UNEP

GUIDE FOR **SOLAR HEATING AND COOLING AWARENESS-RAISING CAMPAIGNS**

UNITED NATIONS ENVIRONMENT PROGRAMME

UNDP gef Cu ESTIF European Solar Thermal Industry Federation

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EXECUTIVE SUMMARY

This "Guide for solar heating and cooling awareness raising campaigns" serves as a practical guide to assist those actors interested in promoting solar heating and cooling, As such, it addresses the design and implementation of awareness raising campaigns.

This guide is conceived as a chronological step by step approach. Every stage of the campaign (conception to evaluation) and every aspect (design to project management and financing) are covered, and practical tips are proposed for every step. It also provides examples of different campaigns related to solar heating and cooling developed around the globe.

This publication was developed as part of the GSWH project, a joint initiative of the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) and is funded by the Global Environmental Facility (GEF) with co-financing from the International Copper Association (ICA). The objective of the GSWH project is to develop, strengthen and accelerate the growth of the solar water heating (SWH) sector.

GSWH consists of two components as follows:

- Component 1 - Global Knowledge Management (KM) and Networking: Effective initiation and co-ordination of the country's specific support needs and improved access of national experts to state of the art information, technical backstopping, training and international experiences and lessons learned.
- Component 2 - UNDP Country Programmes: Work in the country's programmes revolves around addressing the most common barriers to solar water heating development: policy and regulations, finance, business skills, information, and technology.

ESTIF, as one of the project's regional partners is committed to the development of knowledge products and services. And for that, ESTIF has been entrusted with the task of elaborating three practical handbooks to include recommendations and best practices in the following areas which have been identified as key for strengthening the solar water heating market:

- Policy and regulatory framework
- Awareness raising campaigns
- Standardization and quality

Solar heating and cooling, despite the fact that it is a completely mature technology for the mainstream applications of hot water production, remains a “niche” technology at a global level. Solar water heating has only reached a level close to mass-market in a few countries. Therefore, in a majority of regions and countries there is a vital need to “raise awareness” on its benefits as part of a market development.

To reach the goal set by the GSWH project, other measures, initiatives and even regulations are required but communication has a key role to play and will represent in most cases a first and crucial step toward market strengthening.

Nevertheless, there are no magic formulas. Each market is different, the context changes and the consumer evolves. Hence, an awareness raising campaign needs always to be analysed or developed considering its specific goals and the current framework affecting its implementation.

As such this publication will not be a recipe book. It will be just a Guide for Solar Heating and Cooling Awareness-Raising Campaigns.

TABLE OF CONTENTS

SECTION 1 **INTRODUCTION & GOALS**

Solar heating and cooling is a well-functioning and established technology in many geographical areas around the world and it has been providing cheap and reliable thermal energy for decades in countries such as Cyprus or Israel. However, deployment varies widely across countries and continents, and in many cases Solar heating and cooling faces strong barriers to deployment.

The potential of solar heating and cooling technology in the market is dependent on the awareness about it among our communities. On the one side consumers who are aware become potential customers, politicians become potential facilitators and installers become potential promoters.

This guide intends to assist actors interested in promoting solar heating and cooling and therefore it addresses the design and implementation of awareness raising campaigns.

The content of this publication is based on the experience acquired by ESTIF's extended team (secretariat staff and experts) in its role as an industry association representing and promoting the solar thermal industry at European level. Through its activity ESTIF has experience in organising such campaigns, having also an overview of other initiatives that have been carried out to promote this sector.

The guide is meant to be accessible for "beginners" and does not take basic knowledge on solar heating and cooling or communication for granted. An effort is made to define the concepts used and to avoid jargon.

1.1 AWARENESS RAISING

The starting point for this guide must be the clarification of this concept: **AWARENESS RAISING**.

So, what is Awareness Raising? What does it mean in terms of the level of information held and an understanding of the technology?

Concepts such as "awareness raising" are so often used in different circumstances that they can sometimes appear to the layman as a technocratic jargon.

