This case study is one of ten that was chosen as part of the Enhancing Business Community Relations Project. The purpose of this study is to document successful experiences as learning tools in the field of Corporate Social Responsibility (CSR) in Lebanon. The ‘Go Green’ case will highlight the importance of forming strategic long-term partnerships with various stakeholders. Through a well-established process and set of environmental awareness activities, the ‘Go Green’ project managed to reach a large audience and bring significant benefits to its partners and the community as a whole.

The enclosed case study was written based on a detailed inquiry including a series of one-on-one interviews and focus group discussions with various stakeholders (employees and community members), as well as collection of documentation on corporate social activities through secondary sources, company documentation and media sources. The findings and recommendations reflected in the document are those of the author and do not necessarily reflect those of UNDP/UNV or the New Academy of business. It is important to note that these cases were written as examples of positive initiatives that have contributed to community. They do not constitute a comprehensive assessment of any of the mentioned companies’ socially responsible behaviors.

The ‘Enhancing Business Community Relations’ project is a joint initiative between The United Nations Volunteers (UNV) and the New Academy of Business. Implemented in seven developing countries, the purpose of the initiative was to collect and document information on business-community practices as perceived by all stakeholders, build partnerships with them and promote corporate social responsibility practices. It is also intended to enhance international understanding of business-community relations through information sharing and networking with other countries especially those participating in the project - Brazil, Ghana, India, Nigeria, Philippines, South Africa and Lebanon.

Kindly note that all partners of the 2002 ‘Go Green’ partners have read this case study.
1- Introduction

One of the pioneering multi-stakeholder initiatives in Lebanon is the ‘Go Green’ partnership that was implemented in 2002. What exactly is ‘Go Green’? What made this initiative so successful and unique? What was the process for implementing this partnership? What were the challenges faced while implementing it? Finally, what are the recommendations for improving it? This case study will address these questions in detail with the hope of inspiring many other similar initiatives to be implemented in the near future. Before introducing the ‘Go Green’ initiative, it is worthwhile to provide an overview of the ‘partnership’ concept.

‘Partnership is not the first word that comes to mind when business and environmental groups are mentioned in the same breath. Originally, the relationship between the two parties are founded, based and reinforced around conflict. This began to change in the early 1990’s when the emergence of the business- environmentalist partnership phenomenon began to offer new hope for building consensus towards global sustainability.’

A decade ago, community related partnerships both locally and globally were limited, focusing primarily on philanthropic donations (cash and in-kind products) or corporate sponsorships. Currently, in Lebanon we have reached a state where donations are not only relatively old fashioned, and less effective than partnerships, but also, in a sense, are akin to taking the easy way out and reinforcing the individualistic culture we are already deeply immersed in. We all share common needs, problems and trepidations and that is what makes humanity whole- one that needs to come together regardless of what sector we fall under. Otherwise, if all we ever do, is rely on what has been done before us by keeping up with the habit of traditional philanthropy, then we would be lacking innovation, hindering improvement and inhibiting a fresh perspective on things.

The growing interest on community partnerships has been due to a culmination of factors. The good news is that globally, things started to change drawing the focus on, and around partnerships and away from traditional sponsorship. This has been mainly due to the realization that strategic partnerships yield many more effective results to everyone involved, businesses, employees, communities, etc. As a result, nowadays, companies are taking an increasingly active role in the communities where they operate, and recognize that social and environmental responsibility is no longer an option, but a self-enhancing imperative. They are forming partnerships with non-profit organizations, government agencies, and other stakeholders to fulfill a wide variety of community needs. These partnerships reflect a newfound understanding of the limited resources of governments and community service organizations to address specific issues. They also reflect a growing realization that individual entities- governments, nonprofits and businesses –

‘A partnership is an alliance between organizations from two or more sectors that commit themselves to working together to undertake a sustainable development project. Such a partnership undertakes to share risks and benefits, review the relationship regularly and revise the partnership as necessary.’


‘Why partnerships?
Because the current challenges the current challenges are far too complex for one for individual sector to deal with and resources are limited. By pooling resources one can achieve more and gain long-term sustainability.’

Julian Parr
‘UNIDO partnership with private business report.’

1 In the Company of Partners, David F. Murphy and Jem Bendell, 1997
which traditionally acted independent of one another - can create powerful synergies when working together for common interests and concerns.

The partnership strategy is considered the most evolved paradigm for engagement as it is founded on mutual respect, understanding and agreement as well as equitable (as opposed to equal) sharing of benefits and risks among all players, including business. It stands as the most effective means of ensuring development as it ensures ownership and commitment among all partners. In an environment wherein these aspects are not present and cannot be introduced, a partnership cannot properly ensue or may not be the most appropriate strategy. In an environment where these aspects are lacking but can be built, building the capacities of all potential partners to share risks equitably becomes part of the partnership strategy.

Such partnerships, which take time and skill to develop, typically involve both a benefit and a risk element to companies, but the benefits far outweigh the challenges. Although it can be challenging to maintain motivation and enthusiasm, especially if positive results do not happen quickly, they often result in a spirit of sharing and cooperation. Much of what has been mentioned in this introduction is very symbolic of the ‘Go Green’ partnership – one that provided win-win benefits for its partners and the community alike.

2- The ‘Go Green’ partnership...

Over the past three years, Schtroumpf, a local restaurant chain has actively raised awareness on environmental issues and has taken active measures to ensure that its operations are environmentally friendly. Activities such as a university contest, an environmental forum, corporate volunteerism river clean ups, and more, as discussed separately in Schtroumpf’s case study have been implemented and managed within the framework of Schtroumpf’s ‘Go Green’ environment programme.

In 2002, after gaining further insight about strategic community involvement through multi-stakeholder partnerships, Mr. Omar Sakr, Schtroumpf’s environment program manager, wanted to enhance the impact of the company’s environmental activities. As a result, he grouped a few of these activities and packaged them under the ‘Go Green’ project, which was proposed for UNDP/UNV’s partnership through the project ‘Enhancing Business-Community Relations’ (EBCR), as well as other organizations.

