

# **Public Education Strategy for Energy Sector Reform**

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# Public Education Strategy for Energy Sector Reform

## **I. Background**

It has been nearly sixteen months since Mongolia's new Energy Law came into effect. Much has been accomplished in that time. An independent Energy Regulatory Authority (ERA) was created for the issuance of licenses and the approval of tariffs for electricity and heat. The previously state-owned, integrated monopoly for heat and power was unbundled. Eighteen energy entities involved in the generation, transmission and distribution of energy were reorganized as corporate entities in preparation for commercialization.

Through 2001, the Energy Sector in Mongolia had operated for seventy years under the former Soviet Union system of centralized planning. The public has become used to receiving energy free or at a low fixed cost. Wasted energy is common, either due to antiquated equipment and transmission lines from the energy plants or because of the inefficient use of energy by consumers.

Currently, the public exhibits a lack of awareness about the nature of the energy reforms, the independent role of the ERA, and what the reforms mean in their daily lives.

In July 2002, the cost of energy catapulted to the top of nearly every Mongolian's list of concerns. In that month, the ERA announced the first energy tariff increases since its birth as an independent regulatory authority. While increases of 8-10% in the populous central region caused public concern, prices skyrocketed in the Eastern, Western and Southern regions – more than doubling in some areas.

The negative public reaction to the energy tariff increases suddenly turned an intended economic issue into a political one. Moreover, it has the potential to slow the pace of energy reforms in Mongolia and adversely impact the public acceptance of the reforms.

## **II. Objective**

The objective of this document is to detail a public education strategy designed to increase knowledge and understanding as well as enhance the acceptance of the reformed energy sector among key decision makers, industry associations, journalists, and the public.

## **III. Research Methodology**

This public education strategy was developed with the assistance of numerous people who are either involved in or affected by the energy reforms in Mongolia. They consented to lengthy interviews, sharing their knowledge, thoughts and ideas in order to ensure that this strategy reflected a diverse viewpoint and addressed their most important concerns. These interviews resulted in the research that is the basis for this public education strategy.

#### IV. Stakeholders

Sixteen (16) stakeholders, people with knowledge of the energy reforms or whose organizations are impacted by energy issues, were interviewed. In most cases, they were asked a series of similar questions. Responses to these questions have been summarized in tables provided in this document. In other cases, stakeholders were interviewed for background purposes.

The stakeholders that were interviewed included the following people:

- R. Ganjuur, Chairman, Board of Regulators, Energy Regulatory Authority
- **B. Munkhuu**, Member, Board of Regulators, Energy Regulatory Authority (**ERA**)
- **N. Luvsansharav**, Head of Legal, Information and Administration Depts., **ERA**
- **S. Oyun**, Member of Parliament (**MP**), Chairman of Citizens Will/Republican Party
- **R. Sundui**, Director, Dept. for Fuel and Energy, Ministry of Infrastructure (**MOI**)
- **Ts. Tumentsogt**, Officer, Dept. for Fuel and Energy, Ministry of Infrastructure (**MOI**)
- **D. Togtohbayar**, Executive Director, Mongolian Consumers Association (**MCA**)
- Robert La Mont, Chief of Party, Mongolia Judicial Reform Project
- **D. Bailikhuu**, Advisor, State Property Committee (**SPC**)
- **D. Jadambaa**, Chairman, Trade Union Federation of Ulaanbaatar City (**TRADE**)
- **S. Baasanjav**, Executive Director, Ulaanbaatar District Heating Company (**HEAT**)
- **S. Demberel**, Chmn. & CEO, Mong. Natl. Chamber of Commerce & Industry (**C of C**)
- **G. Zandankhuu**, Vice Director, Ulaanbaatar Electric Distribution Company (**ELEC**)
- D. Bayarmagnai, Head of Marketing & Economics, UB Electric Distribution Co.
- **T. Ochirkhuu**, Member of Parliament (**MP**); Chmn. of Economic Standing Committee
- **S. Tsend-Ayush**, Senior Specialist, Ministry of Finance and Economy (**MOFE**)

Bolded abbreviations of organization and the initials of individuals help identify comments from specific stakeholders in upcoming tables.

#### V. Barriers to Energy Reform

Based on stakeholder interviews, sixteen (16) barriers to energy reform were identified. These barriers are summarized in Table 1.

