials that are designed specifically to meet the needs of a relatively specific target audience.

Activities – The campaign set out to foster a better understanding of the costs and benefits of energy subsidies. To provide information in an accessible form, a “citizens’ guide”³² to energy subsidies was produced that provides clear descriptions of the size and forms of fossil-fuel subsidies, discusses who benefits, and presents strategies used by other countries to reduce fossil-fuel subsidies while protecting vulnerable consumers. The facts were illustrated with media friendly sound bites, such as “90% of Indonesia’s fuel subsidies benefit the richest 50% of households”, and others which are accessible to broad audiences and present comprehensive messages in a compelling or surprising way.

In addition to publications, IISD organised a series of events to promote the research and to engage directly with the intended audience. The workshops catered to a range of civil society groups, including environmental or social campaigners, community-based groups, and NGOs. Training workshops were also held for journalists in collaboration with Indonesia’s national news wire to address common misperceptions for and against subsidy reform, among other issues. Steps are also currently being taken to improve the government of Indonesia’s public communications and consultations, beginning with an assessment of the government’s communications strategy.


Progress, impacts and evaluation – In support of the objective of realizing a reduction in energy subsidies, IISD has set several specific goals aimed at addressing political barriers to reform. These include that: NGOs integrate fuel-subsidy reform into their own campaigns; political champions endorse reform and communicate rationale effectively; and government improves its communication on fossil-fuel subsidy reform. These objectives were realistic, achievable and readily measureable, allowing success to be measured and actions refined over time.

Progress towards these goals are tracked a number of ways, including follow-up with workshop participants to track their engagement with the issue, the formation of a committee of prominent experts who submit regular op-eds on energy subsidy issues, monitoring and analysis of news media, and regular communication with policymakers. While the project is ongoing, progress thus far has been positive. For example, a workshop with civil society groups in Yogyakarta in October 2012, in partnership with 350.org, led to development of the campaign called ‘Switch’. The campaign was launched in December 2012, and featured local activists promoting fossil-fuel subsidy reform as a way to ‘switch’ to renewable energy.³³

³² <http://www.iisd.org/gsi/citizens-guide-energy-subsidies-indonesia>

³³ <http://www.demotix.com/news/1700423/350org-launches-its-switch-campaign-new-energy-policy#media-1700329>

5.1.15 IEA-RETD Countries, IEA-RETD

Case study: International Energy Agency Renewable Energy Technology Deployment (IEA-RETD), ADIREC side event, launch of the READY Book	
Geographic scope: International, main focus on OECD countries and especially the RETD-member countries Canada, Denmark, France, Germany, Ireland, Japan, the Netherlands, Norway, and the United Kingdom	Summary: To highlight the need to accelerate the deployment of renewable energy technologies IEA-RETD developed a book detailing successful policies and examples. To promote the research outputs a launch event was held as a side event at an international conference. Prominent individuals from the sector were invited to speak at the event and to boost the profile of the research.
Timeframe:	
Budget:	
Target audience: Policy makers	

Conception and background – The IEA-RETD advocates the acceleration of renewable energy deployment and investment. Hans Jørgen Koch, chairman of the IEA-RETD, explains that “The IEA calculated that any dollar of investment that we don’t invest now in low-carbon solutions will in fact cost us \$ 4.30 later to compensate for the increased emissions. This is only one of a number of reasons why we need to take immediate action!”³⁴ To promote the increasing use of renewable energy, a programme of research was undertaken aiming to promote policy options that have been proven to accelerate deployment.



Pre-campaign research – Pre-campaign research focused on developing an understanding of existing knowledge and experience of successful policy design and evaluation. Informal research through stakeholder engagement informed the choice of venue for the launch and the selection of speakers to appeal to the target audience. In the absence of resources for more detailed research, affiliation with a larger event offered increased visibility and helped to ensure an audience for the announcement.