With the objective of promoting social and environmental awareness, the ‘Go-Green’ project was initiated by Schtroumpf, as a symbol of its continuous support to environmental awareness. The springboard for the initiative—and the origin of its name—is the ‘Go Green’ motto and Schtroumpf’s environmental programme. For Schtroumpf’s environmental manager, Mr. Omar Sakr, this was a natural step towards a better implementation of the company’s community philosophy. As a result, in 2002, Schtroumpf and UNDP/UNV became the main organizers of this project, while the FTML, Coca-Cola and Tetra Pak East Med became the official partners. So, how did the partnership emerge and blossom into a breakthrough initiative in the field of business community relations, especially in Lebanon? The following sections will outline the objectives and activities of this partnership as well as the exact steps that were followed to make it a successful reality.

2 Please refer to Appendix –1- for more information on the partners.
2.1 Objectives of the ‘Go Green’ project:
The ‘Go Green’ project had various objectives as jointly determined by Schtroumpf and UNDP/UNV, as follows:
a) Promote the concept of corporate social responsibility (CSR) as a critical element in human development;
b) Enhance awareness of environmental issues especially among youth by encouraging them to create a wide range of environmental projects.
c) Promote and strengthen the concept of sustainable partnership building between different stakeholders (Civil society, public institutions, private sector, international organizations etc) by actively encouraging different sectors to work together through the ‘Go Green’ activities mentioned in section 2.2 below;
d) Exchange strategies, experiences, and identify common interests in relation to environmental protection and sustainability;
e) Identify problems, constraints and priorities on one hand, and opportunities and possible areas of cooperation with various stakeholders on the other and,
f) Build social capital by bringing various stakeholders together for networking and cooperation.

2.2 Activities of the ‘Go Green’ Project:
The ‘Go Green’ project incorporated the following activities implemented over a five-month period:

2.2.1 –‘Go Green’ media awareness campaign
To kick off the ‘Go Green’ project, a press encounter was held on 23 April 2002. Attended by many media representatives, the press encounter generated several articles on the initiative as well as the importance of business community relations (BCR) and environmental protection. During the press encounter, the ‘Go Green’ project and its objectives were fully explained to the audience. This was followed by a brief overview of Corporate Social Responsibility (CSR) and its benefits. Finally, each of the ‘Go Green’ partners spoke about its social programs and expressed their commitment to supporting their community.

Apart from the press encounter, the media was invited to attend most of the ‘Go Green’ project’s activities mentioned below. The campaign was continuously adapted to the audience it was directed at. To target students, articles were written in popular student magazines, while other business-oriented magazines were targeted to promote the concept among other private sector organizations. Overall, the media was supportive of the campaign, as all activities enjoyed a good amount of media coverage. To date, 25 articles have been written in major newspapers and magazines. The initiatives also received a good amount of coverage on major TVs as well, either through news segments, or live 15-30 minute interviews. Altogether, 12 TV live interviews where held either about the initiative or had mentioned it. It was also mentioned on 4 websites. More information on the media awareness campaign can be found in appendix -3-.

2.2.2 – ‘Go Green’ university awareness campaign
A university awareness campaign ran parallel with the media one. This campaign focused on promoting the ‘Go Green’ environmental contest and forum through flyers, placemats, posters, billboards, presentations, etc. Altogether around 80,000 copies of three distinct flyers were widely distributed. The first was a small leaflet that mentioned details of the contest, as well as statement outlining each partner’s commitment to the community. 20,000 copies of this leaflet were distributed in most universities across Lebanon, at Schtroumpf’s premises and to the partners’ employees. Another 60,000 copies of a similar placemat were disseminated; half of those promoted the contest, while the other half, the forum. In some universities, stands were set up where these flyers were distributed. In addition to all this, many posters were posted on campuses, and in some cases e-mails were sent to advertise the university seminars that were held. Finally, a total of 125 billboards were set up on panels across Lebanon a week prior to the forum’s launch.

Apart from all the above, the ‘Go Green’ partners became personally involved in the campaign. As a result, to express the importance of environmental sustainability, they visited most participating universities and held a PowerPoint presentation that provided more than 1000 students with an overview of their social programs. These visits were very beneficial as they allowed students and corporations to network together and become closer. A complete list of these university visits can be found in Appendix –4-.
2.2.3 – ‘Go Green’ environmental contest

With the objective of sensitizing youth to environmental issues, the ‘Go Green’ contest encouraged students to come up with environmental projects in the fields of engineering inventions and communicative artwork. It targeted close to 20,000 students in major universities across Lebanon. Altogether, around 200 projects were submitted and a total of $USD 11,000 was distributed during the closing ceremony of the ‘Go Green’ environmental forum.

The jury, composed of professionals in the environmental field gathered and rated projects on creativity, practicality, usefulness, dedication and presentation. Due to the fact that many outstanding projects were received, the jury decided to divide the amount of money distributed to each category. Appendix- 4- includes a listing of all the winners, as well as the types of projects that won.

2.2.4 – ‘Go Green’ environmental workshop

With the objective of facilitating the development of partnerships that could address today's most pressing environmental issues, the ‘Go Green’ workshop was held on 12 June 2002. During the workshop, various stakeholders from private and public sector institutions, academic institutes, associations, NGO's, UN agencies gathered at Schtroumpf’s main branch in Jounieh to participate in the event, hoping to find solutions and come up with ideas that could contribute to environmental enhancement.

The spirit of the day was captured by speeches by Schtroumpf’s management, UNDP’s Resident Representative, the Minister of Environment, as well as the ‘Go Green’ partners. In addition to the speeches, a presentation was held on the Lebanon’s ‘State of Environment Report’. The report, which was launched on 5, June 2002 and discussed the current state of the environment in Lebanon and how it is affected by various human activities in different sectors.

