

# READINESS AND PREPARATORY SUPPORT

## COMMUNICATION STRATEGY FOR THE DEVELOPMENT OF NATIONAL MEPS FOR ELECTRIC MOTORS, DISTRIBUTION TRANSFORMERS, WASHING MACHINES, AND TELEVISIONS SECTORS IN LEBANON

Lebanon, “*Development of Energy Efficiency Standards and Labelling program for electric motors, transformers, washing machines and TVs in Lebanon*”

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# 1 Introduction

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A reliable and secure electricity supply is essential for strong economic and social development, but the electricity system of Lebanon has long been at the center of economic challenges (WB, 2020). The electricity sector suffers from several issues causing disruptions to the system and is unable to cope with a steady increase in demand of around 5% per year. In recent years, this problem has been exacerbated by the large influx of refugees coming from Syria, increasing demand. Some of the problems include chronic underinvestment, inefficient markets with high costs and tariffs, aging infrastructure, large technical and non-technical losses, and more.

These problems have translated into Électricité du Liban (EDL), the national utility, being able to meet only between 55 to 64% of the electricity demand (and further less in the current economic and political challenges in the country) despite significant budgetary support from the central government. This is not only costly for the government, but it leaves the remaining demand to be met by private temporary electricity producers, that rely on diesel-fueled generation technologies, which charge significant tariffs of up to US .30 cents per kWh causing a disproportionate impact on the poorest portion of the Lebanese society.

Furthermore, climate change is rapidly becoming one of the most important policy issues worldwide and it is no different for Lebanon. As a signatory to the Paris Agreement Lebanon is committed to delivering on its international commitments as well as reaping the multiple benefits of driving down energy demand. Lowering the energy demand is critical to addressing the supply and demand gap. Energy efficiency will also facilitate transitioning from fossil electricity generation to a renewable energy base, which is needed to meet the Paris Agreement and the National Determined Contribution (NDC) targets.

With this in mind, Lebanon developed specific Energy Efficiency (EE) policies such as the National Energy Efficiency Action Plan (NEEAP), now in its second iteration, identified several actions, including the implementation of the Minimum Energy Performance Standard (MEPS) in the Refrigeration and Air conditioning (RAC) sector. However, due to several barriers such as the institutional setting and the lack of experience, progress has been limited.

This project will support the implementation of a MEPS program for four products, namely electric motors, washing machines, TVs, and distribution transformers. This would reduce stress on the national electrical grid allowing it to meet a greater proportion of demand in the country, reducing noxious emissions (i.e., particulates), and reducing Investment needs on the electricity network<sup>1</sup>.

A communication strategy to raise awareness about energy-efficient equipment is needed. The strategy will outline the tools and messages recommended to change the target groups' perception leading to an increased demand for such equipment. The existence of such demand will result in the implementation of a MEPS program.

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<sup>1</sup> Inception report – Project UNEP/2021/189 - HEAT GmbH

## 2 The Strategy's Evolvement

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### 2.1 Previous Campaigns & Recommendations

To evaluate previous campaigns, the task was challenging as there is very limited documentation still available online in a coherent manner and stakeholders were unable to provide improved information. Further, it is of note that Lebanon's experience with energy efficiency and MEPS is limited. The limited information that was obtained primarily through online research with the support of local experts is summarized below, with none of the campaigns dealing directly with MEPS, rather energy efficiency and renewable energy:

- The very first campaign on energy efficiency was done in 2007-2009, implemented by a UNDP project (LCECP, currently LCEC). A brief was available on this link: <http://www.undp.org.lb/communication/archives/NESA.cfm>
- In 2010, the ministry of energy and water launched a national campaign on solar, promoting subsidized loans, with TV spots at prime time.
  - The brochure: <https://lcec.org.lb/sites/default/files/2021-02/LCEC%20Brochure.pdf>
  - More information: <https://www.sadaakkar.com/>
  - TV Spot: <https://vimeo.com/83833909>
- Greenpeace also launched a national campaign on electricity and solar.
  - Press release: <https://www.greenpeace.org/mena/ar/>
  - Press release: <https://www.alaraby.co.uk/>
  - An interview including the TV spots: <https://www.youtube.com/>
- There were also some ad-hoc campaigns done here and there for schools, hospitals... But these are just standalone events, not long-term strategy. Below are two examples from UNDP and EU funded project.
  - UNDP: <https://www.cedro-undp.org/media/news/school-awareness-campaign>
  - EU-funded project SISSAF: <https://www.facebook.com/save.energy.lebanon/>
- More TV spots done by the Ministry of Energy and Water:
  - <https://vimeo.com/83850738>
  - <https://vimeo.com/83850739>
  - <https://vimeo.com/319005399>
  - <https://vimeo.com/83850740>
  - <https://vimeo.com/83833908>
  - <https://vimeo.com/83768853>
  - <https://vimeo.com/83768852>
  - <https://vimeo.com/83768851>
  - <https://vimeo.com/83768850>

Despite the information provided above, specific strategic information on the level of resources, the programmed duration, the strategic objectives, key messages, and more was not available complicating a more detailed assessment of the existing experience. However, based in the available information and the lack of information itself the following observations are put forward:

1. Great efforts were made towards standardization, policies, and legalization. Though, this was stated online as objectives yet, there is no tangible way to verify if objectives were achieved or not.
2. Some campaigns managed to implement awareness-raising campaigns that were covered by most Lebanese media completely free of charge. This is a great example of involving several stakeholders in national campaigns to mobilize resources efficiently.
3. UN Agencies (mainly UNDP and UNEP), EU, and Green Peace in coordination with other international entities and in cooperation with the Lebanese Ministry of Energy and Water (MoEW) and the LCEC were the most active donor organizations to address the energy efficiency issue in Lebanon. MoEW

and LCEC are well positioned to lead any campaigns while involving all needed stakeholders starting from the planning stage.

4. Some campaigns lasted for 2 months only, while it is recommended that the campaigns continue over at least 9-12 months and to be repeated 3-5 times (3-5 years) as needed. Social and Behavior Change Communication (SBCC) works best for extended periods.
5. Stakeholder groups involvement: SBCC includes also involving as many as possible from the stakeholders to ensure the best results and outreach. The example mentioned above on involving the Lebanese media was a great example and would be even much better to involve more stakeholders like the print media, youth, students, and others, as this strategy is suggesting.
6. The lack of mobilizing multi channels and tools in previous campaigns was a proof for the need to Follow the 360-degree Communication by using several channels and tools in a synchronized matter would be more effective than using one or two channels for the campaign.

## 2.2 Connecting to Existing Campaigns

To apply a very efficient approach in communications (360-degree communications), building on existing campaigns would be beneficial to either provide a jump start on awareness or an increased understanding of the messages for any communication plan. This could be done through the communication advisory committee meetings<sup>2</sup> dedicated to the review and approval of the messages, tools, and activities. Moreover, more in-depth research is needed to identify which campaigns would be aligned with this strategy and campaign.

However, considering the observations above and the lack of information, there is little understanding of the impacts of previous communications campaigns, the existing level of MEPS or energy efficiency awareness in the market, or the main benefits, it is recommended to start from zero and assume the market is largely unaware.

## 2.3 Methodology

The strategy proposes using the SCALE+ (System-wide Collaborative Action for Livelihood and Environment) approach which was developed based on the Future Search approach<sup>3</sup>. The Future Search principles focus on 1) getting the “whole system – all stakeholders involved in the subject matter” in the room, 2) exploring the “whole elephant – all aspects of the subject matter” before seeking to fix any part, 3) put common ground and future focus front and center, and 4) encourage self-management and responsibility<sup>4</sup>.

SCALE+ offers a process for approaching development challenges from multidisciplinary perspectives and with stakeholders from multiple sectors. It can help project managers design and invest more efficiently in smart, enduring solutions to problems. Its purpose is to bring about broad and sustained collective impact. Three principles are fundamental to SCALE+, 1) apply a system lens, 2) build social capital, and 3) facilitate locally driven development.<sup>5</sup>

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<sup>2</sup> Nature of the communication advisory committee is explained in the following sections.

<sup>3</sup> [Methodology | Future Search](#)

<sup>4</sup> [What is Future Search? | Future Search](#)

<sup>5</sup> [SCALE+ \(fhi360.org\)](#)

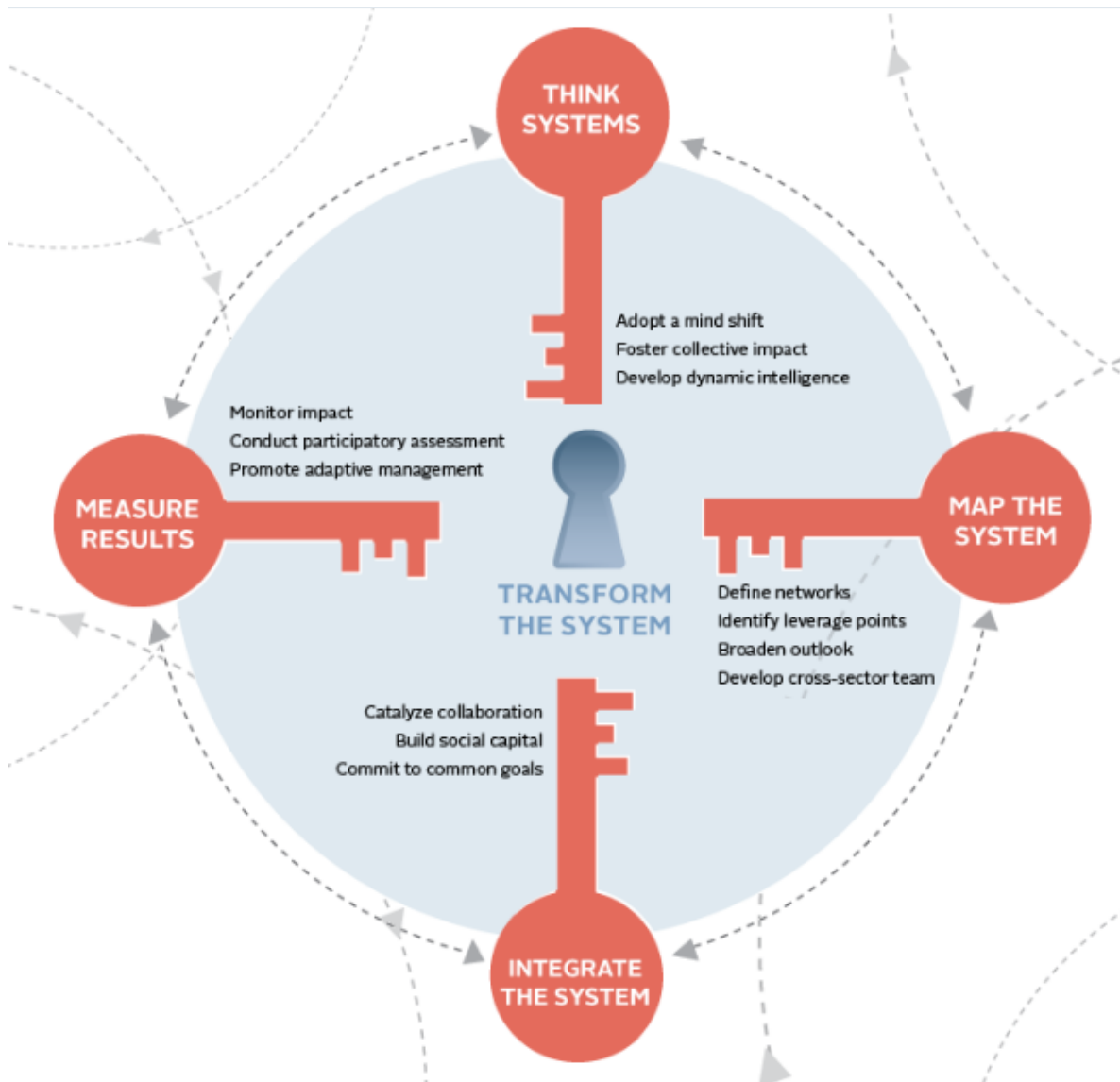


Figure 1: SCALE+

The SCALE+ approach usually starts with a large group strategic planning workshop that gathers as many of the key stakeholders as possible to participate. Each participating stakeholder should nominate a decision maker to represent it in this workshop to support effective action and maintain a dynamic pace. The key outcomes of the workshop would be a list of common objectives that represent the stakeholders' interest in the subject matter and short and long-term collaborative work plans for each stakeholder to achieve the agreed objectives.