An analysis of stakeholder responses reveals three major barriers to energy reform:

1. Lack of public and media understanding of reform
2. Sudden, large tariff increase; pricing uncertainty
3. Affordability of energy

Nearly every stakeholder interviewed identified these items as major obstacles to overcome in the public acceptance of the energy reforms.

TABLE 1  
**Barriers to Energy Reform in Mongolia**

	M P -- so	M O I -- rs	M O I -- tst	M C A -- dt	S P C -- db	T R A D E dj	H E A T sb	C of C -- sd	E L E C gz	E R A -- bm	M P -- to	M O F E -- stx
Lack of public and media understanding of reform	X	X	X	X	X	X	X	X	X	X	X	
Sudden, large tariff increase; pricing uncertainty	X	X	X	X	X	X	X	X	X		X	
Affordability of Energy	X	X	X	X	X	X	X			X	X	
Overcoming Communist mindset of getting free or low cost energy		X			X		X			X		
Stealing of energy by consumers					X		X		X	X		X
No energy conservation ethic		X					X		X	X		
ERA not seen as independent; regulators appointed by government					X	X		X			X	
Old, inefficient equipment					X		X		X		X	
Non-payment of bills							X		X	X	X	
Energy sector waste	X	X		X							X	X
Energy sector corruption	X	X		X								
Reforms not deep enough; need more comprehensive approach; government support is weak				X				X			X	
Public pressure to turn economic issues into political ones		X					X				X	
High energy sector debt load	X									X		
ERA has too much to do		X										
Difficult to cut off heat to non-payers							X					

Additional significant barriers (mentioned by four or five of the twelve stakeholders) include the following:

1. Overcoming the Communist mindset of getting free or low cost energy
2. Stealing of energy by consumers
3. No energy conservation ethic
4. ERA not seen as independent; regulators appointed by the government
5. Old, inefficient equipment
6. Non-payment of bills
7. Energy sector waste

Other barriers (mentioned by three or fewer of the eleven stakeholders) include:

1. Energy sector corruption
2. Reforms not deep enough; need more comprehensive approach; government support is weak
3. Public pressure to turn economic issues into political ones
4. High energy sector debt load
5. ERA has too much to do
6. Difficult to cut off heat to non-payers

#### Analysis of Barriers to Energy Reform

From the stakeholder responses, it is clear that there is a great need to educate the public about energy issues. At the same time, however, concerns about the recent energy tariff increase and the affordability of energy have made it impossible to talk about energy without addressing tariff issues. This will make it necessary to implement a comprehensive public education strategy that meets the public's need for greater understanding about tariffs as well as the energy reforms and energy issues in general.

Complicating the communications process further is the stakeholders' rather long list of barriers to the reforms. Many of these second tier barriers are quite significant obstacles to the success of energy reforms in Mongolia. The public education strategy must be designed to address the barriers that it can impact through communication (e.g., overcoming the Communist mindset of free energy, stealing of energy, no energy conservation ethic, non-payment of bills). At the same time, the resulting public education campaign needs to be powerful enough to motivate a change in people's behavior, yet simple and memorable enough to cut through the clutter of messages competing for the public's attention.

TABLE 2  
**Stakeholder Responses**

	View of energy reform	Should there be public participation in tariff setting process?	Should ERA hold briefings for certain organizations?	Credible sources on energy issues
S. Oyun, MP	Good thing	Yes	Yes. Parliament.	Batkhuuyag Enkhsaihan Ochirbat
R. Sundui, MOI	Good thing	Yes	---	MPs
Ts. Tumentsogt, MOI	Good thing	Yes	Yes. Parliament. Journalists. Trade Union.	Balsandorj Damiran Bayartsaikhan Ochirkhu Bazarkhuu
D. Togtohbayar, MCA	Good thing	Yes	Yes. MCA.	MCA NGOs Ind. Orgs.
D. Bailikhuu, SPC	Good thing	Yes	Yes	(Message is more important than who delivers it.)
D. Jadambaa, Trade Union	Good thing	Yes	Yes. Trade Union.	Trade Union
S. Baasanjav, UB Heat	Good thing	Yes	Yes	Foreigners Researchers Professors
S. Demberel, Chamber of Commerce	Good thing	Yes	Yes. Chamber.	Chamber for business; MCA for consumers
G. Zandankhuu, UB Electric	Good thing	Yes	Yes	MCA
T. Ochirkhuu, MP; Chmn. of Econ. Standing Committee	Good thing	Yes	Yes Parliament.	ERA (hopefully)



## VI. Stakeholder Responses

Table 2 summarizes stakeholder responses to four questions.

