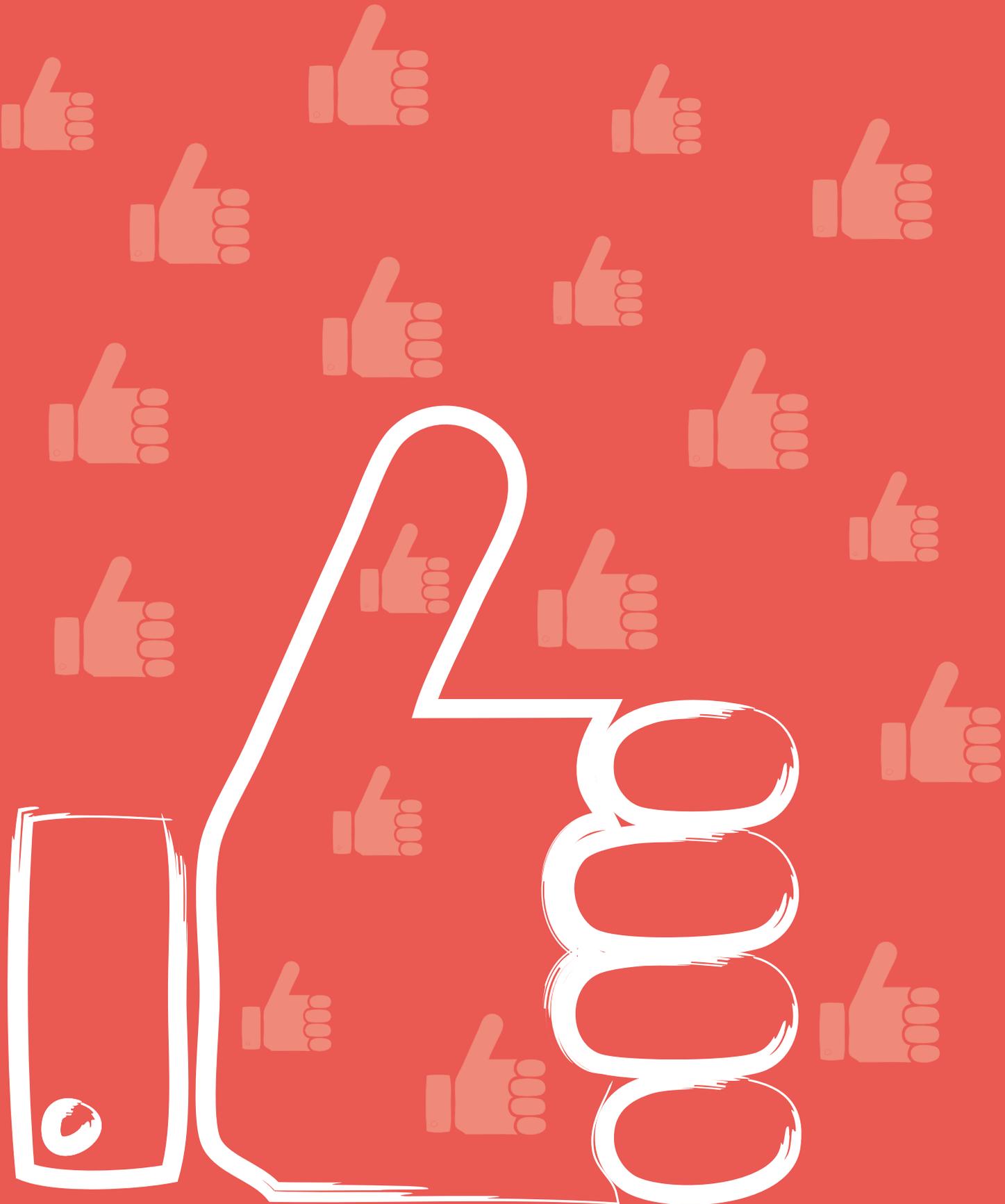


Stakeholders engagement



2.1 Institutional arrangements and stakeholder consultation process

Since the TNA project directly followed the preparation, submission and public dissemination of the Second National Communication report, the same institutional structure and stakeholder consultation process was followed to maintain the momentum created by the SNC activities and ensure sustainability of the process.