The implementation of the SCALE+ approach starting with the workshop in this project would be of great benefit to achieving the project's objectives and deliverables, especially the awareness campaign. With the understanding of the progress already made by the project and the time consumed from the project's lifespan, another parallel alternative approach would be suggested in the strategy. The parallel approach is forming an informal communication advisory committee consisting of the recommended stakeholder groups. The resulting committee could be considered as an informal ongoing strategic planning and coordinating body that will play a major role in the implementation of the communication strategy and campaigns.

Accordingly, the strategy also proposes two categories of communications tailored to two target audiences:

1. Internal Communications targeting the stakeholders joining the suggested informal communication advisory committee,
2. External Communications directed to the:
  - a. main target groups,
  - b. sub-target groups.

The main target groups would be the end-users, and the sub-target groups include academic bodies, media, civil society representatives, and public opinion shapers.

The Internal Communications category is, as per the SCALE+ approach, mainly a suggested workflow mechanism aimed at coordinating the plans, activities, and objectives of the stakeholders. This mechanism will facilitate a faster and more efficient way to raise awareness about using energy-efficient equipment and the cumulative positive impact nationally on Lebanon's energy grid and globally on the climate and the environment.

On the other hand, the External Communications category would provide the target groups (main and sub) with 1) essential information about energy-efficient equipment, 2) the key benefits to consumers from using energy-efficient equipment, and 3) the upcoming mandatory enforcement of using energy consumption labeling. The main target group (end-users) must be informed about the benefits of using energy-efficient equipment. The purpose is to encourage the target group to choose energy-efficient equipment which will create a demand for such equipment and accordingly will encourage manufacturers and importers to increase their focus on energy-efficient equipment.

For the sub-target groups (financial entities, private sector, NGOs & CBOs, youth, media, and influencers) the communications strategy aims to inform them about the benefits of using energy-efficient equipment and the upcoming mandatory enforcement of using energy consumption labeling. The ultimate purpose of informing the sub-target groups is to gain their trust and align their efforts with the implementing entity by reaching out to their networks and followers. Messages and outreach efforts done by the implementation entity combined with messages and outreach efforts done by sub-target groups would represent a successful application of a communication 360 approach. Eventually the target group will receive messages from several directions and different stakeholders with mainline encouraging them to use energy efficient equipment.

One of the most challenging market barriers is the financial cost produced from purchasing energy efficient equipment to replace the old ones. So, the strategy is also aiming to encourage all involved stakeholders in value chain of the energy efficient equipment such as governmental sector, private sector (importers, manufacturers, retailers), financial entities, SME's, ... etc., to be involved. Exhibiting the potential demand on energy efficient equipment through raising the awareness of the end users on financial benefits gained from purchasing such equipment will encourage such stakeholders to re-disseminate these information and messages while finding financial solutions to overcome the financial cost barrier for the end user while expanding their business options.

The key tools envisaged include the traditional tools used in communication campaigns but tailored for the different target groups. These include email text, PowerPoint presentations, stakeholder engagement meetings, promotional materials, awards schemes/competitions, audio-visual products, social media (Facebook, LinkedIn) outreach, website/portal, public speaking events, and the annual event e.g., the Carbon Reporting annual event. The timeframe of this communication strategy is divided into multiple one-year phases as needed. Each phase will start with a preparation and coordination period, followed by a roll-out/implementing period, and finally, an evaluation & adjustment period that would overlap with the last month or two of the previous roll-out/implementation period. The nature of the phases will change from

raising awareness about the energy-efficient equipment to disseminating information related to the enactor law when it is implemented.

It is of note that while the implementation of the complete strategy would render the most effective results, individual components of the strategy can be implemented separately and would still be beneficial.

## 2.4 Stakeholder Groups and Target Groups

The stakeholders are all the parties that can affect the subject matter or be affected by the subject matter. The target groups, main and sub, are included in the stakeholders. This strategy deals with stakeholders, the main target group, and the sub-target group. The main target group is the end-users. The sub-target groups are the ones who should be informed about the subject matter, so they advocate for it and become one of the channels for disseminating the messages to the main target group.

Accordingly, it is highly recommended to classify the stakeholder groups and the target groups into two ways of communication: 1) Internal Communication targeting and working with the stakeholders who would cooperate with the implementation entity or the informal communication advisory committee, and 2) External Communication targeting all the target groups main and sub (listed below).

The Internal Communication will be more of a suggested workflow and information exchange mechanism than a typical communications approach.

Accordingly, the stakeholders, including the ones in the working group developing each MEPS and members from the following list to determined by the initial terms of reference for the MEPS development:

- Ministry of Environment (MOE)
- Ministry of Energy and Water (MEW)
- Ministry of Economy and Trade (MOET)
- Ministry of Industry (MOI) and the Industrial Research Institute (IRI)
- Ministry of Education and Higher Education, TVET, and academic institutions – to facilitate targeting youth and school students.
- Electricité du Liban (EDL)
- Association of Lebanese Industrialists (ALI) – recommended to be added to the informal communication advisory committee.
- Lebanese Customs Authority (Douanes Libanaises)
- National Commission for Lebanese Women (NCLW)
- The Lebanese Standards Institution (LIBNOR)
- Manufacturers (Matelec)

The target groups are as follows:

- Banks/Financing Entities including SMEs and business community (sub-target group)
- Advertisement Agencies (sub-target group)
- Media (sub-target group)
- Other donor organizations especially the ones working on 1) energy, 2) environment, and 3) economic growth (sub-target group)
- Electric appliances Importers (electric motors, transformers, washing machines and TVs) (sub-target group)

- Electric appliances sellers (sub-target group)
- Servicing companies (sub-target group)
- Youth and School students (9-12 years old) (sub-target group)
- NGOs & CBOs (sub-target group)
- Influencers/Public Opinion leaders (Local Community Leaders, Celebrities) (sub-target group)
- End-users (main target group depending on the EE appliances or equipment) – see section 4

The target groups are categorized into two additional categories: 1) main target group and 2) sub-target groups.

The main target group would be the end-users as changing their perception to adopt the energy-efficient equipment is the main objective of this strategy. Also, (end-users) should get most of the focus because changing their perception plays an extremely important role in implementing the projects' objectives.

The sub-target groups represent: 1) the grassroots connectors (opinion leaders) who shape public opinion such as local community leaders, celebrities, and NGOs 2) the enablers such as financial entities and sellers, and 3) the educators and disseminators such as the media and advertisement agencies. These sub-target groups should be informed about the energy-efficient equipment to become supporters and advocates for the concept of using energy-efficient equipment through disseminating the project's messages. So, eventually, the main target group would receive the messages from several directions which is proven to be the most effective in changing a perception or a behavior.

## 2.5 Identifying Internal Communications / Workflow Mechanism

Internal communications are a suggested way of coordinating and organizing the workflow between the stakeholders in an attempt to maximize the coordination and collaboration between them. Such an approach will lead to stronger results. The suggested workflow led by the communication advisory committee, or the implementation entity is formed by three circular steps, 1) information exchange between the stakeholders, 2) the implementation entity calls for stakeholders' engagement meetings, and 3) recommendations on collaborative actions and work plans produced by stakeholders as results of these meetings. After reaching the stage of collaborative work plans, external communications can be initiated with a much stronger coordinated reach out. The figure below shows the dynamics and flow of information/messages between stakeholders, the target groups, and the implementation entity.

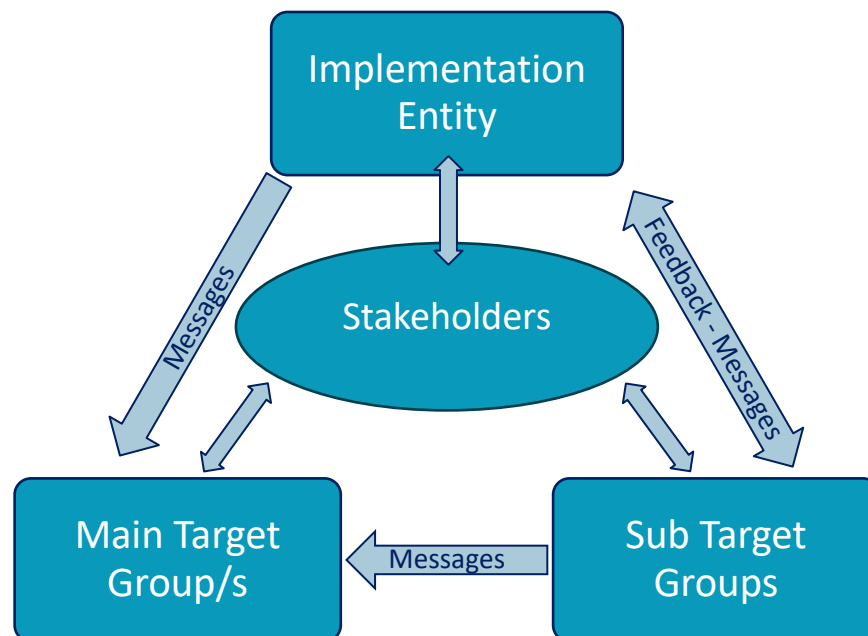


Figure 2: Stakeholders dynamics

## 2.6 Strategy Objectives, Stakeholders' Objectives, & Target Groups Objective

This project will support the implementation of a MEPS program for electric motors, washing machines, TVs, and distribution transformers to reduce stress on the national electrical grid, which will allow for meeting a greater proportion of demand in the country, reduction of noxious emissions (i.e., particulates), and reducing Investment needs on the electricity network, the strategy overall objectives would be:

- Raise awareness about the energy-efficient equipment,
- Encourage end-users to adopt using energy-efficient equipment,
- Reduce pressure on Lebanon's energy gride,
- Reduce the impact of energy consumption on the climate and the environment through the reduction of Greenhouse Gas (GHG) emissions.

The Individual Stakeholders' Objectives are mainly their annual plans, priorities, and policies according to the sector of interest. These objectives will not be researched or listed in this document as this will require a more in-depth study. It is important to have a simple understanding of the individual stakeholders' objectives to craft the most effective messages for each stakeholder.

The target group objective in general is lowering their life expenses, as every individual would aim at, while keeping their current quality of living by using electric equipment. That's why messages targeting end users will focus on the financial saving gained from using EE equipment.

## 2.7 Objective / Desired Perceptions or Behaviors

The following table will outline the perceptions and/or behaviors that the implementation of this document will try to achieve.