Following the morning session, participants were grouped in roundtables on waste management, air pollution, organic food and eco-tourism. These roundtables allowed participants to state their concerns, discuss possible solutions, and come up with recommendations for joint multi-stakeholder projects to address environmental problems. They also allowed them to exchange strategies and experiences of best practices. After discussing an action plan within each working group, the moderators then came back to the audience and presented their projects. Many ideas were raised. However, each group decided to focus on an awareness campaign targeting a specific topic. For example, the organic food group focused on increasing understanding on the differences between organic and non-organic food; The waste management group advocated the use of paper and/or textile shopping bags instead of plastic; The eco-tourism group recommended the development of an ‘eco-tourism’ guide coupled by guided student visits to Lebanon's protected areas; Finally, the air pollution group recommended a campaign to reduce car pollution. More information on the outcome of each working group can be found in Appendix –2-. The most positive aspect of all this, is that these recommendations are on their road to implementation through the 2003 ‘Go Green’ campaign.

Attended by close to 100 individuals, the workshop caught the attention of many and received outstanding feedback from all those touched by the uniqueness of the ‘Go Green’ project. The important aspect of this activity is that it allowed people to meet and network with others in their field, and the working groups provided individuals from various sectors the opportunity to sample collaborative efforts on specific ideas.

2.2.5 – ‘Go Green’ environment forum

The ‘Go Green’ Forum held on 12-14 July 2002 celebrated the United Nations ‘International Year of Eco-Tourism’ with a wide range of activities and seminars related to Eco-tourism, mountains and alternative energy with the aim of integrating fun and games with environmental awareness and action. Among many others, these included Telescope

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3 2002 was proclaimed by the UN General Assembly as the year of ‘Eco-Tourism’ and ‘Mountains’. 
(Astronomy), Mongolfiere, Tyrolean, Rappelling and wall climbing. Every night a theme was celebrated with great enthusiasm and liveliness. Friday night was ‘Energy’ night, Saturday was ‘Mountains’ night, and Sunday marked the wrap-up of the forum, during which the awards of the ‘Go Green’ contest were distributed to various university students.

Apart from the above-mentioned activities, students’ projects were displayed to the public all over Schtroumpf’s premises and stands were set-up for various NGOs working in the field including ‘L’Association Libanaise d’Etude Speleologique (ALES), the UNDP Ozone office and ‘BIOCOOP Lubnan’. Those participating in the stands provided explanations about environmental issues. Furthermore, ‘BIOCOOP Lubnan’ also offered an organic food tasting campaign. Altogether, close to 3000 individuals participated in the forum throughout the three-day period. Some came with the objective of learning about environmental initiatives, others to find out if they have won in the contest, either way, the forum generated a lot of awareness in a very easy going setting.

2.2.6 ‘Go Green’ Volunteerism

The final activity that wrapped-up the ‘Go Green’ initiative was a river clean-up at ‘Nahr Ibrahim’ in partnership with the ‘Spring Valley Operation’. Employees of the ‘Go Green’ project, as well as many enthusiastic individuals from the Lebanese boy scouts, took the opportunity to celebrate the International Year of Eco-tourism through a recreational and outdoor trip that simultaneously helped clean up the environment.

The objective of the trip was to promote the idea of Corporate Volunteerism, which is voluntary community service by corporate employees and one aspect of Corporate Social Responsibility. The activity was quite unique since it is one of the first in Lebanon bringing together employees of various organizations. During the activity, participants confirmed that volunteerism yields excellent benefits to everyone involved including: corporations, the community and the employees themselves.

2.3- The process of implementing the ‘Go Green’ project

Similar to the process of baking a cake, which requires certain ingredients to be mixed in a specific order, the exact method can be applied to community partnerships. Such approaches and methods are numerous and varied, but there are several basic steps that were embraced in the implementation of the ‘Go Green’ project to ensure its success in a manner that yielded win-win benefits for all. The following paragraphs provide a detailed description of what was done from ‘A to Z’ in the execution of the ‘Go Green’ project. For a summary on this process, please consult the National Research Report of the ‘Enhancing Business Community Relations’ project.

a) Here’s how the story began…

The whole process started very informally where some members from the United Nations Development Programme (UNDP) visited Schtroumpf’s premises during the 2001 Environmental forum. Impressed by the restaurant’ environmental commitment, a dialogue started between the two offices. In order to strengthen his environmental program, Mr. Sakr, Schtroumpf’s environment program manager decided to partner with other organizations working towards the same objective. As a result he informally approached UNDP/UNV to explore the potential for developing a partnership, as he had learned that the UNDP had a comprehensive environmental program, as well as a project promoting Corporate Social Responsibility called: ‘Enhancing Business Community Relations’ (EBCR).

b) We (Schtroumpf and UNDP/UNV) started by defining what needed to be done...

Mr. Omar Sakr along with the EBCR project manager, and UNDP’s environment program manager, met on several occasions and identified what activities needed to be done, in line with both Schtroumpf’s and UNDP/UNV’s mandates. While brainstorming, a review of Schtroumpf’s environmental activities in the past was done (Strengths, weaknesses, impact, sponsors, etc.). The chosen activities were then packaged with the ‘Go
Green project’ name. The reason why this name was chosen was because it corresponded to Schtroumpf’s environment program’s name ‘Go Green’. Schtroumpf and UNDP/UNV then identified the next steps to be done, which included Schtroumpf’s official request to UNDP/UNV for partnering in the implementation of the partnership.