From this table, it is evident that all stakeholders who were interviewed believe that energy reform is a good thing. This is extremely significant, particularly in view of the diverse interests they represent. It is an indication that there is broad support for the overall concept of reform.

Similarly, all stakeholders favor public participation in ERA's tariff setting process. Table 3 shows that all stakeholders support two possible types of public participation – a Consumers Advisory Council to ERA and public meetings.

Stakeholders overwhelmingly support the idea of ERA providing briefings on energy issues to certain groups, particularly Parliament members, journalists, consumers association officials, trade union officials, and Chamber of Commerce members.

Finally, it is clear from stakeholder responses that there is no agreement on the identity of individuals or organizations that are viewed as credible on energy issues.

**TABLE 3**  
**Stakeholder Responses**  
**Regarding Types of Public Participation**  
**Desired in ERA Tariff Setting Process**

	Consumers Advisory Council	Public Meetings
S. Oyun Member of Parliament	Yes	Yes
R. Sundui Ministry of Infrastructure	Yes	Yes
Ts. Tumentsogt Ministry of Infrastructure	Yes	Yes
D. Togtohbayar Mongolian Consumers Assn.	Yes	Yes
D. Bailikhuu State Property Committee	Yes	Yes
D. Jadambaa Trade Union Federation	Yes	Yes
S. Baasanjav UB District Heating Company	Yes	Yes
S. Demberel Chamber of Commerce	Yes	Yes
G. Zandankhuu UB Electric Distribution Co.	Yes	Yes
T. Ochirkhuu MP; Chmn-Economic Comm.	Yes	Yes

### Public Education Messages

Stakeholders also were asked to suggest possible messages for a public education campaign on energy reform issues. Table 4 summarizes their responses.

From this table, it is clear that the stakeholders had many ideas. One message in particular, however, was identified by 12 of 13 stakeholders. This is the most likely message that will generate broad support from the diverse stakeholders. The message: How to use energy wisely.

The next favorite message (identified by 4 of 12 stakeholders) was: How to be energy efficient.

Three of 12 stakeholders suggested a message communicating information about energy restructuring and its status.

Eighteen other messages were suggested. However, none of these messages were identified by more than 2 of 12 stakeholders as favorable for the energy sector public education campaign.

### **VII. Research Summary**

There is a cavernous gap between the desire to have a public that is knowledgeable and accepting of the new energy reforms and the current reality that the public is not very knowledgeable about reforms and is actually hostile to them because of the recent energy tariff increase.

On the plus side, a diverse group of stakeholders express support for energy reform. They also strongly support public participation in the tariff setting process, favor a Consumers Advisory Council and public meetings as possible public participation measures, and indicate that the ERA should brief certain organizations on energy issues -- particularly Parliament, journalists, the Consumers Association, the Trade Union, and the Chamber of Commerce.

While stakeholders could not agree on a single source they believe is credible on energy issues, they strongly support a public education campaign message that focuses on how to use energy wisely.

TABLE 4  
**Suggested Public Education Messages**

	M P -- so	M O I -- rs	M O I -- tst	M C A -- dt	S P C -- db	T R A D E dj	H E A T sb	C of C -- sd	E L E C gz	E R A -- bm	E R A -- nl	M P -- to	M O F E -- sts
Successes in reducing energy losses	X												
Prices will go up in future	X												
How to use energy wisely	X	X	X	X	X	X	X	X	X	X	X		X
Restructuring info and status			X	X						X			
Role of ERA			X										
Lifeline tariffs are coming			X										
Explanation of tariff increase				X									
Energy sector information				X		X							
Info about consequences of reform				X									
Energy is like a consumer product					X						X		
Energy sector must cover costs					X						X		
If you don't pay, energy will be cut off					X								
Benefits of energy reform						X							
What energy reform will mean for people's lives						X							
Market economy is here to stay							X						
How to participate in tariff setting process									X				
How to be energy efficient							X	X	X	X			
Discourage stealing of energy										X			X
Encourage payment of bills										X		X	
Address tariff and energy supply complaints											X		
ERA protects consumers											X		

## VIII. Analyzing the Tariff Issue

Measuring by public reaction, media reports, and stakeholder responses, ERA's July 2002 energy tariff increase has become one of the most discussed issues in Mongolia. It has created an issue that threatens to get in the way of other communications on energy topics. It certainly has captured the public's attention. Now, the challenge is to seize upon this sudden interest and communicate in a way that motivates people to look at energy from a fresh perspective. But first, it is necessary to analyze the ERA's handling of the tariff increase so that the authority can adjust its communications methods and try to avoid a repeat of this summer's reaction when tariffs are reviewed the next time.