Table 1: Objective/ Desired Perceptions or Behaviors

#	Stakeholder Group or Target Group	Desired Actions & Results
1	Stakeholders to join the informal communication advisory committee	<ol style="list-style-type: none"> <li>1. Increase the coordination, collaboration, and complementation between the stakeholder groups.</li> <li>2. Formulate collaborative work plans</li> </ol>
2	Banks/Financing Entities	<ol style="list-style-type: none"> <li>1. Create incentives for the end-users to buy energy-efficient electrical devices as it is a new market opportunity.</li> <li>2. Increase financial solutions for end-users to increase demand for energy-efficient equipment to benefit from the new market opportunity.</li> </ol>
3	SMEs and business community. (focus on women SMEs)	
4	<ul style="list-style-type: none"> <li>- Association of Lebanese Industrialists (ALI)</li> <li>- Industrial Research Institute (IRI)</li> </ul>	<ol style="list-style-type: none"> <li>1. Create demand by the manufacturers for energy-efficient equipment by facilitating certification for energy-efficient equipment.</li> <li>2. Disseminate information about energy-efficient equipment testing to raise the manufacturers' awareness about it.</li> </ol>
5	Media entities & personnel (print, audio, and visual)	<ol style="list-style-type: none"> <li>1. Involve media entities as a partner in a national effort.</li> <li>2. Disseminate information about the benefits of energy-efficient equipment through media outlets.</li> </ol>
6	Electric devices importers & Electric devices sellers	<ol style="list-style-type: none"> <li>1. Increase awareness about the upcoming mandatory application for energy-efficient equipment.</li> <li>2. Alert them on the enforcement of energy-efficient equipment.</li> </ol>
7	Servicing companies	<ol style="list-style-type: none"> <li>1. Increase awareness about the upcoming mandatory application for energy-efficient equipment.</li> <li>2. Alert them on the energy-efficient equipment to upgrade their maintenance knowledge about these devices.</li> </ol>
8	Youth (students 9-12 Years old, universities, and TVET students)	<ol style="list-style-type: none"> <li>1. Educate youth and students to sustain the awareness gained by the end-users.</li> <li>2. Mobilize youth and students as awareness-raising channels for the end-users.</li> <li>3. Encourage TVET students to turn their attention towards understanding and studying energy-efficient equipment</li> </ol>
9	Influencers/Opinion leaders (Local Community Leaders, Celebrities, & Faith Leaders)	<ol style="list-style-type: none"> <li>1. Increase knowledge and understanding of the benefits of using energy-efficient equipment.</li> <li>2. Support awareness raising for the public audience (end-user focus).</li> <li>3. Assume the role of a public opinion leader by assisting in conveying knowledge about energy-efficient equipment.</li> </ol>
10	NGOs & CBOs (especially the ones dedicated to women)	<ol style="list-style-type: none"> <li>1. Increase knowledge and understanding of the benefits of using energy-efficient equipment.</li> <li>2. Raise awareness for the public audience (end-user).</li> <li>3. Encourage end-users to purchase energy-efficient equipment.</li> </ol>
11	End-users	<ol style="list-style-type: none"> <li>1. Raise awareness for the public audience (end-user).</li> <li>2. Encourage end-users to purchase energy-efficient equipment.</li> </ol>

## 2.8 Messages for Stakeholders & Messages for Target Groups

The key messages will be presented in several forms and tools, and distributed via several channels and/or activities, keeping in mind that the formulation of the messages should focus always on educating the target groups by suggestively communicating the information and not in an imperative way. The messages should also be accessible with minimal effort from the target groups and should pass through several phases and evolve throughout implementation.

The messages' main ideas should be conveyed using the entire array of tools available starting from the simple written email to press releases, factsheets, posters, leaflets, manuals, billboards, social media posts/ website content, presentations, meetings, public discussions, seminars/webinars, videos, and audios.

### 2.8.1 General Line of Messaging for Internal Communications

As mentioned previously, the internal messages would be directed to the stakeholders who are interested in cooperating with the informal communication advisory committee. The main inhibitor of the effectiveness of any initiative is the lack of information flow between the different stakeholder groups.

Another inhibiting factor is the tendency of almost any stakeholder to not share plans. This information gap is usually generated due to the stakeholders' needs to compete and lead, and while the need to lead could be seen as a positive attitude, when it is accompanied by the aspect of competition it becomes detrimental.

Accordingly, messages should 1) encourage the experienced stakeholders to lead the process by sharing knowledge and experience with other stakeholders, 2) encourage all stakeholders to share an optimal amount of information to enable efficient planning, and 3) remind stakeholders of the benefits of having a common goal besides having the stakeholders' objectives to formulate collaborative work plans. The suggested Internal Messages for the stakeholders would include, but not be limited to, the following general lines in the first column that will eventually lead to the objective stated in the second column:

Table 2: General messaging lines for internal communications.

General Line	Objective
<b>Coordination in planning - Collaboration in implementing - Complementation in actions for Enhanced Energy Efficiency Practices 4 Green Climate (Co.Co.Co. 4 GC)</b>	<ul style="list-style-type: none"> <li>Improving information flow &amp; communication efficiency between stakeholders.</li> <li>Improving collaboration between stakeholders</li> <li>Improving mobilization of stakeholders' resources</li> <li>Higher efficiency efforts in implementing the communication campaigns.</li> <li>Encouraging the Customs Authority to give exemptions on energy-efficient equipment.</li> </ul>
<b>Sharing plans with other stakeholders, as much as it is possible, will always be beneficial</b>	
<b>Coordination, collaboration, and complementation ensure efficient use of resources and better faster results.</b>	
<b>Giving customs exemptions would encourage the end-users to adopt the energy-efficient equipment.</b>	
<b>Success is a common objective and achievement.</b>	
<b>Pooling together resources to achieve a sustainable transformational change in the target group's perception.</b>	<ul style="list-style-type: none"> <li>Keeping the objectives of the project up and front.</li> </ul>

### 2.8.2 General Line of Messaging for the Target Groups (External Communications)

The messages to the target groups should focus on 1) explaining the benefits gained of using energy-efficient equipment, 2) specifying that benefits are not limited to the savings on the cost of energy bills but also other

stakeholder groups could benefit from the increased demand on EE equipment, these benefits could be presenting opportunities to finance programs to purchase EE equipment, developing businesses, and being prepared for the upcoming mandatory enforcement for energy-efficient equipment and labeling beside the bigger goal which is protecting the global climate through the reduction of the Greenhouse Gases (GHG) emissions, and 3) emphasizing that NGOs, CBOs, and community leaders can make a difference through disseminating such information to their communities.

Suggested External Messages for the target groups would include, but not be limited to, the following general lines in the first column that will eventually lead to achieve the objective stated in the second column:

Table 3: General messaging lines for the Target Groups (External Communications).

General Line	Objective
<b>Financing energy-efficient equipment is a promising business development chance.</b>	Encourage banks, financing entities, and SMEs to create new financial solutions or broaden current ones for end-users to increase demand for energy-efficient equipment by reducing financial obstacles preventing end-users from adopting EE equipment.
<b>Creating new financing programs or expanding current ones to include financing energy-efficient equipment is beneficial for your entity, the end-users, and the national economy</b>	
<b>You can be a vital partner in such a national campaign with your financial and/or in-kind contributions besides innovative contributions such as including the campaign’s messages in your own campaign.</b>	Advertisement agencies to join and contribute to the campaigns.
<b>Creating a demand for manufacturing energy-efficient equipment is a sign of success for your efforts.</b>	Encourage ALI & IRI to raise awareness among the manufacturers about energy-efficient equipment testing to create a tendency towards manufacturing and using energy-efficient equipment.
<b>Sharing information about the testing process will encourage manufacturers and importers to adopt energy-efficient equipment.</b>	
<b>Media is an extremely powerful partner in any national development project.</b>	Involve media entities as a partner in a national effort and encourage them to disseminate information about the benefits of energy-efficient equipment through media outlets.
<b>Being a part of a national initiative that will benefit everyone is the core of journalism.</b>	
<b>Following energy-efficient equipment rules is voluntary for a short term then it will be mandatory.</b>	Alert the importers and sellers on the enforcement of energy-efficient equipment.
<b>Following the rules while you have the time is much easier than being under timeframe pressure</b>	Alert the servicing companies on the energy-efficient equipment to upgrade their maintenance knowledge about these devices.
<b>Adopting energy-efficient equipment represents a developed modernized community.</b>	Educate youth and students to sustain the awareness gained by the end-users and to encourage TVET students to specialize in EE equipment.
<b>As young community leaders, you have a commitment of sharing the knowledge with your family and neighbors.</b>	Mobilize youth and students as awareness-raising channels for the end-users.
<b>Leaders will always lead their followers to adopt whatever grants benefits to them.</b>	Support awareness raising for the public audience (end-user focus) by the public opinion leaders.

<b>As community leaders, you need to share the knowledge with your family and neighbors</b>	Assume the role of a public opinion leader by assisting in disseminating the knowledge about energy-efficient equipment.
<b>As the community's development leaders, you can spread the word about energy-efficient equipment.</b>	Raise awareness for the public audience (end-user) through NGOs & CBO especially the ones dedicated to women.
<b>Raising awareness of women in your communities about energy-efficient equipment will support the rising awareness of the whole community.</b>	Encourage end-users to purchase energy-efficient equipment through NGOs & CBOs, especially the ones dedicated to women.
<b>Energy-efficient TVs reduce your electricity consumption and the cost you pay by a percentage of (--%)<sup>6</sup>.</b>	Increased number of end-users purchasing energy-efficient equipment.
<b>Energy-efficient washing machines reduce your electricity consumption and the costs you pay by a percentage of (--%)<sup>7</sup>.</b>	
<b>Reduced electricity consumption guarantees the availability of energy to all Lebanese.</b>	
<b>Reducing Greenhouse Gas (GHG) emissions is the responsibility of every individual to protect the future of the coming generations on this globe.</b>	

## 2.9 Tools and Channels

The suggested tools and channels are the typical tools for almost all communication strategies, the difference will be in the channels and the way of dissemination. A brief description of each tool is provided below for both Internal and External Communication.

Table 4: Internal communication tools and channels for stakeholders

#	Tool	Main Content & Objective	Channels/Use in:
1	Email Exchange (text)	<ul style="list-style-type: none"> <li>• Coordination &amp; Information Exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Correspondences</li> </ul>
2	PowerPoint Presentation	<ul style="list-style-type: none"> <li>• Coordination &amp; Information Exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Meetings</li> </ul>
3	Stakeholder Engagement Meetings	<ul style="list-style-type: none"> <li>• Strategic Cooperative Planning</li> <li>• Information Exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Engagement Meetings</li> </ul>

Below follows a brief explanation of the tools and channels to be used in the Internal Communication for the Stakeholders:

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<sup>6</sup> Exact and accurate percentage to be added

<sup>7</sup> Exact and accurate percentage to be added

### 1. Email exchange (text)

A practical fast medium for coordination and information sharing between Stakeholders. The text could include 1) an exchange of information on stakeholders' plans, and 2) dates for upcoming joint activities and coordination meetings.

### 2. PowerPoint Presentation

Mainly contain information about the energy-efficient equipment, the labeling soon to be mandatory, and explaining the benefits of aligning efforts.

### 3. Stakeholder Engagement Meetings

Dedicated meetings for targeted stakeholders on the energy-efficient equipment. These meetings will start as a forum to share information and should evolve to become strategic planning meetings between stakeholders.

The previous table listed, in general, the tools and channels recommended to be used with the stakeholders. The following table lists the tools and channels recommended to be used with each of the target groups.