c) **We ensured internal support...**
Support of upper level management is always critical to increase the project’s internal visibility and success, keep the project on the company’s agenda and motivate self- participation. As a result, after drafting the partnership request, internal support needed to be built within Schtroumpf and UNDP/UNV. Initially, it was necessary for Schtroumpf to “sell” the partnership approach to the company’s own senior management. It was equally important to have UNDP’s management on board. As a result, after securing initial interest on behalf of both parties, meetings were held with UNDP’s Resident Representative for final approval. The idea was taken with enthusiasm, as Schtroumpf and UNDP/UNV, became the organizers and co-managers of the ‘Go Green’ project. Although UNDP was unable to offer Schtroumpf financial support, it was able to offer technical support by assisting in the project’s day-to-day implementation, as well as its expertise in environmental and business-community issues.

d) **We identified a partnership broker...**
After jointly deciding to involve various other organizations in the project’s implementation, it became necessary to identify a neutral, credible and trusted partnership broker to coordinate among all partners. Given UNDP/UNV’s impartiality, Ms. Forzley, who was managing the ‘Enhancing Business Community Relations’ initiative was given that role.

e) **Then we set criteria for choosing other partners and developed a comprehensive proposal...**
After reviewing the objectives of the project together, Schtroumpf and UNDP/UNV prepared a comprehensive proposal, which outlined the objectives of the partnership, its activities, expected budget, and a list of all the expected partner returns. The appropriate sector or sectors with which to partner (whether business, education institutions or non profit organizations) were researched to ensure that any organization that supports the project, meets certain criteria and has a culmination of qualities which complement and add-value to the project. Among these were consistent goals with the project organizers; previous track record in supporting community initiatives; a solid management structure, and finally, the availability of the appropriate skills and resources to effectively carry out the partnership.

f) **We picked our partners...**
After finalizing the proposal, finding partners was the next essential element to be done. A brainstorming session was held to identify a set of organizations that could possibly fit the criteria mentioned above. The proposal was then distributed to all potential partners. This was then followed by a series of meetings with each of these organizations to explain the project, its implications, and required involvement. After careful consideration, FTML, Coca-Cola and Tetra Pak East Med were carefully identified as the most suitable partners. Before finalizing our choice, each organization was called individually to ensure that they are in agreement and not in any conflict with the other organizations we selected.

g) **Then we introduced partners to each other...**
A brainstorming session was held at UNDP/UNV’s office, in order to introduce the partners to each other. During this session, all aspects of the project were discussed among all partners, and each partner participated in the decision-making process by providing their opinion on the project’s implementation. *Ideals and desired outcomes were set* as it was important that parties involved agreed on what they expected from one another and from the project as a whole. During the meeting, ground rules were also jointly identified.

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**Role of the partnership broker**
- Carries responsibility for the process of building a successful partnership and securing its effective functioning long term.
- Supports the partners in designing and implementing the project that they agree to undertake.
- Acts as an intermediary and builds collaboration between the partners.
- Inspires others in the initiating organization and the partner organizations to follow the partnership approach.
- Encourages the adoption of behaviors to help the partnership to function effectively and grow.
- Protects the principles and vision of the partnership.

“*We were quite objective in picking partners. We wanted to make sure this partnership provides a learning experience. Here the mix between local and multinational as well as small and large organizations was critical.*”

Lubna Forzley
Business Community Relations Specialist
UNDP/UNV
h) We established communication channels…
Once the relationship was on the road to delivery, it was a crucial moment to establish effective communication channels. This was essentially what created the mechanism for growing and developing the relationship between parties involved. Such communication channels were as simple as identifying one person as a ‘champion’ in each organization to represent his/her organization throughout the partnership. This person was then added to an e-mail mailing list and provided with regular updates on the project. That person was also provided with all the promotional material to be distributed internally throughout his/her organization.

i) We signed contracts with each partner based on a set of protocols…
We established a set of protocols defining structures and procedures that underpin the partnership such as use of logo, ways to reference the partnership, financial arrangements, channels of communications, etc. All these conditions were outlined in a contract that was signed between each partner and UNDP/UNV. In addition, to this, a separate execution agreement between Schtroumpf and UNDP/UNV was signed. From that point on, Schtroumpf and UNDP/UNV both managed the budget and project’s overall implementation.

j) We committed financial and human resources…
After each partner signed the contracts, we ensured that the required finances were transferred to UNDP for the project’s execution. Schtroumpf managed the day-to-day budget, and submitted all payments to UNDP in order to reclaim the spent amount. Receipts from UNDP/UNV were sent to each partner as proof of payment. It was equally necessary to secure human resources as this project was created in a way that heavily required the partner’s personal involvement. Therefore, all partners were encouraged to participate in all activities and to help in the project’s implementation in any possible way.

k) Then started the ball rolling…
Once we had the necessary finances and the partners’ commitment, we moved ahead in full speed in implementing together all the activities of the ‘Go Green’ project. Throughout these activities, we tried to maintain motivation and enthusiasm, and to build a strong working relationship between the partners, one that is capable of withstanding difficulties and challenges.

l) We had lots of fun along the way…
We tried to maintain a positive attitude despite the level of workload. We took lots of photos along the way, laughed a lot and even became friends…

m) We thanked and appreciated…
Throughout the whole process, we didn’t forget to thank and appreciate each other’s efforts.

n) We all used our contacts…
In order to ensure the optimum output, all partners were encouraged to share any contacts that could help in the project’s implementation. For example, a media contact list was compiled with the help of each of the partners.

o) We consulted at all times…
Involving partners in the overall implementation of the project was a very important step in the whole process. Partners were consulted at all times, and sought for advice. For example, prior to publishing press releases or promotional material, they were sent to everyone for comments and approval.

p) We created a ‘learning culture’…
Throughout the implementation of the project we created a ‘learning culture’ in which the partners learned from each other’s experience. Here the mix between local and multinational partners was very important.

q) We disagreed sometimes and made mistakes along the way…
So, much like anything in life, we disagreed sometimes and made a few mistakes along the way. This step was inevitable, yet necessary for assessing the strength of the partnership and the compatibility of the partners. With a
little give and take, patience and listening, we came together to an outcome that eventually satisfied everyone. Partners’ understanding that openness to learning and critique was essential and ultimately added to their own professional development.

r) We also encouraged the whole organization to get involved

Partners were encouraged to channel this ‘learning culture’ into their own organizations. In this regard, we tried as much as possible to build the partners’ capacity to take increasing responsibility for leading and developing the partnership without the day-to-day interventions of the broker.

s) We always checked if we were on the right track..