### What went wrong?

The tariff increase created a public and political commotion for many reasons. Here is a list of the major ones:

- **No transparency.**  
The tariff review process appeared to happen behind closed doors. It was not open to interested parties.
- **No public participation.**  
The public did not have an opportunity to participate in the tariff setting process.
- **No warning.**  
Because of the lack of transparency, the announcement of the tariff increase appeared to be done suddenly and without warning to the public.
- **Holiday announcement.**  
The tariff increase announcement came at the time of Mongolia's national holiday. Its timing gave the appearance of having something to hide.
- **Very high increase.**  
The increase in tariffs for the regions was staggeringly high. Even with the national holiday, it was impossible not to miss this announcement.
- **Reason for increase not believable.**  
The explanation that Erdenet Copper will be paying less resulting in citizens paying more is hard to justify to the public. It sounds unbelievable. At the very least, it sounds unfair.
- **Countrywide increase.**  
The fact that tariffs changed for the entire country at once made this a national issue.
- **Who requested the tariff review?**  
Why were the tariffs increased at this time? Did one of the corporatized entities request a review? What is the process? It certainly is not transparent yet.

■ **Affordability missing from calculations.**

When determining tariffs, it is important to examine energy costs. It is equally important to examine poor people's ability to pay. Otherwise, the sudden price shock could affect the public's acceptance of the reforms.

■ **Public reaction missing from calculations.**

By not factoring in the anticipated public reaction to the tariff increases, the energy reforms are put at risk. The reaction was predictable. It was the amount of the price increase that was unpredictable.

■ **Lack of media expertise.**

The ERA exhibited an inability to announce the tariff increases in a simple, believable way. The explanations of the increase were inconsistent. The price chart that appeared in the newspapers was confusing. The lack of media expertise was even more evident in ERA's inability to turn the news coverage around from a "high increase in tariffs" story to a "Ministry of Finance revokes the subsidies" story.

What to do next time?

If the ERA follows its current tariff setting process the next time it reviews tariffs, it should expect the same results and the same public reaction. It is recommended that ERA incorporate the following elements into its tariff setting process in the future in order to increase transparency as well as public support.

**1. Organize a Consumers Advisory Council to the ERA.**

It is recommended that ERA organize a Consumers Advisory Council to provide diverse viewpoints to the authority on energy efficiency issues, energy pricing issues, and institutional-related questions. The Council should meet on a regular basis. At least one of the regulators should attend. The advisory council should have a mission statement and there should be a clear understanding of its role in relation to the ERA. The council should play a real role in increasing public participation on energy issues. Advisory Council meetings should be a place of discussion, with an agreed-upon agenda, and even a meeting facilitator, if necessary.

**2. Hold public meetings as part of the tariff setting process.**

To further increase public participation, it is recommended that ERA host public meetings in appropriate locations as part of its regular process of reviewing energy tariffs. These public meetings are designed to take comments from the public or organization representatives regarding proposed tariff prices. The meetings are not meant to be a forum for discussion of the issues. These meetings would be hosted by ERA staff people and would not require the presence of a regulator. Public meetings on proposed tariff prices would enable the public to communicate directly with ERA, contribute to a more transparent process, and eliminate the element of surprise increases in tariff prices. The meetings also would better enable ERA to factor in affordability and public acceptance considerations before setting a final tariff price.

**3. Use the media to encourage attendance at public meetings.**

It is recommended that ERA issue a news release and/or place advertisements in appropriate newspapers to inform the public of the time, place, location and topics of specific public meetings. ERA should encourage the public to attend the meetings. It is an important part of an open, transparent process.

**4. Hold briefings of key leaders regarding tariff issues.**

It is recommended that ERA regulators and/or staff provide briefings on tariff issues to key leaders on a regular basis. At the least, briefings should be provided to Members of Parliament, the Mongolian National Chamber of Commerce, the Mongolian Consumers Association, the Trade Union Federation, and journalists.

**5. Develop simple explanations for complex topics.**

It is recommended that ERA provide simpler explanations for complex energy topics when communicating with the public, the media, and other non-Energy organizations. Using energy jargon and complicated charts make people think ERA has something to hide. It also makes it difficult to win public support. It would help if ERA issued a tariff order that explains in detail the decision made and the reasons for the decision.