Table 5: External communication tools and channels for target groups

#	Tool	Main Content & Objective	Channels
1	Email Exchange	<ul style="list-style-type: none"> <li>Coordination &amp; Information Exchange</li> </ul>	<ul style="list-style-type: none"> <li>Correspondences</li> </ul>
2	PowerPoint Presentation	<ul style="list-style-type: none"> <li>Coordination &amp; Information Exchange</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Engagement Meetings</li> </ul>
3	Promotional Materials	<ul style="list-style-type: none"> <li>Factsheets (dedicated to each target group if possible), USB flash drives, roll-ups, banners, posters, stickers, and calendars.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Engagement Meetings</li> <li>Website/social media</li> <li>Media outlets</li> <li>The annual event</li> </ul>
4	Award Schemes/ Competitions	<ul style="list-style-type: none"> <li>Tailored award schemes/ competitions arranged to encourage specific target groups to use energy-efficient equipment or to promote using such equipment. For example (student competition, youth competition, media competition, NGOs&amp; CBOs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Website/social media</li> <li>The annual event</li> </ul>
5	Video spots (Audio/Visual Products)	<ul style="list-style-type: none"> <li>Short videos on benefits gained through using energy-efficient equipment and the amount of savings on the electricity bill. These video spots can be used on websites and social media.</li> <li>Audio spots can also be produced and used.</li> </ul>	<ul style="list-style-type: none"> <li>Website/social media</li> <li>Media outlets</li> <li>The annual event</li> </ul>
6	Social media (Facebook & LinkedIn)	<ul style="list-style-type: none"> <li>Social media (Facebook) is a convenient tool/channel to reach the public audience/end-users.</li> <li>While LinkedIn is a convenient tool/channel to reach to the professional networks such as manufacturers, importers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Website/social media</li> </ul>
7	Website/portal	<ul style="list-style-type: none"> <li>Would be used to               <ol style="list-style-type: none"> <li>information, messages, and video spots on the benefits of using energy-efficient equipment,</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Website/social media</li> </ul>

		<ol style="list-style-type: none"> <li>2. document all activities done towards raising awareness of energy-efficient equipment, and</li> <li>3. progress made through publishing the number of energy-efficient equipment purchased.</li> </ol>	
8	Public speaking events	<ul style="list-style-type: none"> <li>• Events that would be held in public venues to share information and benefits of using energy-efficient equipment. Speakers could include public figures and celebrities.</li> </ul>	<ul style="list-style-type: none"> <li>• Website/social media</li> <li>• Media outlets</li> </ul>
9	The annual event	<ul style="list-style-type: none"> <li>• An event to celebrate the winners of the competitions and announce the progression done so far by the initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Website/social media</li> <li>• Media outlets</li> </ul>

Below is a brief explanation of the tools and channels to be used in the External Communications for the target groups:

**1. Email exchange (text)**

a practical fast medium for coordination and information sharing with most of the target groups. The text would include 1) information and messages on the benefits of using energy-efficient equipment, and 2) updates on upcoming events.

**2. PowerPoint Presentation**

mainly contain information about the energy-efficient equipment, the labeling soon to be mandatory, and explaining the benefits of aligning efforts. It should be tailored according to which target group the PPT will be presented to.

**3. Promotional Materials (Factsheets/Leaflets)**

(dedicated to each target group if possible) this tool and the following one (Website/Social Media Posts) will be focusing on disseminating information about energy-efficient equipment and labeling. Other materials could include roll-ups, banners, posters, stickers, and calendars.

**4. Award Schemes/Competitions**

tailored award schemes/ competitions arranged to encourage specific target groups to use energy-efficient equipment or to promote using such equipment. For example (student competition, youth competition, media competition, NGOs& CBOs, etc.). This tool can be used for all target groups under a different definition.

**5. Audio/Visual Products**

this tool would include all audio-visual products (Audio spots, TV spots, and Info-graphs) aimed at disseminating information about energy-efficient equipment, benefits gained through using them, and the amount of saving on the electricity bill. It could also provide suggestions on how target groups can participate and collaborate. These video spots can be used on websites and social media. Audio spots can also be produced and used.

**6. Social Media (Facebook and LinkedIn)**

Facebook is a convenient tool/channel to reach to public audience/end-users. While LinkedIn is a convenient tool/channel to reach professional networks such as manufacturers, importers, ... etc.

**7. Website/Social Media Posts**

Would be used to A) information, messages, and video spots on the benefits of using energy-efficient equipment, B) document all activities done towards raising awareness of the energy-efficient equipment, and C) progress done through publishing the number of energy-efficient equipment purchased.

**8. Public Speaking Events**

events that would be held in public venues to share information and benefits of using energy-efficient equipment. Speakers could include public figures and celebrities.

## 9. The annual event

an event to celebrate the winners of the competition and announce the progression done so far by the initiative. An event such as the Annual Carbon Reporting would be a great opportunity to host the suggested annual event activities.

Table 6 summarizes the suggested tools and channels for each target group, however it will be up to the MEPS development team to select the preferred options.

Table 6: Summary of suggested tools and channels for each target group

#	Target Group	Stakeholders	Banks/Financing Entities	ALI & IRI	Media	Electric devices importers & sellers + Servicing companies	Youth (high schools & universities)	Influencers/Opinion leaders (Local Leaders, Celebrities)	NGOs & CBOs (with a focus on the environmental ones)	End-users
	<b>Tools/Channels</b>									
1	Email Exchange	X	X	X	X	X		X	X	
2	PowerPoint Presentation	X	X	X	X				X	
3	Stakeholders Engagement Meetings	X	X	X	X	X	X	X	X	
4	Promotional Materials	X	X	X	X				X	X
5	Award Schemes/ Competitions				X	X	X	X	X	X
6	Video spots (Audio/Visual Products)	X	X	X	X	X	X	X	X	X
7	Social Media (Facebook & LinkedIn)	X	X	X	X	X	X	X	X	X
8	Website/portal	X	X	X	X	X	X	X	X	X
9	Public speaking events				X	X	X	X	X	X
10	The annual event	X	X	X	X	X	X	X	X	X

## 2.10 Timeline

The MEPS development team needs to define an appropriate timeline for both Internal and External Communications needed for each product MEPS as several factors currently could affect the length of communications needed to achieve the set objectives. However, it is recommended that campaigns addressed to final users, the duration should be at least one year.

Some of the factors that impact the level of communication and awareness campaigns include elements such as the stakeholders' willingness and readiness to support the implementation of MEPS, the existing level of awareness, the connections with existing campaigns, the relation with other initiatives, the observed impacts from previous experience and more.

For the Internal Communications/workflow: it is suggested to start by calling for stakeholders' engagement meetings by the informal communication advisory committee or the implementation entity itself, after initiating the email exchange and exchange of PowerPoint presentations to explain the idea of this communications approach.

The stakeholders should meet at least once every three months (quarterly) or four times/year depending on the availability of the stakeholders' representatives especially with the difficulties facing every Lebanese due to the current challenging economic situation. The project implementation entity (for example LCEC as the energy efficiency agency) should chair and host these meetings and coordinate the makeup of the implementation group.

For the External Communication timeline: 1) emails and PowerPoint Presentations have no specific timing as they can be used as needed, 2) for the stakeholder's engagement meetings, it would be an added value to have a quarterly meeting for each target group, 3) also, it would be ideal to hold the General/Mixed Target Groups Meeting every quarter to drive the coordination between the target groups, 4) for the production of print materials, and audio/visual products, it would be more efficient to mass produce them yearly or every 6 months, 5) website and the social media posts should be posted weekly, at minimum, and ideally, daily, 6) public speaking events should follow the major events marked on the calendars of the stakeholders, and 7) the award schemes/competitions should be held every year during the annual carbon reporting event.

For a more detailed suggested step and duration of each step of the communications strategy for different stakeholder groups, refer to Chapter 3 on the proposed implementation plan.

## 2.11 The Strategy at a Glance

The following table illustrates the strategy's main elements in a table format for easier access

WHY		WHAT	WHOM	HOW	INDICATORS (indicative)
OBJECTIVES	RESULTS	MESSAGES	TARGET GROUP	TOOLS	
<p><b>Increase coordination, collaboration, and complementation between the stakeholder groups.</b></p> <ol style="list-style-type: none"> <li>Efficient mobilization of resources</li> <li>Reduce the needed timeframe for implementation</li> </ol>	<ul style="list-style-type: none"> <li>Improved information flow &amp; communication efficiency between stakeholders.</li> <li>Improved collaboration between stakeholders</li> <li>Improved mobilization of stakeholders' resources</li> <li>Higher efficiency in the efforts to implement the communication campaigns.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Coordination, collaboration, and complementation ensure efficient use of resources and better faster results.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Success is a common objective and achievement</i></p>	<ul style="list-style-type: none"> <li>All stakeholders in the PWG</li> <li>Recommended to join the informal communication advisory committee or the implementation entity stakeholders like the Ministry of Economy and Trade (MOET), Lebanese Centre for Energy Conservation (LCEC)/MEW, Association of Lebanese Industrialists (ALI), Banks/Financing Entities including SMEs and business community, other donor organizations, Media ... etc.</li> </ul>	<ol style="list-style-type: none"> <li><b>Email text:</b></li> <li><b>PowerPoint Presentation</b></li> <li><b>Stakeholders Engagement meetings</b></li> <li><b>Website/portal</b></li> <li><b>Public speaking events</b></li> <li><b>The annual event.</b></li> </ol>	<ul style="list-style-type: none"> <li>Increased number of stakeholders collaborating</li> <li>Joint short and long-term work plans</li> </ul>
<p><b>Create incentives for the end-users to buy energy-efficient electrical devices.</b></p> <ol style="list-style-type: none"> <li>Increase financial solutions for end-users to increase demand for energy-efficient equipment.</li> <li>Increase demand will increase demand on financing programs offered by financing entities.</li> </ol>	<ul style="list-style-type: none"> <li>Increased business opportunities for the financing entities via the financing programs designed especially to finance energy-efficient equipment.</li> <li>Increased demand for energy-efficient equipment by the end-users due to the availability of financing programs</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Financing energy-efficient equipment is a promising business development chance.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Creating financing programs for energy-efficient equipment is beneficial for your entity, the end-users, and the national economy.</i></p>	<ul style="list-style-type: none"> <li>Banks/Financing Entities</li> <li>SMEs and business community. (focus on women SMEs and communities)</li> </ul>	<ol style="list-style-type: none"> <li><b>Email text</b></li> <li><b>PowerPoint Presentation</b></li> <li><b>Stakeholders Engagement meetings</b></li> <li><b>Website/portal</b></li> <li><b>Public speaking events</b></li> <li><b>Promotional Materials</b></li> <li><b>The annual event</b></li> </ol>	<ul style="list-style-type: none"> <li>Number of financing entities joining the efforts of promoting energy-efficient equipment</li> <li>Increased number of financing programs dedicated to financing energy-efficient equipment.</li> </ul>