Knowing that one of the most important aspects of project management is stocktaking; we occasionally sought partner’s feedback on the project’s progress. This was done through several organizers meetings, where partners were encouraged to provide their input and critique on the past and future. Flexibility and the ability to adjust very quickly were necessary at this point.

t) We held regular external evaluations...

In addition to the ongoing feedback we received from our partners, we sought the public’s opinion on two particular occasions. During the environmental workshop and forum, evaluation forms were widely distributed to participants to assess their level of satisfaction with the project and to tabulate their level of awareness of each of the partners’ social programs. This, in turn, made the whole process all the more effective and productive.

u) We analyzed and shared results...

As we tabulated the results of all the evaluation forms, we analyzed the strengths and weaknesses and shared these with the partners.

v) We also encouraged the partners to see the long-term benefits of the partnership...

Often in partnerships, some benefits are not always visible immediately. Therefore it was necessary to encourage partners to focus on the long term and see beyond short-term results such as publicity and visibility. Some of the many benefits we encouraged partners to reflect upon, included: the networking that was made; capacity built in the community; awareness generated, experience gained, and finally all the exposure received.

w) After finalizing all the activities, we wrapped up the partnership...

We wrapped up the partnership through a feedback session during which a partnership evaluation form was discussed thoroughly. During the session, recommendations for improved activities and outputs were also provided.

x) We documented our success story...

Our success story was captured in a video that summarized the whole journey. It was also documented in the form of this case study, and in partnering companies’ brochures, which were distributed in various venues. To top this off, all the partners also mentioned it during their own activities and speeches, which added to the project’s visibility.

y) We kept in touch...

Although the project was concluded, we all kept in touch to remember the good times and to discuss other ways of enhancing our community.

z) Finally, we prepared the 2003 ‘Go Green’ campaign in order to sustain the momentum.

Based on all the feedback received in 2002, Schtroumpf and UNDP/UNV re-started the whole process and prepared for a much bigger campaign to be held in 2003. Developed in a manner that promotes public-private partnerships, and celebrates 2003 as the ‘International Year of Water’, ‘Go Green 2003’ is currently being implemented jointly with UNDP/UNV, the Ministry of Environment, the Ministry of Agriculture, and a few other organizations.

2.4- Partners’ returns:

Although measuring the returns of a partnership is a very hard and subjective task, the following is a listing of all the immediate returns that the partners received from participating in the ‘Go Green’ initiative.
a) **Enhanced visibility:**

The ‘Go Green’ campaign generated a significant amount of exposure to all partners among thousands of individuals, especially the young generation, which is actively targeted by all partners. This was achieved through the appearance of each of the partners’ logos on:

- All press releases, official letters, invitations, project descriptions, evaluation forms, posters, banners, etc. In addition, they were displayed on all 80,000 flyers, of which 20,000 included statements outlining each of the partners’ commitment to the community.
- The billboard campaign, which clearly displayed each company’s involvement all over the country.
- A series of PowerPoint presentations that were displayed in most universities across Lebanon, as well all other activities of the ‘Go Green’ campaign mentioned in section 2.2

b) **Enhanced Reputation:**

The ‘Go Green’ initiative was referenced as success story, which enhanced each of the partners’ reputation as well. Following its implementation, many individuals from the public became more aware of the partners’ commitment to the community. The project was also well publicized by each of the partners as part of their own activities, events, press conferences, etc., giving each other additional visibility. For example, a summary was captured in a video and shown in many of UNDP/UNV’s events and workshops both locally and globally. It was also referenced during Coca-Cola’s year-end gathering, and in Tetra Pak’s seminar addressing students at the American University of Beirut (AUB). Due to their interest in the project, many graduate students have approached the organizers to learn more about it, and further research work on the field of social responsibility that references the initiative is currently being conducted by the AUB.

c) **Media publicity**

Many of the articles that were written in the papers mentioned each of the partner’s names. In addition, whenever possible, all partners’ names were mentioned in live TV interviews on major stations watched by thousands of individuals. (Please refer to Appendix –3- for more info)

d) **Experience and sharing of best practices**

The partners enjoyed sharing experiences and learning from each other, which is usually regarded as a significant return in partnerships, as it leads to enhanced operations and practices.

e) **Networking**

As mentioned earlier during the process, the ‘Go Green’ activities created a significant medium for partners to network with other organizations that they could eventually partner with as well. A good example of this is the networking that resulted from the environmental workshop, which has ultimately led to other potential partnerships that are currently being developed.

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**3- What made the ‘Go Green’ project different than other community initiatives in Lebanon?**

What made the ‘Go Green’ initiative very successful was the fact that there was a clear partnership building process being followed and that yielded a significant amount of benefits to the partners and the community. Such a process has built Schtroumpf’s capacity to self-manage and re-implement the program in 2003 on a much bigger scale with the objective of achieving sustainability in the long run. The uniqueness of ‘Go Green’ also lay on the fact that it reached a wide range of stakeholders from educational institutes, UN agencies, government institutions, NGOs, etc. Another important aspect of the initiative was that instead of taking the traditional sponsorship approach of making a donation in return for visibility, the companies signed on as partners by committing both their human and financial resources for the campaign. Financially, through pooling resources, ‘Go Green’; provided the community with a lot of benefits. On a human resource level, the partners became involved in all aspects of the campaign. This included personal participation in university seminars, activities, organizers meetings, etc. Their involvement and provision of contacts, advice and feedback assisted in increasing the project’s impact.