Figure 22: The RETD Action Star:
 Alliance building – Communicating –
 Target setting – Integrating – Optimising
 – Neutralising disadvantages

Activities – The Renewable Energy Action on Deployment (READY) book, published by Elsevier, summarises six policy categories that are essential for the acceleration of renewable energy deployment. The book was developed to provide information to policymakers. To promote the launch

³⁴ IEA-RETD Press release http://iea-retd.org/wp-content/uploads/2013/01/130115-READY_IEA-RETD_Pressrelease.pdf

of the book, communications efforts were centred on a launch event, held at a side event at the Abu Dhabi International Renewable Energy Conference (ADIREC).

To generate interest and create attention in specialist media of particular relevance to the target group, three influential speakers were chosen to receive copies the book and to speak at the launch event. Maria van der Hoeven, Director of the IEA, the IRENA Deputy Director-General Frank Wouters, and Martin Lidegaard, Danish Minister for Climate, Energy and Buildings, were selected due to their influence and name recognition with the target audience.

In addition to press releases and attention generated by the event, a number of other channels were used including twitter, an email newsletter and posts on e-mail lists related to energy. The audience at the event were delegates at ADIREC, many of whom are policymakers and others involved in policy development and analysis.

Evaluation - The main outcomes were publicity for the book and IEA-RETD, supported by the newsletter, notes on the energy-L distribution list, tweets and a press release. The event and book have been reported in several (internet) media outlets. IEA-RETD measures the hits on the website per day. The days after the event and the newsletter, there were daily 120 hits, compared to the 60 hits the website regularly receives. The number of new visitors to the site after the event increased permanently.

The IEA-RETD launch event is a good example of a communications activity around a publication. The launch raised awareness of IEA-RETD and the issues discussed in the publication. To further expand the impact of the work, a communications strategy could bring in additional elements of creativity to increase newsworthiness and generate interest in a wider range of publications and media sources. The lack of a structured process for developing the strategy kept costs down, but meant that impact was limited. A greater focus on communicating about the research through more structured and longer term communications strategies would bring the ideas of IEA-RETD to a larger audience and achieve greater impact.

6 Annex: Questionnaire used for compiling case studies

1. General Information

- 1.1. Your Name:
- 1.2. Name of your organisation:
- 1.3. Name of the campaign(s):
- 1.4. Geographical scope: (local, regional, national, international?)
- 1.5. Location: (name of city, region or country)
- 1.6. Audience: (i.e. Politicians, general public, other...)
- 1.7. Dates of campaign:
- 1.8. Budget:
- 1.9. Theme:

2. Organisational questions

- 2.1. Could you describe your role in the development and implementation of communication strategies?
- 2.2. Does your organisation have an overarching communication strategy? How does your organisation decide on communication priorities?
- 2.3. What are the current main communication priorities for your organisation or area of work?

3. Campaign Specific Questions

This section focusses on the experience of a single campaign. Please complete separately for multiple campaigns.

- 3.1. Could you provide a short summary (approximately 100 words) of the campaign explaining key elements and objectives?
- 3.2. Why and how was the campaign conceived? What was the motivation for the campaign and the process from conception through to evaluation?
- 3.3. Did you conduct any pre-campaign research to improve your understanding of the issue and if yes, how did you proceed?
- 3.4. Which institutions were involved in conducting the campaign? What was the role played by each organisation?

- 3.5. Did you have to conduct fund raising activities and if yes, please describe the process?
- 3.6. Who were the main audiences for the campaign? Please describe the process of audience selection? Did you undertake any segmentation of the audience?
- 3.7. Please describe the specific activities that were undertaken, and explain why those activities were selected?
- 3.8. What were the main campaign outcomes (either for the entire campaign or for each activity)?
- 3.9. Have you measured the success of the campaign? And if yes, how what indicators or measurement techniques were used? What were the limitations of measuring success?
- 3.10. What were the key challenges, successes and lessons learned from the campaign?

4. Campaign materials

Please provide copies of campaign materials e.g. logos, adverts, leaflets, op-ed pieces, video, social media...

5. General lessons learned and comments from your experience from communications in the renewable energy sector

Please use this section to provide comments, general observations or lessons learned for the communication of renewable energy policy and environmental policy in general.

- 5.1. What do you think are the main communication issues facing renewable energy? How is your organisation working to address these?
- 5.2. What are the greatest challenges in developing successful communications strategies?

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