WHY		WHAT	WHOM	HOW	INDICATORS (indicative)
OBJECTIVES	RESULTS	MESSAGES	TARGET GROUP	TOOLS	
<p><b>Increase awareness about the energy-efficient equipment and the upcoming mandatory application for these equipment.</b></p> <ol style="list-style-type: none"> <li>1. Encourage Advertisement Agencies to get involved since the beginning of the campaigns.</li> <li>2. Benefit from their creative ideas.</li> </ol>	<ul style="list-style-type: none"> <li>• Potential creative, in-kind, and financial contributions from agencies.</li> <li>• Increased connections for the campaign with other ongoing campaigns and efforts of other entities.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>You can be a vital partner in such a national campaign with your financial and/or in-kind contributions besides the innovative contributions.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Joining early enriches such national campaigns with your innovative, in-kind, and financial contributions.</i></p>	<ul style="list-style-type: none"> <li>• Advertisement Agencies (especially the ones led by women as they can make a difference in addressing women in the community)</li> </ul>	<ol style="list-style-type: none"> <li>1. Email text</li> <li>2. PowerPoint Presentation</li> <li>3. Stakeholders Engagement meetings</li> <li>4. Website/portal</li> <li>5. Public speaking events</li> <li>6. Promotional Materials</li> <li>7. The annual event</li> </ol>	<ul style="list-style-type: none"> <li>• Number of advertisement agencies joining the efforts of promoting energy-efficient equipment</li> <li>• Number of contributions from advertisement agencies.</li> </ul>
<p><b>Create demand by the manufacturers for energy-efficient equipment through facilitating certification for energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>1. Raise awareness of the manufacturers about the energy-efficient equipment testing.</li> <li>2. Create a tendency towards manufacturing and using energy-efficient equipment</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of manufacturers producing energy-efficient equipment</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Creating a demand for manufacturing energy-efficient equipment is a sign of success for your efforts.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Sharing information about the testing process will encourage manufacturers and importers to adopt energy-efficient equipment</i></p>	<ul style="list-style-type: none"> <li>• Association of Lebanese Industrialists (ALI)</li> <li>• Industrial Research Institute (IRI)</li> </ul>	<ol style="list-style-type: none"> <li>1. Email text</li> <li>2. PowerPoint Presentation</li> <li>3. Stakeholders Engagement meetings</li> <li>4. Promotional Materials</li> <li>5. The annual event</li> </ol>	<ul style="list-style-type: none"> <li>• Number of announcements, newsletters, presentations, and meetings done by ALI and IRI on testing procedures and benefits of adopting energy-efficient equipment.</li> </ul>
<p><b>Increase knowledge and understanding of the benefits of using energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>1. Involve media entities as a partner in a national effort.</li> <li>2. Disseminate information about the benefits of energy-efficient equipment through media outlets.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased coverage for the energy-efficient equipment initiative by the media entities and personnel</li> <li>• Increased knowledge of the public audience about the initiative</li> <li>• Increased knowledge</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Media is an extremely important partner in any national development project.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Being a part of a national initiative that will benefit everyone is the core of journalism.</i></p>	<ul style="list-style-type: none"> <li>• Media entities &amp; personnel (print, audio, and visual)</li> </ul>	<ol style="list-style-type: none"> <li>1. Email text</li> <li>2. PowerPoint Presentation</li> <li>3. Stakeholders Engagement meetings</li> <li>4. Press releases</li> <li>5. Promotional Materials</li> <li>6. Media Competition</li> <li>7. Public speaking events</li> <li>8. The annual event</li> </ol>	<ul style="list-style-type: none"> <li>• Number of media representatives attending the media stakeholders engagement meetings.</li> <li>• Number of articles in the print media (newspapers and magazines)</li> <li>• Number of visual news or reports on the TV and satellite channels</li> <li>• Number of news and reports on radio stations.</li> </ul>

WHY		WHAT	WHOM	HOW	INDICATORS (indicative)
OBJECTIVES	RESULTS	MESSAGES	TARGET GROUP	TOOLS	
<p><b>Increase awareness about the upcoming mandatory application for energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>Alert the importers and sellers on the enforcement of energy-efficient equipment.</li> <li>Alert the servicing companies on energy-efficient equipment to upgrade their maintenance knowledge about these devices.</li> </ol>	<ul style="list-style-type: none"> <li>increased awareness by the importers and the sellers on the regulation grace period before enforcing it by the authorities.</li> <li>Upgraded skills and knowledge of the new energy-efficient equipment.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Following the energy-efficient equipment rules is voluntary for the current short period then it will be mandatory.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Following the rules while you have the time is much easier than being under timeframe pressure.</i></p>	<ul style="list-style-type: none"> <li>Electric device importers</li> <li>Electric device sellers</li> <li>Servicing companies</li> </ul>	<ol style="list-style-type: none"> <li>Email text</li> <li>PowerPoint Presentation</li> <li>Stakeholders Engagement meetings</li> <li>Promotional Materials</li> <li>Video spots</li> <li>Public speaking events</li> <li>The annual event</li> </ol>	<ul style="list-style-type: none"> <li>Number of importers observing the new rules</li> <li>Number of sellers observing the new rules</li> <li>Several servicing companies started upgrading their knowledge and skills to cope with the new rules.</li> </ul>
<p><b>Increase knowledge and understanding of the benefits of using energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>Educate youth and students to sustain the awareness gained by the end-users.</li> <li>Mobilise youth and students as awareness-raising channels for the end-users.</li> </ol>	<ul style="list-style-type: none"> <li>Increased awareness by the youth and students</li> <li>Increased dissemination of awareness by youth and students to the end-users.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Energy-efficient equipment represents a developed modernized community.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>As a young community leader, you must share the knowledge with your families and neighbors.</i></p>	<ul style="list-style-type: none"> <li>Youth (universities)</li> <li>TVET students</li> <li>School students</li> </ul>	<ol style="list-style-type: none"> <li>PowerPoint Presentation</li> <li>Stakeholders Engagement meetings</li> <li>Promotional Materials</li> <li>Students' competitions</li> <li>Youth competitions</li> <li>Video spots</li> <li>Public speaking events</li> <li>The annual event</li> </ol>	<ul style="list-style-type: none"> <li>Number of students enrolled in the student's competition.</li> <li>Numbers of youth enrolled in the youth competition.</li> <li>Number of enrolled TVET students in competition</li> </ul>
<p><b>Increase knowledge and understanding of the benefits of using energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>Support awareness raising for the public audience (end-user focus).</li> <li>Assume the role of a public opinion leader by assisting in conveying knowledge about energy-efficient equipment.</li> </ol>	<ul style="list-style-type: none"> <li>Increased awareness by the public audience</li> <li>Increased end-users aware of energy-efficient equipment</li> <li>Increased demand for purchasing energy-efficient equipment.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Leaders will always lead their followers to everything that grants benefits to them.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>As young community leaders, you need to share the knowledge with your family and neighbors.</i></p>	<ul style="list-style-type: none"> <li>Public Opinion Leaders</li> <li>Celebrities (Actors, Sports, and Social Media Influencers),</li> <li>Community Leaders, and Faith leaders</li> </ul>	<ol style="list-style-type: none"> <li>PowerPoint Presentation</li> <li>Stakeholders Engagement meetings</li> <li>Promotional Materials</li> <li>Students' competitions</li> <li>Youth competitions</li> <li>Video spots</li> <li>Public speaking events</li> <li>The annual event</li> </ol>	<ul style="list-style-type: none"> <li>Number of opinion leaders contribute to the initiative: <ol style="list-style-type: none"> <li>Faith leaders - organizing events for their followers to share information with them.</li> <li>Celebrities - contribute to events or video spots.</li> <li>Social Media Influencers - launch a social media marketing campaign on their channels</li> </ol> </li> </ul>

WHY		WHAT	WHOM	HOW	INDICATORS (indicative)
OBJECTIVES	RESULTS	MESSAGES	TARGET GROUP	TOOLS	
<p><b>Increase knowledge and understanding of the benefits of using energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>1. Raise awareness for the public audience (end-user).</li> <li>2. Encourage end-users to purchase energy-efficient equipment.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased awareness about energy-efficient equipment among women</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>As the community's development leaders, you can spread the word about energy-efficient equipment.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Rising awareness of women in your communities about energy-efficient equipment will support the rising awareness of the whole community.</i></p>	<ul style="list-style-type: none"> <li>• NGOs &amp; CBOs (especially the ones dedicated to women)</li> </ul>	<ol style="list-style-type: none"> <li>1. PowerPoint Presentation</li> <li>2. Stakeholders Engagement meetings</li> <li>3. Promotional Materials</li> <li>4. NGOs &amp; CBOs competitions (optional)</li> <li>5. Video spots</li> <li>6. Public speaking events</li> <li>7. The annual event</li> </ol>	<ul style="list-style-type: none"> <li>• Number of women aware of the energy-efficient equipment</li> <li>• Number of members purchased energy-efficient equipment.</li> </ul>
<p><b>Increase knowledge and understanding of the benefits of using energy-efficient equipment.</b></p> <ol style="list-style-type: none"> <li>1. Raise awareness for the public audience (end-user).</li> <li>2. Encourage end-users to purchase energy-efficient equipment.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of end-users purchasing energy-efficient equipment.</li> </ul>	<p><b>MAIN MESSAGE:</b> <i>Energy-efficient equipment reduces your electricity consumption and the costs you pay.</i></p> <p><b>SECONDARY MESSAGE:</b> <i>Reduced electricity consumption guarantees the availability of energy to all Lebanese.</i></p>	<ul style="list-style-type: none"> <li>• End-users</li> </ul>	<ol style="list-style-type: none"> <li>1. Stakeholders Engagement meetings</li> <li>2. Promotional Materials</li> <li>3. Video spots</li> <li>4. Social Media (Facebook &amp; LinkedIn)</li> <li>5. Website/portal</li> <li>6. Public speaking events</li> <li>7. The annual event</li> </ol>	<ul style="list-style-type: none"> <li>• Number of end-users buying energy-efficient equipment.</li> <li>• Number of end-users planning to purchase energy-efficient equipment.</li> </ul>

### 3 SUGGESTED IMPLEMENTATION ACTION PLAN

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This section will present in an accessible manner the suggested steps for the implementation entity to prepare, build up momentum, and roll out the communications strategies. The steps for **Internal** and **External Communication** will sometimes overlap.

#### 3.1 Preparation Stage with all Stakeholders

The recommended steps and timing in this section represent a suggested mechanism and timeline for the implementation of the communication approach.

The Internal Communication should start **as soon as the informal communication advisory committee is formed or as soon as the implementation entity starts the implementation**. The suggested tasks would be as follows:

1. Forming a coordination group. All suggested stakeholders should be represented in this group. The main tasks for the group will include:
  - a. coordinate joint activities,
  - b. exchange information to facilitate joint planning, and
  - c. identify the obstacles affecting successful cooperation within the stakeholders' activities.**(1 month)**
2. Conduct a **monthly coordination group** meeting to implement the tasks listed in point 1 above. **(monthly)**
3. Review the templates for the designs of
  - a. print materials,
  - b. audio/visuals, and
  - c. website/social media.
4. Start preparing all needed materials listed in point 3 and acquire approval on content and shared costs if applicable. **(1 -2 months maximum)**
5. Hold the annual event to present achievements, plan the activities for the coming year, and announce major new changes and modifications of policies and enforced laws. **(Yearly)**

#### 3.2 Proceeding with the Target Groups

The **External Communication** should start **right after the first 2-3 coordination group meetings**. This will make it possible to have an agreed-upon communications plan and messages by all the stakeholders. The suggested tasks would be as follows:

1. **Initiate communication** with the sub-target groups to arrange for specific stakeholders' engagement meetings. This task can be done using:
  - a. email exchange, and
  - b. PowerPoint Presentations.
2. Coordinate with the sub-target groups to hold **stakeholders' engagement meetings** for each group after agreeing on the agenda and participants. It is very important to have senior-level participants/decision-makers from the target groups.
3. Steps 1 & 2 could take around 1-2 months.
4. Hold the **stakeholders' engagement meetings**. The main focus should be on the sub-target groups at this stage. It is recommended to repeat these meetings for each target group **quarterly**.
5. After one meeting for each group the first **mixed stakeholders group meeting** could be held after having formed ideas on what is needed from each target group to complement each other's efforts in alignment with the project's plans and objectives.