‘The ‘Go Green’ initiative is indeed a very unique one, because it illustrated the refreshing trend that UNDP/UNV supports to raise awareness through participatory dialogue and the development of partnerships among different stakeholders.’

Yves de San
UNDP/UNV Resident Representative

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The views expressed in this report do not necessarily reflect those of UNV/UNDP or the New Academy of Business
4 – Challenges faced

One of the challenges faced during the execution of the university awareness campaign, was the *low turnout in attendance*. This may be drawn back to the lack of information from one side, and the possible lack of interest in environmental issues from another. This on its own, confirms the need for raising awareness further on the environmental field. Another possible reason for this low turnout could be attributed to the timing of the seminars, which coincided with the exam period as well as the time when students, due to the insecure political situation, were holding frequent demonstrations. Finally, the last reason why some students might not have participated could be due to the fact that these seminars were not a priority as they were not required of their courses.

Another challenge that was faced, was the media’s attitude related to corporate community engagement. Unfortunately, many media representatives had a certain reluctance to name all the partners when covering ‘Go Green’s activities. Some TVs had put certain conditions and requested the project organizers to refrain from mentioning the other partners’ names during the ‘live’ TV interviews. When asked for reasons why they did that, many mentioned that giving visibility to some corporations free of charge causes decreased profits.

Due to *time constraints and the very busy schedules they led*, some partners were unable to attend all the project’s activities. Although this can be understood, it had an effect on the projects impact, as the most important aspect of a partnership that distinguishes it from a sponsorship is that of the partners’ active involvement. For example, the corporate volunteerism activity would have been much more successful had there been more active participation on behalf of all the partners’ employees.

Picking the right partners was something that was critical to the project’s success. Although having four partners was a good idea, it was nevertheless a very time consuming and strenuous approval exercise. It was also quite difficult to coordinate at times with all the partners’ schedules. Finally, based on feedback, some individuals felt that some partners were less compatible for the project than others.

5.0- Recommendations to Schtroumpf for the 2003 ‘Go Green’ campaign

5.1 – Overall set up

a) Follow the same partnership process that was implemented in 2002, integrating all the learning that took place and as many of the below-mentioned recommendations as may be fit, to ensure consistency and success
b) Assign a very neutral partnership broker to follow up on all activities and to coordinate between partners
c) Involve as many different sectors and individuals as possible in the campaign. Approach the Ministry of Environment and the Dry lands Development Center to become official partners in the campaign.
d) Advocate the partnership’s principles through suppliers, customers and employees, and encourage their participation. This can be done through personal invitations to all activities, encouragement to take on environmental projects, etc.
e) Insist from the outset that one of the requirements of the project is active involvement on behalf of the partners, and follow up on this to ensure that they are fully integrated in the day-to-day activities of the project including mobilizing their own contacts, etc.
f) Develop a ‘Go Green’ foundation to oversee Schtroumpf’s environment program specifically the ‘Go Green’ campaign. A board of directors from Schtroumpf, the Ministry of Environment, UNDP/UNV, a few NGOs and other partners could oversee the foundation. Schtroumpf’s environment manger can then continue to manage the partnership and head the foundation.
g) Launch a separate website for ‘Go Green’, which could include the project description, photo gallery, information regarding the contest and winners, etc. One of the web site management companies could be approached to offer its services free of charge.
h) Encourage advertising agencies of the participating partners to participate in the campaign by developing all promotional material in house.
i) Develop a few additional banners and posters that act as promotional tools to be displayed in partner’s premises. In addition, a week prior to the forum an advertising campaign can be displayed on the street leading to Schtroumpf’s premises. This can be done in the format of a teasing campaign for a few weeks prior to the event where the streets can be decorated with banners mentioning ‘Go Clean’, ‘Go Green’, ‘Go Schtroumpf’, etc.
j) Increase this year’s budget to allow more room for further awareness and program development.
k) Establish and implement measurement systems on an ongoing basis (through surveys, questionnaires, focus groups) to ensure that activities yield the appropriate levels of impact for all partners and the community.
5.2 – ‘Go Green’ media awareness campaign
   
a) Time all activities requiring media coverage in a way that is compatible with the media’s schedule. (e.g. not in 
evenings or weekends) For example, to ensure the media’s participation in the forum, schedule a press encounter 
the second morning following the announcement of the contest winners.

b) Involve the media in the project’s implementation from the start. This can be done through an initial focus group 
discussion about environmental issues to encourage them to write about environmental problems and to support 
the campaign throughout.

c) Actively engage in personal follow up with the media.

d) Use part of the funds that were paid for the billboard campaign towards recruiting a private sector media agency 
to manage the media campaign

5.3 – ‘Go Green’ university awareness campaign
   
a) Develop a more focused publicity campaign, through specific classes related to the contest’s categories. This 
campaign should also be paralleled by the organization of environment days, during which a stand could be set up 
to promote the program, and to raise awareness over environmental issues. Furthermore, the campaign could be 
advertised in university journals and in student clubs related to the field.

b) Negotiate with graphic design/marketing classes’ professors of participating universities to have the design of the 
flyers or any other aspect of the campaign (e.g. Billboard Campaign, TV spot) as part of their course curriculum.

c) Have all entry forms with clear guidelines available in student faculties.