**6. Issue news releases on tariff issues.**

It is recommended that ERA always issue a news release when announcing new tariff prices. This is the authority's best chance to describe its actions and decisions.

**7. Be prepared to speak with the media.**

After issuing a news release on tariff prices, it is recommended that ERA be prepared to have either a regulator or another designated person speak with the media in order to answer any specific questions. This person should work from "talking points" that have been prepared prior to the issuance of the news release. An energy tariff increase is a big news story. Expect that the media will call or show up at the office.

**8. Organize support for the news announcement.**

In advance of issuing a news release on tariff prices, it is recommended that ERA seek out people from organizations that are willing to comment to the media in support of ERA's decisions. MPs, business organizations, and even trade union or consumer groups could provide helpful comments if they have participated in the tariff setting process.

**9. Issue tariff adjustments covering smaller areas.**

By issuing a single tariff adjustment for the entire country, ERA helped to create a national story. In the future, ERA may want to consider issuing several individual adjustments over a longer period that cover the central, west, east and south regions.

**10. Issue a separate Fuel Adjustment.**

By including the Fuel Adjustment for Erdenet Copper with the other tariff adjustments, it made it difficult for ERA to describe the reasons for the tariff increase in a simple and understandable manner. In the future, ERA may want to consider issuing a separate Fuel Adjustment tariff review in order not to confuse the reasons for the tariff increase and to gain greater public acceptance of its decisions.

### Staffing for the Future

ERA is active in working with the media, but is not successful in delivering its message and implementing a real communications strategy that supports the needs of the organization. At present, there are no public relations specialists on ERA's staff. ERA staff are contacting reporters, collecting newspaper clips of stories, and working with reporters to place stories. Unfortunately, 1000 news stories would not make an unbelievable story worthy of being believed by the public. It is a disadvantage to go into battle without experienced warriors. Likewise, ERA is at a disadvantage when it tries to counter public attacks and gain public support without an experienced public relations person on its side.

To staff appropriately for the future, it is recommended that ERA add a public relations specialist to its team. This person could join ERA's staff or be a freelance public relations specialist. It would be most helpful if the person is able to develop and implement a public relations strategy, rather than just be able to place stories in the newspaper. The public relations specialist may need to work with additional freelance media help or a public relations agency when necessary. This would particularly help the specialist in a time of crisis or when the workload is heavy and the deadlines are short.

## **IX. Public Education Strategy**

### Goals

The goals of the Public Education Strategy are as follows:

1. To increase public awareness and knowledge about energy and energy reforms, and
2. To reach out to key decision-makers, industry associations, journalists and the public in order to increase their understanding and enhance their acceptance of the reformed energy sector.

### Tactics

To accomplish these goals, it is recommended that a comprehensive public education campaign be implemented. This campaign will include a TV and radio advertising campaign, a publicity campaign, outreach to opinion leaders, outreach to schools, and briefings for journalists.

### Campaign Theme

The basic theme of the public education campaign is about how to use energy wisely. This concept was strongly supported by the research that was conducted with stakeholders.

### Public Education Campaign Name

The name of the campaign: Get Smart About Energy

"Get Smart About Energy" is recommended as the name of the campaign for the following reasons:

- It is memorable.
- It is short.
- It supports both information about how to use energy wisely and information about the energy reforms.

- It is a positive message.
- It encourages people to take a positive action: get smart or become more aware.

### Length of Campaign

The “Get Smart About Energy” public education campaign is designed to be nine (9) months in length. It is anticipated that the campaign would begin in September 2002 and continue through May 2003.

### “Get Smart About Energy” Campaign Components

#### A. Media Campaign

##### 1. “Get Smart About Energy” Campaign Launch

A news conference in Ulaanbaatar would be used to launch / announce the public education campaign. While the ERA would be the principal organization behind the campaign, the news conference announcement would include a large number of organizations that support the campaign’s message and will be working to communicate the message to their members / constituents. Support for the “Get Smart About Energy” campaign can be anticipated from the Mongolian National Chamber of Commerce & Industry, the Mongolian Consumers Association, the Trade Union Federation, corporatized energy companies and a number of Members of Parliament. At the news conference, TV advertisements would be unveiled and provided for the media. The main message of the news conference would be to communicate to the public the “5 Ways You Can Use Energy Wisely” (turn off lights when leaving a room, don’t let hot water run while shaving, etc.)