6. It is recommended that the mixed **stakeholder group meeting** be held **quarterly** after every **stakeholder engagement meeting** to work on their coordination and cooperation parts during these meetings.
7. Announcements for all meetings mentioned in the previous steps should be posted on the **website/social media** besides any **videos** done to document these meetings and any other related activities or outcomes from such collaboration.
8. During any **public speaking events** and **International Days** marking any energy occasions, all participants from all target groups should be invited and at least the results of these meetings should be presented.
9. After at least one **mixed stakeholders group meeting** the other target group meetings and activities should start. This could be done via **stakeholders' engagement meetings** for **1) NGOs& CBOs, 2) Media, 3) Youth, and 4) influencers**. The first meeting for each group will include introductory information and ideas about cooperation with the respective groups.
10. All activities implemented in cooperation with any of the target groups should be documented in the form of short **video** reports and **infographics** to be used on the **website/social media**.
11. The **award schemes/competitions** are recommended to be implemented in cooperation with all target groups as seen fit and as per the criteria of the award scheme. The results of the award schemes and the celebration for the winners will be a great added value to the **public speaking events** and **International Day** celebrations.

### 3.3 Identification and Approvals of Messages, Tools, and Activities

As mentioned in section 3.1, the approvals for messages, tools, and activities would be one of the tasks of the **coordination group**. This could happen starting from the second meeting of the coordination group and could take a very long time in normal circumstances. Nevertheless, to increase the efficiency in this case, the stage of reviewing and approving all needed elements should not take more than one month.

### 3.4 Timeframe for Implementation

This suggested communication approach is envisioned to take place over 1 year and then be repeated annually as long as it is needed. The preparation phase is the only **phase** that wouldn't be repeated as it is done only to form the coordination group.

Each annual plan will be formed of several **intervals**:

1. Coordinated annual work plan (Preparation & Design Stage) – 3 months,
2. Roll-out Stage (8-9 months), and
3. Evaluation & Adjustment Stage (1-2 months overlapping with the last part of the previous Roll-out Stage).

### 3.5 General line of messaging for the 4 equipment

The following general lines of messages introduce a general line of direction for the messages. The support of the technical experts and studies will be needed to add exact and accurate information. Preciseness and accuracy give credibility to the messages and eventually to the campaign which allows an easier behavior change.

Table 7: General line of messaging for the 4 equipment

General Line	Objective
Energy-efficient TVs reduce your electricity consumption and the cost you pay by a percentage of (--%) <sup>8</sup> .	Increased number of end-users purchasing energy-efficient household equipment (TV's and Washing Machines).
Energy-efficient washing machines reduce your electricity consumption and the costs you pay by a percentage of (--%) <sup>9</sup> .	
Energy-efficient electric motors reduce operational costs for you.	Increased number of industrial end-users purchasing energy-efficient electric motors.
Energy-efficient transformers reduce operational costs and assure a better output.	Increased number of industrial end-users purchasing energy-efficient transformers.
Reduced electricity consumption guarantees the availability of energy to all Lebanese.	Increased number of all kinds of end-users purchasing energy-efficient equipment.
Reducing Greenhouse Gas (GHG) emissions is the responsibility of every individual to protect the future of the coming generations on this globe.	

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<sup>8</sup> Exact and accurate percentage to be added

<sup>9</sup> Exact and accurate percentage to be added

## 4 SPECIFIC COMMUNICATION ELEMENTS

This section will provide straight forward information to implement a communication campaign on promoting the adaptation of EE equipment. Section 4.1 is dedicated for TVs and washing machines and section 4.2 is dedicated for electric motors.

### 4.1 For TVs & Washing Machines

TVs and washing machines have two main target groups: 1) household end-users, and 2) hotels, hospitals, and commercial residencies end-users. The ideal situation that these two main target groups receive the messages and information from several direction and from different stakeholders or sub-target groups. The main objective for the stakeholder groups is to coordinate their planning, collaborate in implementing, and complement each other in actions. That will include gathering and disseminating information about the EE equipment, MEPS, and the upcoming enforcement for the new labeling laws. The sub-target groups should be educated about these issues through information dissemination so they themselves can become efficient channels to educate the two main target groups.

#### 4.1.1 Target Groups

All stakeholders in the PWG and the ones recommended to be added should be treated as stakeholders as each of them has a role in facilitating the adaptation of EE equipment. The table below lists all stakeholders and target groups. This table is not definite as more stakeholders and target groups can be added during the different stages: planning, implementation, and even during evaluation and adjustment stage. That will depend on the actual updates on the ground.

Table 8: Stakeholders & Target Groups for TV's & WM's<sup>10</sup>

Stakeholders and Target Groups	Rolles & responsibilities	Needed actions
<b>Ministry of Environment (MOE) – National ozone unit (NOU)</b>	The ministry is: 1- The host of Lebanon’s UNFCCC climate focal point 2- Overseeing most of the climate change and environmental projects in Lebanon. 3- The National Focal Point for the Montreal Protocol and activities carried out under it.	1- Lead awareness raising campaigns through starting the formulation of the informal communication advisory committee, 2- then overseeing and facilitating all the activities and the outcomes of this committee as explained in the strategy above.

<sup>10</sup> Market Assessment WM and TV – HEAT – April 2023 with modifications.

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
<b>Ministry of Energy and Water</b>	The ministry responsible for the national electricity utility (EDL) and overseeing Lebanon’s energy sector beside being responsible for setting up national strategies, implementing RE&EE initiatives, hosting LCEC, and supporting LIBNOR on standards and MEPS, among others.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee</li> <li>2- Support EDL, LCEC, and LIBNOR to be active players in planning and implementing a national campaign to promote adopting EE equipment through awareness raising.</li> <li>3- Facilitate any procedure or policy that would support encouraging end-users to adopt EE equipment.</li> </ol>
<b>Ministry of Economy and Trade</b>	The ministry of economy and trade has a consumer protection department, responsible for enforcing regulations and standards related to consumers.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, sellers, and servicing companies through their channels and publications.</li> </ol>
<b>Ministry of Industry (MOI) and the Industrial Research Institute (IRI)</b>	The ministry hosts the Industrial Research Institute (IRI) which is the National authority for the testing of industrial equipment and appliances.	<ol style="list-style-type: none"> <li>1- Both the ministry and IRI actively participate in the informal communication advisory committee</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, and sellers through their channels and publications.</li> </ol>
<b>Ministry of Education and Higher Education</b>	The ministry oversees schools, TVET schools, and institutions for higher education.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee</li> <li>2- Support the awareness raising campaigns through disseminating the messages to youth and students through their channels and publications.</li> <li>3- Facilitating targeting youth, TVET students, and school students and allow their participation in</li> </ol>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		any dedicated activities within the awareness raising campaigns like the award schemes.
<b>Electricité du Liban (EDL)</b>	The public electricity utility managing and maintaining the power grid in Lebanon and mainly in charge of the procurement of distribution transformers.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs for end-users to encourage the adaptation of EE equipment.</li> </ol>
<b>LIBNOR</b>	Lebanon's national standardization body that issues, publishes, and amends national standards and grant the Lebanese conformity mark.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, and sellers through their channels and publications.</li> </ol>
<b>Lebanese Customs Authority</b>	The authority in charge for controlling the imports of appliances. Providing data on imports and exports of appliances.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, sellers, and end-users through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs, such as customs facilitation, for end-users to encourage the adaptation of EE equipment.</li> </ol>
<b>Association of Lebanese Industrialists (ALI)</b>	The main national entity representing manufacturing companies operating in Lebanon.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> </ol>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		<ul style="list-style-type: none"> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, and sellers through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs for manufacturers to encourage the adaptation of EE equipment.</li> </ul>
<b>National Commission for Lebanese Women</b>	The commission for Lebanese women that works on Implementing gender mainstreaming in public administrations through actions and mechanisms enforcing and institutionalizing Gender Focal Points' (GFPs) network. National co-focal point of gender under the UNFCCC.	<ul style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to women-based NGOs, CBO's, SMEs, and end-users through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs, such as women dedicated facilitation, for end-users to encourage the adaptation of EE equipment.</li> </ul>
<b>Sub-target: Banks/Financing Entities including SMEs and business community</b>	Leading or facilitating financial operations in Lebanon	<ul style="list-style-type: none"> <li>1- After receiving the disseminated information about the EE equipment, then support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</li> <li>2- Cooperate with the designated authorities to create incentives programs, such as financing programs, for end-users to encourage the adaptation of EE equipment.</li> </ul>
<b>Sub-target group: Advertisement Agencies</b>	Designing and implementing different campaigns and PR campaigns in Lebanon.	<ul style="list-style-type: none"> <li>1- After receiving the disseminated information about the EE equipment, then support the</li> </ul>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
<p><b>Sub-target group:</b> <b>Media</b></p>	<p>Media entities and personnel (print, audio, and visual) are actually the public opinion shapers and can influence it through coordinating the narrative used in their channels and outlets.</p>	<p>awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</p> <p>2- Cooperate with the designated authorities, clients, and other stakeholders to disseminate information and messages about all available incentives programs and benefits of adopting EE equipment, for end-users to encourage the adaptation of EE equipment.</p>
<p><b>Sub-target group:</b> <b>Electric appliances Importers (washing machines and TVs)</b></p>	<p>Importers of TVs, washing machines, electric motors, and transformers.</p>	<p>1- After receiving the disseminated information about the EE equipment and the MEPS, then start observing the new MEPS rules and prepare to be compliance with it.</p>
<p><b>Sub-target group:</b> <b>Electric appliances sellers</b></p>	<p>Retailers and sellers of TVs, washing machines, electric motors, and transformers in both retail and wholesale.</p>	<p>2- Support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</p> <p>3- Cooperate with the designated authorities, clients, and other stakeholders to shift the business focus to the EE equipment to enable the availability of such equipment.</p>
<p><b>Sub-target group:</b> <b>Servicing companies</b></p>	<p>Companies performing aftersales service to TVs, washing machines.</p>	<p>1- After receiving the disseminated information about the EE equipment and the MEPS, then start observing the new MEPS rules and prepare to be compliance with it.</p> <p>2- Support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</p> <p>3- Cooperate with the designated authorities, clients, and other stakeholders to upgrade their</p>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
<p><b>Sub-target group:</b> <b>Youth and School students (9-12 years old)</b></p>	<p>School students (9-12) University youth TVET students as they could become specialized in any of this EE equipment.</p>	<p>knowledge and skills on handling the EE equipment and to cope with the new rules.</p> <ol style="list-style-type: none"> <li>1- After receiving the disseminated information about the EE equipment through the different channels and tools, then start disseminating individually this information to their peers and small circle (family members and neighbours).</li> <li>2- Cooperate with the administration of their educational entity to disseminate, structurally, information and benefits of adopting EE equipment, for end-users in to encourage the adaptation of EE equipment.</li> </ol>
<p><b>Sub-target group:</b> <b>NGOs &amp; CBOs (with focus on women based or dedicated NGOs &amp; CBOs)</b></p>	<p>NGOs &amp; CBOs are a highly functional and connected to grass roots bodies. Also, have well established communication channels with the local communities especially women who can be highly influential in equipment purchasing.</p>	<ol style="list-style-type: none"> <li>1- After receiving the disseminated information about the EE equipment through the different channels and tools, then start disseminating this information to their active members and local communities.</li> <li>2- Cooperate with the informal communication advisory committee and the designated stakeholder to disseminate, information and benefits of adopting EE equipment, and available incentive financial programmes for end-users to encourage the adaptation of EE equipment.</li> </ol>
<p><b>Sub-target group:</b> <b>Influencers/Public Opinion leaders (Local Community Leaders, Celebrities)</b></p>	<p>Public opinion leaders vary according to their field of existing; local community, art, sport, and faith.</p>	<ol style="list-style-type: none"> <li>1- After receiving the disseminated information about the EE equipment through the dedicated channels and tools, then start disseminating this information to their followers through their own channels and means of communication.</li> </ol>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		2- Cooperate with the informal communication advisory committee and the designated stakeholder to disseminate, information and benefits of adopting EE equipment, and available incentive financial programmes for end-users to encourage the adaptation of EE equipment.
<b>Main target group: End-users (household)</b>	Households and other users buying and using TVs, washing machines, electric motors, and transformers. MEPS will have a direct impact on their energy consumption and maybe the cost of equipment.	1- Receiving the disseminated information about the EE equipment through the dedicated channels and tools 2- Adopting the EE equipment 3- Then start disseminating this information to their peers and small circle (other family members and neighbours).
<b>Main target group: End-users (hotels, hospitals, and commercial residencies)</b>	Hotels, hospitals, and commercial residencies. MEPS will have a direct impact on their energy consumption and maybe the cost of equipment.	1- Receiving the disseminated information about the EE equipment through the dedicated channels and tools 2- Adopting the EE equipment 3- Then start disseminating this information to their peers and other similar end-users.