5.4 – ‘Go Green’ contest
   
a) Focus the campaign in a few universities (Maximum of 6), and a few (2-3) final grades in high schools, and 
introduce the contest as part of class requirements (e.g. to be graded as a project replacing a midterm)

b) Ensure that the amount of money advertised for each category is awarded at the end of the campaign and not 
split up between participants.

c) As part of entry in the contest, introduce other requirements such as a letter of intent explaining what the project is 
expected to address. This should be submitted to Schtroumpf’s premises around May for prescreening to avoid 
duplication of projects. Students should also be required to prepare a two-minute presentation for the jury, as well 
a summary explaining their project. This summary can them be displayed on plaques beside the project. Finally 
students should be made aware that they will not be able to retrieve their projects following the campaign.

d) Provide students withL examples of possible ideas in each category; a listing of previously done projects to avoid 
duplication; a list of environmental contact such as NGOs the Ministry of Environment, etc.

e) Reduce the jury to a maximum of seven individuals who can then assess each of the projects together through 
panel interviews with students. This can be set up the same evening of the forum, over 4-5 hours, during which 
the jury can rate each student as he/she explains his/her project. This process can be done through an organized 
schedule for students. The final announcement can then follow the same evening.

f) Re-name the awards and activities more creatively and consistently with the campaign. e.g. Green design - Green 
engineering, etc. It is also equally important to introduce new categories or focus on specific themes on a yearly 
basis to avoid duplication. For example this year, an ‘Organic food’ advertising campaign can be useful, since it is 
consistent with Schtroumpf’s business, and since this field lacks awareness in Lebanon. Another example could 
the ‘International Year of Fresh Water’, which is the UN’s theme in 2003.

g) Encourage the development of practical projects that can contribute to the Ministry of Environment, UNDP, and/or 
the partners’ mandates. This will ensure that such projects are put to good use after the campaign. For example, it 
might be interesting to encourage the development of TV spots, billboard campaigns, etc. that can actually be 
used following the following years’ ‘Go Green’ campaign.

h) Follow up with the winners of the contest and highlight their projects either through encouraging the Ministry of 
Environment to adopt them; displaying them in museums and special venues; and finally highlighting them 
through other separate projects. (e.g. Publicize via a billboard campaign the images of the photography winners)

i) Encourage the Ministry of Environment to further develop and/or highlight the students winning projects.

5.5 – ‘Go Green’ workshop
   
a) The list of invitees for all the project’s activities should be more selective.

b) Project proposals for the working groups could be distributed prior to the workshop to familiarize each group with 
the topics to be discussed.
5.6 - ‘Go Green’ forum

a) Set up the forum in a more ‘lively’ manner to include more live interviews with the jury, the partners, important personalities, etc. to create more excitement. This can also include ongoing videos and PowerPoint presentations on environmental issues and on the 2002 ‘Go Green’ campaign.

j) Encourage students that win the contest to briefly explain their projects to the public.

k) Display the ‘Go Green’ banner, as well as other promotional material and students projects’ in Schtroumpf’s premises for a few weeks after the completion of the campaign.

5.7 - ‘Go Green’ volunteerism

a) Develop a few environmental volunteerism activities (Under the name of Green Volunteerism) related to issues in need of awareness such as organic food planting, beach clean ups, etc. These activities should be held in partnership with clubs in universities, Lebanese boy scouts, NGOs, eco-tourism operators, etc. and of course with the very active involvement of partners’ employees. Include promotional material in these activities.

6 - Conclusion:

‘Go Green’ serves as an exemplary awareness campaign and a breakthrough in the business community relations field in Lebanon, as it was able to touch many and bring together various sectors of society to work together on one cause. The ‘Go Green’ project has demonstrated that an initiative does not require a huge sum of money in order to be successful, and that a well-established strategy and process is key, to a long-lasting impact. It also demonstrated that time is a precious commodity and because it is so precious, donating time to further a charitable cause, can be a tremendously valuable contribution, one that is much more valuable than the one that could be made through traditional philanthropy. The 2003 campaign, which is currently being implemented on a bigger scale, is expected to further demonstrate the importance of partnership development, especially among public and private institutions. The public sector's endorsement of the 2003 ‘Go Green’ campaign is already a positive step in the right direction.


APPENDIX 1

‘Go Green’ partners social statements

Schtroumpf

Schtroumpf, a local restaurant chain, is the initiator and co-manager of the ‘Go Green’ project. The company’s environmental mission is to ‘proactively strive to improve the environment by enhancing awareness through a sustainable development program that seeks to ensure a better quality of life in Lebanon’. Over the past few years, Schtroumpf has actively raised awareness on environmental issues and has taken measures to ensure that its operations are environmentally friendly. Examples of such practices include partnering with educational institutes to raise environmental awareness; continuously recycling and using recyclable products; and organizing a wide range of activities mainly targeting youth including environmental contests, forums, seminars, etc.

UNDP/UNV

The UNDP operates through a network of 134 country offices covering 174 countries and territories. In Lebanon, UNDP, through its different projects has assisted the Ministry of Environment in setting the basis for environmental protection in the country and has helped in building capacity of national stakeholders. UNDP’s position as a trusted, impartial advisor across the developing world is expressed in its role to act as a facilitator and convener at the country level: brining together civil society, government and the private sector to identify and address common development approaches to a broad range of issues and problems such as environmental conservation and regeneration. With the private sector playing an important and inevitable role in human development, UNDP/UNV implemented the ‘Enhancing Business Community Relations’ project in seven developing countries including Lebanon. This project aimed at promoting the field and at developing key strategic partnerships between the private sector, civil society and government on issues relating to key socio-economic priorities, similar to what the ‘Go Green’ project achieved.

FTML- Cellis

FTML, a subsidiary of France Telecom worldwide group/Orange created in 1994, has been actively involved in corporate social responsibility initiatives. FTML respect for the environment is paramount. The company applies strict rules and policies, which prevent pollution and degradation of the landscape in setting up their network. FTML firmly believes in protecting the environment and enhancing their communities. In addition to environmental initiatives, in August 2000, the company launched a Childhood Protection Program under the name of ‘Generations’. This project aims at supporting non-confessional associations and local NGOs in order to set up support programs for children who are rejected, abused, exploited in their work environment, for whom education is not provided or who are at risk of delinquency.