##### 2. Television Advertising and Publicity

###### a. Two types of TV advertising will be produced:

- The campaign will produce a number of two to five minute “news-style” stories that focus on the steps people can take to use energy wisely, basic information about the energy reforms, information about new technologies to save energy, information about how getting smart about energy can help the environment, the importance of paying your energy bills, the impact that stealing has on energy prices, and success stories of people or organizations using energy wisely. This type of advertising would be placed on Mongolian national TV, Ulaanbaatar TV stations, and local TV stations in the regions.
- The campaign also will produce a thirty-second humorous, animated commercial to be aired at the close of the broadcasting day. This will remind viewers to turn off the TV, the lights, and the computer in order to use energy wisely. This type of advertising would be placed on Mongolian national TV, Ulaanbaatar TV stations, and local TV stations in the regions.



b. TV Call-In Shows

The campaign will schedule ERA experts and others to be part of a TV Call-In Show discussing how to Get Smart About Energy and other energy issues. The “Call-In” format is another way to increase public participation and fill the need for people to have access to question experts on topical issues. The campaign will schedule appearances on existing programs where they are available, and create this type of program in other areas.

3. Radio Advertising and Publicity

a. Radio Advertising

The campaign will produce a series of 60-second radio advertisements to help deliver a repetitive, informative, and positive message about the importance of saving energy, paying your bills, or aspects of energy reform. The advertisements would be placed on Mongolian national radio as well as on stations in UB and the regions. In some cases, advertisements would be targeted to the concerns of specific regions.

b. Radio Talk Shows

On radio, the campaign also will utilize existing radio talk show formats to place ERA experts and others as guests encouraging people to Get Smart About Energy as well as to discuss other topical energy issues. The information void on energy is very large right now in Mongolia. This type of program offers a good opportunity to fill that information void in an engaging format.

4. Newspaper Series

The campaign will create an 8-part series of articles about how to “Get Smart About Energy.” These “camera-ready” articles will be disseminated to newspapers throughout the country. They will be produced in a “camera-ready” format to make it easier for the newspapers to use them exactly as they have been created. These articles will focus on topics such as “Five Ways to Save Energy,” “What the Energy Reforms Mean to You,” (regulatory measures, commercialization, unbundling) and “How Saving Energy Helps the Environment.” The articles will include the campaign name – Get Smart About Energy and information about how to contact the campaign for more details. Each article will include a cartoon drawing to help illustrate the featured topic and draw the reader’s attention to the article.

5. “Get Smart About Energy” Publicity

- a. Success stories highlighting people and organizations who “Got Smart About Energy” will be placed with or provided by news releases to appropriate media (TV, radio, newspapers, on-line) to reinforce the idea that many people are saving energy and imply that maybe you should be saving energy, too.

Information about these success stories will be generated from the outreach campaign that is detailed on the following page.

- b. Journalist Briefings will be held to reinforce with them that ERA is the main source for energy information and to provide them with simple, easy-to-understand information about how to “Get Smart About Energy,” as well as additional information about the energy reforms.
- c. The following printed materials will need to be produced as part of the media campaign:
  - Fact Sheets  
A number of fact sheets, typically in “bullet” format, will be produced for the journalists briefings and the campaign launch. The fact sheets will include information about the ERA, the energy reforms, and the Get Smart About Energy Campaign.
  - Flyer / Poster  
A graphic flyer / poster that lists the “Five Ways to Use Energy Wisely” will be created. This would be printed in limited quantities for distribution. In most cases, this graphic would be provided to groups interested in communicating the same message to their employees or members through publications, flyers or posters. They would be granted permission to add their organization logo to the message so they can gain credit for taking part in the campaign.
  - Newspaper Tabloid  
The campaign will create and produce a “Get Smart About Energy” newspaper tabloid. The newspaper would include basic information about how people can “Get Smart About Energy,” what the energy reforms mean to people and organizations, how the reforms benefit Mongolia, what to expect from the reforms in the future, and the current status of the reforms. The newspaper tabloid would be the main printed information source for people who want to know more about how to use energy wisely or learn more about the energy reforms.