#### 4.1.2 Messages

This section will introduce suggested general line messages to each of the sub-target groups and to the two main target groups and the objective behind it.

Table 9: General line messages and objectives for the TVs & washing machines.

Target Group	General Line	Objective
- <b>Banks</b> - <b>Financing entities</b> - <b>SMEs</b>	Financing energy-efficient equipment is a promising business development chance. Creating new financing programs or expanding current ones to include financing energy-efficient equipment is beneficial for your entity, the end-users, and the national economy	Encourage <b>banks, financing entities, and SMEs</b> to create new financial solutions or broaden current ones for end-users to increase demand for energy-efficient equipment by reducing financial obstacles preventing end-users from adopting EE equipment.
- <b>Advertisement agencies</b>	You can be a vital partner in such a national campaign with your financial and/or in-kind contributions besides innovative contributions such as including the campaign's messages in your own campaign.	<b>Advertisement agencies</b> to join and contribute to the campaigns.
- <b>ALI &amp; IRI</b>	Creating a demand for manufacturing energy-efficient equipment is a sign of success for your efforts. Sharing information about the testing process will encourage manufacturers and importers to adopt energy-efficient equipment.	Encourage <b>ALI &amp; IRI</b> to raise awareness among the manufacturers about energy-efficient equipment testing to create a tendency towards manufacturing and using energy-efficient equipment
- <b>Media</b>	Media is an extremely powerful partner in any national development project. Being a part of a national initiative that will benefit everyone is the core of journalism.	Involve <b>media</b> entities as a partner in a national effort and encourage them to disseminate information about the benefits of energy-efficient equipment through media outlets.
- <b>Importers and sellers</b>	Following energy-efficient equipment rules is voluntary for a short term then it will be mandatory.	Alert the <b>importers and sellers</b> on the enforcement of energy-efficient equipment.
- <b>Servicing companies</b>	Following the rules while you have the time is much easier than being under timeframe pressure	Alert the <b>servicing companies</b> on the energy-efficient equipment to upgrade their maintenance knowledge about these devices.
- <b>Youth and students</b>	Adopting energy-efficient equipment represents a developed modernized community.	Educate <b>youth and students</b> to sustain the awareness gained by the end-users and to encourage TVET students to specialize in EE equipment.

Target Group	General Line	Objective
	As young community leaders, you have a commitment of sharing the knowledge with your family and neighbors.	Mobilize <b>youth and students</b> as awareness-raising channels for the end-users.
- <b>Public opinion leaders</b>	Leaders will always lead their followers to adopt whatever grants benefits to them.	Support awareness raising for the public audience (end-user focus) by the <b>public opinion leaders</b> .
	As community leaders, you need to share the knowledge with your family and neighbors	Assume the role of a <b>public opinion leader</b> by assisting in disseminating the knowledge about energy-efficient equipment.
- <b>NGOs &amp; CBO</b>	As the community's development leaders, you can spread the word about energy-efficient equipment.	Raise awareness for the public audience (end-user) through <b>NGOs &amp; CBO</b> especially the ones dedicated to women.
	Raising awareness of women in your communities about energy-efficient equipment will support the rising awareness of the whole community.	Encourage end-users to purchase energy-efficient equipment through <b>NGOs &amp; CBOs</b> , especially the ones dedicated to women.
- <b>End-users</b>	Energy-efficient TVs reduce your electricity consumption and the cost you pay by a percentage of (--%) <sup>11</sup> .	Increased number of <b>end-users</b> (the two main target groups) purchasing energy-efficient equipment.
	Energy-efficient washing machines reduce your electricity consumption and the costs you pay by a percentage of (--%) <sup>12</sup> .	
	Reduced electricity consumption guarantees the availability of energy to all Lebanese.	
	Reducing Greenhouse Gas (GHG) emissions is the responsibility of every individual to protect the future of the coming generations on this globe.	

<sup>11</sup> Exact and accurate percentage to be added

<sup>12</sup> Exact and accurate percentage to be added

### 4.1.3 Tools

This section will suggest the tools to be used with both the sub-target groups and the main target groups. For the stakeholder groups, the communication tools and channels are mainly the committee meetings, stakeholder groups meetings, mixed stakeholder groups meetings, email exchanges, PPTs with updates, and participating in the public events.

Table 10: Tools for TV's& WM's

#	Tool	Main Content & Objective	To be used with
1	Promotional Materials	<ul style="list-style-type: none"> <li>Factsheets (dedicated to each target group if possible), USB flash drives, roll-ups, banners, posters, stickers, and calendars.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
2	Award Schemes/ Competitions	<ul style="list-style-type: none"> <li>Tailored award schemes/ competitions arranged to encourage specific target groups to use energy-efficient equipment or to promote using such equipment. For example (student competition, youth competition, media competition, NGOs&amp; CBOs, ... etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Youth &amp; students</li> <li>Media</li> </ul>
3	Video spots (Audio/Visual Products)	<ul style="list-style-type: none"> <li>Short videos on benefits gained through using energy-efficient equipment and the amount of savings on the electricity bill. These video spots can be used on websites and social media.</li> <li>Audio spots can also be produced and used.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
4	Social media (Facebook & LinkedIn)	<ul style="list-style-type: none"> <li>Social media (Facebook) is a convenient tool/channel to reach to public audience/end-users.</li> <li>While LinkedIn is a convenient tool/channel to reach to the professional networks such as manufacturers, importers, ... etc.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
5	Website/portal	<ul style="list-style-type: none"> <li>Would be used to               <ol style="list-style-type: none"> <li>information, messages, and video spots on the benefits of using energy-efficient equipment,</li> <li>document all activities done towards raising awareness of energy-efficient equipment, and</li> <li>progress made through publishing the number of energy-efficient equipment purchased.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
6	Public speaking events	<ul style="list-style-type: none"> <li>Events that would be held in public venues to share information and benefits of using energy-efficient equipment. Speakers could include public figures and celebrities.</li> </ul>	<ul style="list-style-type: none"> <li>All stakeholder groups.</li> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
7	The annual event	<ul style="list-style-type: none"> <li>An event to celebrate the winners of the competitions and announce the progression done so far by the initiative.</li> </ul>	<ul style="list-style-type: none"> <li>All stakeholder groups.</li> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>

## 4.2 For Electric Motors

Electric motors have two main target groups: 1) household end-users, and 2) hotels, hospitals, commercial residencies, and industrial entities end-users. The ideal situation that these two main target groups receive the messages and information from several direction and from different stakeholders or sub-target groups. The main objective for the stakeholder groups is to coordinate their planning, collaborate in implementing, and complement each other in actions. That will include gathering and disseminating information about the EE equipment, MEPS, and the upcoming enforcement for the new labeling laws. The sub-target groups should be educated about these issues through information dissemination so they themselves can become efficient channels to educate the two main target groups.

### 4.2.1 Target Groups

All stakeholders in the PWG and the ones recommended to be added should be treated as stakeholders as each of them has a role in facilitating the adaptation of EE equipment. The table below lists all stakeholders and target groups. This table is not definite as more stakeholders and target groups can be added during the different stages: planning, implementation, and even during evaluation and adjustment stage. That will depend on the actual updates on the ground.

Table 11: Stakeholders and Target Groups for EM's<sup>13</sup>

Stakeholders and Target Groups	Rolles & responsibilities	Needed actions
<b>Ministry of Environment (MOE) – National ozone unit (NOU)</b>	<p>The ministry is:</p> <ol style="list-style-type: none"> <li>1- The host of Lebanon’s UNFCCC climate focal point</li> <li>2- Overseeing most of the climate change and environmental projects in Lebanon.</li> <li>3- The National Focal Point for the Montreal Protocol and activities carried out under it.</li> </ol>	<ol style="list-style-type: none"> <li>1- Lead awareness raising campaigns through starting the formulation of the informal communication advisory committee,</li> <li>2- then overseeing and facilitating all the activities and the outcomes of this committee as explained in the strategy above.</li> </ol>
<b>Ministry of Energy and Water</b>	<p>The ministry responsible for the national electricity utility (EDL) and overseeing Lebanon’s energy sector beside being responsible for setting up national strategies, implementing RE&amp;EE initiatives, hosting</p>	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee</li> <li>2- Support EDL, LCEC, and LIBNOR to be active players in planning and implementing a national</li> </ol>

<sup>13</sup> Market Assessment EM and DT – HEAT – April 2023 with modifications.

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
	LCEC, and supporting LIBNOR on standards and MEPS, among others.	<p>campaign to promote adopting EE equipment through awareness raising.</p> <p>3- Facilitate any procedure or policy that would support encouraging end-users to adopt EE equipment.</p>
<b>Ministry of Economy and Trade</b>	The ministry of economy and trade has a consumer protection department, responsible for enforcing regulations and standards related to consumers.	<p>1- Actively participate in the informal communication advisory committee</p> <p>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, sellers, and servicing companies through their channels and publications.</p>
<b>Ministry of Industry (MOI) and the Industrial Research Institute (IRI)</b>	The ministry hosts the Industrial Research Institute (IRI) which is the National authority for the testing of industrial equipment and appliances.	<p>1- Both the ministry and IRI actively participate in the informal communication advisory committee</p> <p>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, and sellers through their channels and publications.</p>
<b>Ministry of Education and Higher Education</b>	The ministry oversees schools, TVET schools, and institutions for higher education.	<p>1- Actively participate in the informal communication advisory committee</p> <p>2- Support the awareness raising campaigns through disseminating the messages to youth and students through their channels and publications.</p> <p>3- Facilitating targeting youth, TVET students, and school students and allow their participation in any dedicated activities within the awareness raising campaigns like the award schemes.</p>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
<b>Electricité du Liban (EDL)</b>	The public electricity utility managing and maintaining the power grid in Lebanon and mainly in charge of the procurement of distribution transformers.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs for end-users to encourage the adaptation of EE equipment.</li> </ol>
<b>LIBNOR</b>	Lebanon's national standardization body that issues, publishes, and amends national standards and grant the Lebanese conformity mark.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, and sellers through their channels and publications.</li> </ol>
<b>Lebanese Customs Authority</b>	The authority in charge for controlling the imports of appliances. Providing data on imports and exports of appliances.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to manufacturers, importers, sellers, and end-users through their channels and publications.</li> <li>3- Cooperate with the designated authorities to create incentives programs, such as customs facilitation, for end-users to encourage the adaptation of EE equipment.</li> </ol>
<b>Association of Lebanese Industrialists (ALI)</b>	The main national entity representing manufacturing companies operating in Lebanon.	<ol style="list-style-type: none"> <li>1- Actively participate in the informal communication advisory committee.</li> <li>2- Support the awareness raising campaigns through disseminating the messages to</li> </ol>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		<p>manufacturers, importers, and sellers through their channels and publications.</p> <p>3- Cooperate with the designated authorities to create incentives programs for manufacturers to encourage the adaptation of EE equipment.</p>
<b>Manufacturers (e.g. Matelec) and assemblers</b>	Local manufacturers and assemblers of electric motors, and transformers; they will be directly affected by MEPS enforcement.	<p>1- Actively participate in the informal communication advisory committee.</p> <p>2- Support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</p>
<b>National Commission for Lebanese Women</b>	The commission for Lebanese women that works on Implementing gender mainstreaming in public administrations through actions and mechanisms enforcing and institutionalizing Gender Focal Points' (GFPs) network. National co-focal point of gender under the UNFCCC.	<p>1- Actively participate in the informal communication advisory committee.</p> <p>2- Support the awareness raising campaigns through disseminating the messages to women-based NGOs, CBO's, SMEs, and end-users through their channels and publications.</p> <p>3- Cooperate with the designated authorities to create incentives programs, such as women dedicated facilitation, for end-users to encourage the adaptation of EE equipment.</p>
<b>Sub-target: Banks/Financing Entities including SMEs and business community</b>	Leading or facilitating financial operations in Lebanon	<p>1- After receiving the disseminated information about the EE equipment, then support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.</p> <p>2- Cooperate with the designated authorities to create incentives programs, such as financing programs, for end-users to encourage the adaptation of EE equipment.</p>