The TNA project is a country driven process where a wide variety of stakeholders have been involved in the identification and prioritization of sectors and technologies and in the preparation of comprehensive action plans for the acquisition, diffusion and deployment of technologies. The stakeholders engagement plan was designed to reach high level decision makers as well as technical experts, academicians, NGOs in order not only to validate the results of the project but also to answer to the needs of the specific sectors and to fill a gap to build an integrated strategy to combat climate change. This was achieved through the use of the following communication tools:

- Expert consultations in the preparatory phase: during the initiation and planning phases of the project, sectoral experts related to climate change issues were consulted during the inception workshop, through a series of meetings or through digital communication in order to identify sectoral needs and gaps and determine their expectations from the TNA project. These expert consultations were used to select the priority sectors, to confirm the choice of the initial list of technologies and to validate the information presented in the factsheets before their dissemination to a wider audience.
- Expert consultations workshops: 2 expert consultation workshops were prepared first to prioritize technologies then to identify barriers and enabling framework for the selected technologies, during which stakeholders had the opportunity to review factsheets and draft reports and to elaborate problem and objective trees.
- Individual meetings: in order to make sure that the right people are involved in the process and to overcome the absence of some key stakeholders in workshops, individual meetings were organized with ministers' advisors, technical public

servants, data providers, private companies, economists and lawyers to collect data or endorse results. These meetings were crucial to build or maintain a personal contact with stakeholders, mainly during the preparation of action plans and the conceptualization of project proposals.

- Official communication: in the case where the response rates of some institutions was low, draft reports and documents were sent through official channels (Minister to Minister) requesting review and validation.
- Public project visibility: the TNA project's objectives, procedure, methodology, and preliminary results were presented on many occasions during seminars, conference and related events in order to reach out to a wider spectrum of people and to receive feedback and recommendations from a other perspectives.

The adoption of these different communication approaches ensured to the extent possible the proper engagement of stakeholders which has led to transfer of new knowledge, especially local knowledge, and insights on specific technology challenges and opportunities that might otherwise have been missed. In addition, special attention was attributed throughout the project to ensure that the TNA process does not duplicate work and only tackles issues that are currently under-assessed in the country or that are of high development interest to decision makers.

The stakeholders were identified according to their expertise, decision making positions, involvement and knowledge of the selected sectors and capability to influence the implementation of the proposed TAP. Most of the stakeholders have already been involved in the SNC process, which has created a common knowledge base and has built strong inter-institutional and interpersonal relations (Annex 1).

Communication with stakeholders varied with the type of institution they belong to. A significant number of individual or group meetings were conducted to discuss in depth specific topics or to develop a specific action plan or project proposal. This personalized approach increased the involvement of the different actors in the process and the ownership of the results which facilitates in the future the quick adoption of the project outcomes in sectoral development.

Institutional arrangements and stakeholder consultation process

Stakeholders are divided into 4 groups, as indicated in the following Table:

Table 1 - Stakeholders categorization

Category	Name	Representation
Ministries and governmental institutions	Ministry of Energy and Water Ministry of Interior and Municipalities Ministry of Public Works and Transport Ministry of Environment Ministry of Economy and Trade Ministry of Finance Ministry of Agriculture Order of Engineering and architects Lebanese Agricultural Research Institute Council for Development and Reconstruction Litani River Authority Electricite du Liban Strategic Planning Unit Industrial Research Institute Green plan	High level officials Technical experts
Private sector	Association of Lebanese Industrialist Private industries Car importers	Upper management Technical experts
Academic/ research sector	American University of Beirut Universite Saint Joseph Universite Libanaise National Center for Scientific Research	Technical experts
Projects	CEDRO Lebanese Center for Energy Conservation HASAD Hilly Areas Sustainable Agricultural Development Project Environment Fund for Lebanon /CDR	Technical experts
IGOs	Economic and Social Development Commission in Eastern Asia World Health Organization Food and Agricultural Organization International Center for Agricultural Research Development for the Dry Areas United Nations Development Programme	Technical experts
NGOs	Indyact Greenpeace Greenline	