## B. Outreach Campaign

### 1. Partners for Progress Program

The Partners for Progress Program is designed to reach out to key decision-makers and industry associations. It will encourage them to “Get Smart About Energy” and, in some cases, motivate changes in behavior on how they use energy. The campaign will work with organizations such as the Mongolian National Chamber of Commerce & Industry, the Mongolian Consumers Association, the Trade Union Federation of Ulaanbaatar and others to join forces in communicating the “Get Smart About Energy” message to their members. These organizations will be asked to identify which of their members have taken actions that demonstrate how they are using energy wisely. These success stories will be collected and, in some cases, publicized in the media. An award will be given to the best examples

of organizations that “Get Smart About Energy.” A “Success Stories” publication will be written and produced by the campaign that recognizes these successful efforts, focusing particularly on where energy savings actions have resulted in saving money or greater energy efficiency. The result of this outreach campaign will be a greater awareness about what can be done to save energy, a stronger affiliation with key opinion leader organizations, and actual activities that lead to real savings in energy by leading organizations in Mongolia.

2. “Get Smart About Energy” School Program

A key component of public support and success in the future involves working with schoolchildren. The campaign will create a “Get Smart About Energy” contest for young students in order to increase the awareness of what they can do to save energy and the environment. The campaign will work with a publisher of student newspapers to produce a contest entry with questions about energy issues. The contest entry also may contain a short energy audit that students can perform at home. A parent would be required to confirm with a signature that the child successfully completed the audit. The audit could include a review of energy efficiency in the home or possibly be a series of activities to be completed during the course of a week (such as turning off lights when leaving a room, turning off the computer when not in use, turning off the TV when leaving the room). Students would send in their completed entries to the publisher, a winner or winners would be drawn from among the correct entries, and a prize would be awarded (possibly a tape recorder or a CD). The campaign would publicize the winners. The result would be increased awareness among the public and greater knowledge of specific steps that help people “Get Smart About Energy.”

3. Speakers Bureau

The campaign would organize ERA regulators and/or staff as well as other experts to be part of a Speakers Bureau that targets membership organizations and provides information about how to “Get Smart About Energy.” The targeted organizations would include business groups, trade unions and other associations. The speaking event also would be an additional opportunity to collect success stories about energy saving activities. The TV advertisements could be combined into a 7 to 10 minute video describing the energy reforms and illustrating some “real life” energy savings success stories. By using the video to help deliver the main message, the speaker would only need to talk briefly about the importance of using energy wisely before leaving ample time to answer questions from the group.

4. Information Hotline

A dedicated telephone information “hotline” would be established to answer questions from the public about how to “Get Smart About Energy.” This hotline number would be included on all printed materials, TV advertisements, and news releases. It also could be promoted in appearances on TV Call-In shows or radio talk shows. The telephone “hotline” could either be answered by a person or be a recorded message. The campaign would either return the call or act upon the

message. The campaign tabloid-style newspaper would typically be sent to people who request additional information.

“Get Smart About Energy” Campaign Summary

The public education strategy outlined in this document describes a campaign to overcome the barriers that stand in the way of the public acceptance of energy reforms in Mongolia. The successful implementation of this strategy is anticipated to result in the following:

- Greater public awareness of energy reforms in Mongolia.
- Increased understanding of the benefits of the reforms.
- Increased public acceptance of the changes in the energy sector.
- Enhanced ERA relationships with key opinion leaders and industry associations.
- Enhanced ERA reputation as the main authority on energy issues.
- Increased specific actions by organizations and individuals to use energy wisely.
- A publication that documents energy savings actions by Mongolian organizations.

**X. Appendix**

i. Public Education Campaign Timeline

Table 5 details specific campaign activities and a proposed schedule for their implementation. The timing of certain events is vital to the success of the public education campaign, as many of the events support each other. This strategy assumes that an Ulaanbaatar-based public relations specialist will be responsible for implementing the campaign and ensuring that the planned activities are carried out according to the schedule. It is also important to note that a public education strategy is like a road map to a destination. Sometimes, obstacles are encountered that cannot be predicted (changing financial resources, unexpected expenses, new opportunities, new ideas). The campaign can remain flexible and still accomplish its goals.

ii. Public Education Campaign Budget

Table 6 outlines a projected budget to implement the Public Education Strategy for Energy Sector Reform. The “recommended budget” column encompasses a budget that is large enough to successfully deliver the campaign’s message in light of the recent, sudden increase of public interest in energy sector issues. The “current budget” column allocates the current approved budget to the campaign’s programs, but is not considered adequate to ensure a successful public education campaign given the present environment.

The budget presented includes the projected costs of the communications programs described in the public education strategy. The expense to hire a full-time Ulaanbaatar-based campaign coordinator to implement the strategy is not included in this budget.