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
<b>Sub-target group:</b> <b>Advertisement Agencies</b>	Designing and implementing different campaigns and PR campaigns in Lebanon.	1- After receiving the disseminated information about the EE equipment, then support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.
<b>Sub-target group:</b> <b>Media</b>	Media entities and personnel (print, audio, and visual) are actually the public opinion shapers and can influence it through coordinating the narrative used in their channels and outlets.	2- Cooperate with the designated authorities, clients, and other stakeholders to disseminate information and messages about all available incentives programs and benefits of adopting EE equipment, for end-users to encourage the adaptation of EE equipment.
<b>Sub-target group:</b> <b>Electric appliances Importers (electric motors)</b>	Importers of TVs, washing machines, electric motors, and transformers.	1- After receiving the disseminated information about the EE equipment and the MEPS, then start observing the new MEPS rules and prepare to be compliance with it.
<b>Sub-target group:</b> <b>Electric appliances sellers</b>	Retailers and sellers of TVs, washing machines, electric motors, and transformers in both retail and wholesale.	2- Support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications. 3- Cooperate with the designated authorities, clients, and other stakeholders to shift the business focus to the EE equipment to enable the availability of such equipment.
<b>Sub-target group:</b> <b>Servicing companies</b>	Companies performing aftersales service to electric motors.	1- After receiving the disseminated information about the EE equipment and the MEPS, then start observing the new MEPS rules and prepare to be compliance with it. 2- Support the awareness raising campaigns through disseminating the messages to end-users through their channels and publications.

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		3- Cooperate with the designated authorities, clients, and other stakeholders to upgrade their knowledge and skills on handling the EE equipment and to cope with the new rules.
<b>Sub-target group:</b> <b>Youth and School students (9-12 years old)</b>	School students (9-12) University youth TVET students as they could become specialized in any of this EE equipment.	1- After receiving the disseminated information about the EE equipment through the different channels and tools, then start disseminating individually this information to their peers and small circle (family members and neighbours). 2- Cooperate with the administration of their educational entity to disseminate, structurally, information and benefits of adopting EE equipment, for end-users in to encourage the adaptation of EE equipment.
<b>Sub-target group:</b> <b>NGOs &amp; CBOs (with focus on women based or dedicated NGOs &amp; CBOs)</b>	NGOs & CBOs are a highly functional and connected to grass roots bodies. Also, have well established communication channels with the local communities especially women who can be highly influential in equipment purchasing.	1- After receiving the disseminated information about the EE equipment through the different channels and tools, then start disseminating this information to their active members and local communities. 2- Cooperate with the informal communication advisory committee and the designated stakeholder to disseminate, information and benefits of adopting EE equipment, and available incentive financial programmes for end-users to encourage the adaptation of EE equipment.
<b>Sub-target group:</b> <b>Influencers/Public Opinion leaders (Local Community Leaders, Celebrities)</b>	Public opinion leaders vary according to their field of existing; local community, art, sport, and faith.	1- After receiving the disseminated information about the EE equipment through the dedicated channels and tools, then start disseminating this

Stakeholders and Target Groups	Roles & responsibilities	Needed actions
		<p>information to their followers through their own channels and means of communication.</p> <p>2- Cooperate with the informal communication advisory committee and the designated stakeholder to disseminate, information and benefits of adopting EE equipment, and available incentive financial programmes for end-users to encourage the adaptation of EE equipment.</p>
<p><b>Main target group:</b> <b>End-users (household)</b></p>	<p>Households and other users buying and using electric motors. MEPS will have a direct impact on their energy consumption and maybe the cost of equipment.</p>	<p>1- Receiving the disseminated information about the EE equipment through the dedicated channels and tools</p> <p>2- Adopting the EE equipment</p> <p>3- Then start disseminating this information to their peers and small circle (other family members and neighbours).</p>
<p><b>Main target group:</b> <b>End-users (hotels, hospitals, commercial residencies, and industrial entities)</b></p>	<p>Hotels, hospitals, commercial residencies, and industrial entities like factories. MEPS will have a direct impact on their energy consumption and maybe the cost of equipment.</p>	<p>1- Receiving the disseminated information about the EE equipment through the dedicated channels and tools</p> <p>2- Adopting the EE equipment</p> <p>3- Then start disseminating this information to their peers and other similar end-users.</p>

#### 4.2.2 Messages

This section will introduce suggested general line messages to each of the sub-target groups and to the two main target groups and the objective behind it.

Table 12: General line messages and objectives for the electric motors

Target Group	General Line	Objective
- <b>Banks</b> - <b>Financing entities</b> - <b>SMEs</b>	Financing energy-efficient equipment is a promising business development chance.	Encourage <b>banks, financing entities, and SMEs</b> to create new financial solutions or broaden current ones for end-users to increase demand for energy-efficient equipment by reducing financial obstacles preventing end-users from adopting EE equipment.
	Creating new financing programs or expanding current ones to include financing energy-efficient equipment is beneficial for your entity, the end-users, and the national economy	
- <b>Advertisement agencies</b>	You can be a vital partner in such a national campaign with your financial and/or in-kind contributions besides innovative contributions such as including the campaign's messages in your own campaign.	<b>Advertisement agencies</b> to join and contribute to the campaigns.
- <b>ALI &amp; IRI</b>	Creating a demand for manufacturing energy-efficient equipment is a sign of success for your efforts.	Encourage <b>ALI &amp; IRI</b> to raise awareness among the manufacturers about energy-efficient equipment testing to create a tendency towards manufacturing and using energy-efficient equipment
	Sharing information about the testing process will encourage manufacturers and importers to adopt energy-efficient equipment.	
- <b>Media</b>	Media is an extremely powerful partner in any national development project.	Involve <b>media</b> entities as a partner in a national effort and encourage them to disseminate information about the benefits of energy-efficient equipment through media outlets.
	Being a part of a national initiative that will benefit everyone is the core of journalism.	
- <b>Importers and sellers</b>	Following energy-efficient equipment rules is voluntary for a short term then it will be mandatory.	Alert the <b>importers and sellers</b> on the enforcement of energy-efficient equipment.
- <b>Servicing companies</b>	Following the rules while you have the time is much easier than being under timeframe pressure	Alert the <b>servicing companies</b> on the energy-efficient equipment to upgrade their maintenance knowledge about these devices.
- <b>Youth and students</b>	Adopting energy-efficient equipment represents a developed modernized community.	Educate <b>youth and students</b> to sustain the awareness gained by the end-users and to encourage TVET students to specialize in EE equipment.
	As young community leaders, you have a commitment of sharing the knowledge with your family and neighbors.	Mobilize <b>youth and students</b> as awareness-raising channels for the end-users.

Target Group	General Line	Objective
- <b>Public opinion leaders</b>	Leaders will always lead their followers to adopt whatever grants benefits to them.	Support awareness raising for the public audience (end-user focus) by the <b>public opinion leaders</b> .
	As community leaders, you need to share the knowledge with your family and neighbors	Assume the role of a <b>public opinion leader</b> by assisting in disseminating the knowledge about energy-efficient equipment.
- <b>NGOs &amp; CBO</b>	As the community's development leaders, you can spread the word about energy-efficient equipment.	Raise awareness for the public audience (end-user) through <b>NGOs &amp; CBOs</b> especially the ones dedicated to women.
	Raising awareness of women in your communities about energy-efficient equipment will support the rising awareness of the whole community.	Encourage end-users to purchase energy-efficient equipment through <b>NGOs &amp; CBOs</b> , especially the ones dedicated to women.
- <b>End-users</b>	Energy-efficient electric motors reduce your electricity consumption and the cost you pay by a percentage of (--%) <sup>14</sup> .	Increased number of <b>end-users</b> (the two main target groups) purchasing energy-efficient electric motors.
	Energy-efficient electric motors reduce your operational cost by a percentage of (--%) <sup>15</sup> .	
	Energy-efficient electric motors have almost no emissions in comparison to other motors.	
	Reduced electricity consumption guarantees the availability of energy to all Lebanese.	
	Reducing Greenhouse Gas (GHG) emissions is the responsibility of every individual to protect the future of the coming generations on this globe.	

<sup>14</sup> Exact and accurate percentage to be added

<sup>15</sup> Exact and accurate percentage to be added

### 4.2.3 Tools

This section will suggest the tools to be used with both the sub-target groups and the main target groups. For the stakeholder groups, the communication tools and channels are mainly the committee meetings, stakeholder groups meetings, mixed stakeholder groups meetings, email exchanges, PPTs with updates, and participating in the public events.

Table 13: Tools for EM's

#	Tool	Main Content & Objective	To be used with
1	Promotional Materials	<ul style="list-style-type: none"> <li>Factsheets (dedicated to each target group if possible), USB flash drives, roll-ups, banners, posters, stickers, and calendars.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
2	Award Schemes/ Competitions	<ul style="list-style-type: none"> <li>Tailored award schemes/ competitions arranged to encourage specific target groups to use energy-efficient equipment or to promote using such equipment. For example (student competition, youth competition, media competition, NGOs &amp; CBOs, ... etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Youth &amp; students</li> <li>Media</li> </ul>
3	Video spots (Audio/Visual Products)	<ul style="list-style-type: none"> <li>Short videos on benefits gained through using energy-efficient equipment and the amount of savings on the electricity bill. These video spots can be used on websites and social media.</li> <li>Audio spots can also be produced and used.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
4	Social media (Facebook & LinkedIn)	<ul style="list-style-type: none"> <li>Social media (Facebook) is a convenient tool/channel to reach to public audience/end-users.</li> <li>While LinkedIn is a convenient tool/channel to reach to the professional networks such as manufacturers, importers, ... etc.</li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
5	Website/portal	<ul style="list-style-type: none"> <li>Would be used to               <ol style="list-style-type: none"> <li>information, messages, and video spots on the benefits of using energy-efficient electric motors,</li> <li>document all activities done towards raising awareness of energy-efficient equipment, and</li> <li>progress made through publishing the number of energy-efficient equipment purchased.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
6	Public speaking events	<ul style="list-style-type: none"> <li>Events that would be held in public venues to share information and benefits of using energy-efficient equipment. Speakers could include public figures and celebrities.</li> </ul>	<ul style="list-style-type: none"> <li>All stakeholder groups.</li> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>
7	The annual event	<ul style="list-style-type: none"> <li>An event to celebrate the winners of the competitions and announce the progression done so far by the initiative.</li> </ul>	<ul style="list-style-type: none"> <li>All stakeholder groups.</li> <li>All sub-target groups.</li> <li>The two main target groups</li> </ul>