Coca-Cola

Coca-Cola’s approach to environment issues is a top priority and is guided by a simple principle: while quenching the thirst of consumers each day, the company focuses on the environment, always conducting the business in ways that protect, preserve and enhance the world’s resources. The company has supported the Lebanese community in various causes including the environment. Recently the company launched the Cedar Roots project, which included building the first cedar forest in the South of Lebanon (Jezzine). The project’s aim was to help in bringing back the cedars to Jezzine where cedar forests once thrived, contribute to the Ministry of Environment’s plan to reforest Lebanon, and finally to offer students in the South the chance to have a forest in their proximity.

Tetra Pak East Med

Tetra Pak takes active measures to ensure that its activities and products are environmentally friendly. As a result, at every stage in the products and services lifecycle, from design and purchasing, to transportation, filling, consumption and disposal, careful actions are in place to assess the overall environmental impact. In addition to its environmental initiatives, Tetra Pak supports health and education through the development of the ‘Captain Mike’ school-feeding program that aims at providing better nourishment for children, as well as raising awareness on different health and environmental issues.
APPENDIX 2
Environment Workshop Recommendations

**Organic food**
The organic food-working group proposed a campaign to raise awareness about the difference between organic and non-organic food. This included compiling a guide, brochures, posters and other promotional material to be distributed to the public. The campaign also encouraged local farmers to implement organic farming days where consumers can spend a day at their farm to learn more about the benefits of organic food. The last aspect of the campaign involved a checklist to be used by farmers in order to ensure they meet certain control standards.

**Waste management**
The waste management group proposed a campaign to encourage the use of textile/paper shopping bags. This included talking to consumers and supermarkets about the positive effects of plastic bag reduction, as well as implementing the campaign through various strategies such as charging a fee for plastic bag use or giving out free textile/paper bags. The campaign also included raising awareness on the importance of reducing the use of plastic bags by developing and distributing brochures in various venues, especially supermarkets.

**Eco-tourism**
The eco-tourism group proposed a campaign to encourage eco-tourism in Lebanon. Among the many ideas that were proposed where organized student tours and sporting activities in areas in Lebanon that are less popular among the public. Such visits should be held according to eco-tourism standards, meaning they will not interfere with the environment, while at the same time, enhance the local economy where they are held. In addition to tours and visits, it was recommended that eco-tourism guides be compiled and distributed to the public, in order to provide information on various regions in Lebanon.

**Air pollution**
The air pollution group proposed a campaign called ‘Stay in your lane’ to reduce car pollution. This included a comprehensive media campaign, inducing print and TV media to encourage citizens to stay in their lane while driving in order to reduce air pollution caused by traffic jams.
## APPENDIX –3-
### Media Awareness Campaign

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<th>No. of articles</th>
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<th>Date</th>
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<tr>
<td>1</td>
<td>UNDP Newsfront</td>
<td>9 May 2002</td>
</tr>
<tr>
<td>2</td>
<td>Journal of Corporate Citizenship</td>
<td>January – March 2002</td>
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<tr>
<td>3</td>
<td>Revue du Liban</td>
<td>19-26 July 2002</td>
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<td>4</td>
<td>Monday Morning</td>
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<td>L'Orient Le Jour</td>
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<td>Daily Star</td>
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<td>Al Bayrak</td>
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<td>9</td>
<td>Al-Liwaa</td>
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<td>11</td>
<td>Al-Mustaqbal</td>
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<td>12</td>
<td>Assinnaa Wal’ikdissad</td>
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<td>13</td>
<td>Echo</td>
<td>May 2002</td>
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<td>14</td>
<td>L’Agenda Culturel</td>
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<td>15</td>
<td>La Revue du Liban</td>
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<td>16</td>
<td>L’Orient Le Jour</td>
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<td>As-Safir</td>
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<td>23</td>
<td>Today’s outlook</td>
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<td>24</td>
<td>Hospitality News</td>
<td>23 August 2002</td>
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<tr>
<td>25</td>
<td>Kesrwan Magazine</td>
<td>March 2002</td>
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### AUDIO VISUAL COVERAGE

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<th>No.</th>
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<td>1</td>
<td>LBC – Live - Nharkoun Saïid</td>
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<td>14</td>
<td>FTV ***</td>
<td>8 June 2002</td>
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*** The following interviews held by Coca-Cola on their CedaRoots project also mentioned the ‘Go Green’ project

### WEBSITES

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<td><a href="http://www.undp.org.lb">www.undp.org.lb</a></td>
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<td><a href="http://www.new-academy.ac.uk">www.new-academy.ac.uk</a></td>
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### APPENDIX –4- 

**'GO GREEN' UNIVERSITY AWARENESS CAMPAIGN**

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## WINNERS OF THE ‘GO GREEN’ CONTEST

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<th>Category</th>
<th>Amount</th>
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<td>Environmental Engineering Inventions</td>
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<td>✩ 1st Prize</td>
<td>US $ 2000</td>
<td>Joe Malek</td>
<td>Hybrid vehicle</td>
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<td>✩ 1st Prize (2)</td>
<td>US $ 2000</td>
<td>Ahmad Houri</td>
<td>Biodiesel</td>
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<td>✩ 2nd Prize</td>
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<td>Joanna Chatila</td>
<td>Urban household composting bin</td>
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<td>✩ 2nd Prize</td>
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<td>Green Wheel</td>
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<td>✩ Handcraft category 1st prize</td>
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<td>Rami Fawaz</td>
<td>Sous wa nokta</td>
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<td>✩ Active advertising awareness category – 1st prize</td>
<td>US $ 1000</td>
<td>Nadine Farah</td>
<td>Campagne de Reboisement</td>
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<td>✩ Photography category - 2nd Prize</td>
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<td>Joanna Chkeir</td>
<td>Stop Pollution</td>
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</table>
APPENDIX –6-

SOURCES USED

- Various Go Green press releases, articles, and speeches
- Go Green evaluations
- Various literatures and case studies of partnering companies
- www.ctic.purdue.edu/KYW/process/Build the Partnership.html
- www.renewal.net