**TABLE 5  
Public Education Strategy Timeline**

	Sep					Oct				Nov				Dec				Jan				Feb				Mar				Apr				May						
	2	9	1	2	3	7	1	2	2	4	1	1	1	2	2	9	1	2	3	6	1	2	2	3	1	1	2	3	1	1	2	3	7	1	2	2	5	1	1	2
	6	3	0	4	1	8	1	8	5	6	3	0	6	3	0	7	3	0	7	4	3	0	7	4	1	7	4	1	4	1	8	2	9	6						
<b>MEDIA CAMPAIGN</b>																																								
<b>1. Campaign Launch</b>																																								
Develop materials	█	█	█	█	█																																			
Organize event	█	█	█	█	█																																			
Recruit participants	█	█	█	█	█																																			
Develop news release	█	█	█	█	█																																			
Invite media	█	█	█	█	█																																			
Hold event						█																																		
Distribute release						█																																		
<b>2. Television</b>																																								
<b>a. Advertising</b>																																								
Produce ads	█	█	█	█	█						█	█	█	█	█						█	█	█	█	█						█	█	█	█	█					
Run ads						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<b>b. Call-In Shows</b>																																								
Schedule guests						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<b>3. Radio</b>																																								
<b>a. Advertising</b>																																								
Produce ads						█	█	█	█	█						█	█	█	█	█						█	█	█	█	█										
Run ads						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<b>b. Talk Shows</b>																																								
Schedule guests						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

**TABLE 5**  
**Public Education Strategy Timeline**

	Sep					Oct				Nov			Dec				Jan				Feb				Mar				Apr				May								
	2	9	1	2	3	7	1	2	2	4	1	1	2	2	9	1	2	3	6	1	2	2	3	1	1	2	3	1	1	2	3	7	1	2	2	5	1	1	2		
	6	3	0	4	1	8	4	1	8	5	2	9	6	3	0	6	3	0	7	3	0	7	4	3	0	7	4	1	4	1	8	5	2	9	6						
<b>MEDIA CAMPAIGN</b>																																									
<b>4. Newspaper Series</b>																																									
Write articles																																									
Create graphic																																									
Make "camera-ready"																																									
Distribute articles																																									
<b>5. Publicity</b>																																									
<b>a. Story Placements</b>																																									
Place success stories																																									
<b>b. Journalists Briefing</b>																																									
Hold briefings																																									
<b>c. Materials Development</b>																																									
Produce fact sheets																																									
Produce flyer/poster																																									
Produce news tabloid																																									

TABLE 5  
Public Education Strategy Timeline

	Sep					Oct				Nov				Dec					Jan				Feb				Mar					Apr				May											
	2	9	1	2	3	7	1	2	2	4	1	1	2	2	9	1	2	3	6	1	2	2	3	1	1	2	3	1	1	2	3	7	1	2	2	5	1	1	2								
	6	3	0			4	1	8			1	8	5			6	3	0										0	7	4			0	7	4	1		4	1	8			2	9	6		
<b>OUTREACH CAMPAIGN</b>																																															
<b>1. Partners for Progress</b>																																															
Recruit participants																																															
Issue news release																																															
Collect success stories																																															
Develop publication																																															
Issue award																																															
Publicize winners																																															
<b>2. School Program</b>																																															
Identify publisher of papers																																															
Create school contest																																															
Judge entries																																															
Issue awards																																															
Publicize winners																																															
<b>3. Speakers Bureau</b>																																															
Identify existing meetings																																															
Schedule speakers at events																																															
Coordinate events																																															
<b>4. Information "Hotline"</b>																																															
Arrange for "hotline"																																															
Manage calls																																															
Distribute tabloid																																															



TABLE 6  
**Public Education Strategy Budget**

	<b>Recommended Budget</b>	<b>Current Budget</b>
<b>A. MEDIA CAMPAIGN</b>		
1. Campaign Launch	\$ 1,000	\$ 1,000
2. Television Ads & Publicity	50,000	20,000
3. Radio Ads & Publicity	29,000	9,000
4. Newspaper Series	5,000	5,000
5. Publicity & Materials	5,000	5,000
<b>B. OUTREACH CAMPAIGN</b>		
1. Partners for Progress Program	\$ 5,500	\$ 5,500
2. School Program	3,000	3,000
3. Speakers Bureau	500	500
4. Information Hotline	1,000	1,000
<b>TOTAL BUDGET</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>