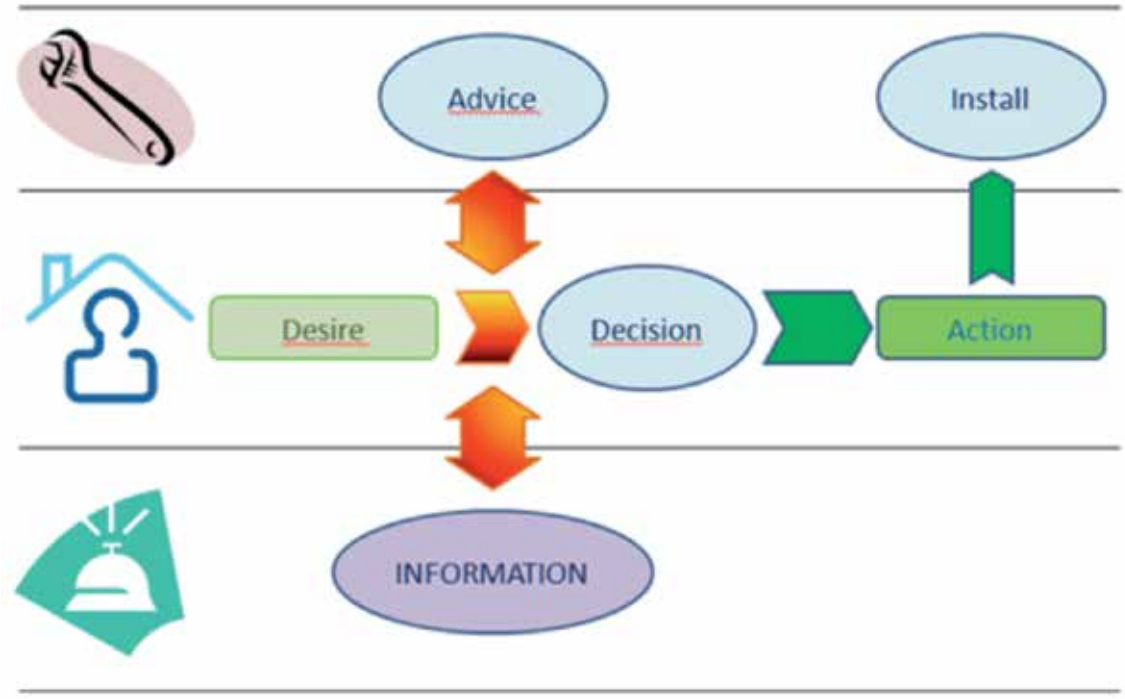
At this initial stage, it is important to define some of the basic concepts that will be used throughout this publication.

"Awareness Raising" means making a group people aware of something.

Associated with the word "Campaign" the concept of "awareness raising" refers in concrete terms to a communication, a promotion or an information campaign.

An awareness raising campaign in the field of solar water heating remains a communication campaign aiming at creating or developing a sustainable market for solar water heaters. End consumers should end up buying and installing solar water heating systems.

Public awareness about renewable energy has never been as broad as it is today. Many are interested in new clean, safe and secure solutions. However, the step from interest to action (purchase) is a steep one.



End-users are not faced with an easy choice. Information about the different solutions is scattered. Particularly in the case of residential heating and cooling applications, most end-users highly value the advice of installers (or energy advisers). This means that only well-informed consumers can push forward with their options and wishes and push for market players to consider solutions such as solar heating and cooling.

As referred before, solar heating and cooling systems can play an important role in the transition from carbon based technologies to sustainable heating and cooling solutions. Nevertheless, today, they still represent a niche market. In order to initiate a real change in the market, end-users (either individuals or entities) must push up the demand by requiring solar heating and cooling solutions when considering the acquisition of heating and cooling systems.

Adequate support policies need to include several enabling factors. Support mechanisms, namely financial incentives, need to be tailored to the end-user profile, understanding the end-user's key decision factors to maximize benefits from the support. Qualified installers need to be available in the market.

And awareness needs to be promoted. Several examples show that support mechanisms, even when well designed and well implemented, need to be complemented by an adequate awareness in the market about the technology and about the existing support mechanisms.

Nevertheless, there are no magic formulas. Each market is different, the context changes and the consumer evolves. Hence, an awareness raising campaign needs always to be analysed or developed considering its specific goals and the current framework affecting its implementation.

As such this publication will not be a recipe book. It will be just a Guide for Solar Heating and Cooling Awareness-Raising Campaigns.

1.2 STRUCTURE OF THE REPORT

This guide for solar heating and cooling awareness raising campaigns is conceived as a chronological step by step approach. Every stage of the campaign (**conception to evaluation**) and every aspect (from **design to project management and financing**) are covered, and practical tips are proposed for every step.

The structure is progressive and the subject is approached from the initial assessment to the implementation phase within three areas.

This guide will make an extensive use of concepts from both marketing and communication; however, when necessary it will provide the readers with concrete applications of those concepts to solar heating and cooling.

Already in **section 1**, besides a general **outline the guide's structure**, there is an analysis of the concept of awareness raising, with its implications for the solar heating and cooling sector, as well as an analysis of its consumers.

Section 2 provides an overview of **solar heating and cooling systems**, including types of collectors and different applications.

Section 3 gets into the main topic of the guide, the awareness raising campaigns, starting with an introduction to the **campaign basics**, including an explanation of the **basic steps** and a reflection about **campaign stakeholders**.

The operational part, in particular the **project management**, is addressed in **section 4**, including essential concepts such as **coordination**, **deliverables & results** and **evaluation**.

One of the critical processes for achieving a successful campaign is described in **section 5** and refers to the **design of the campaign**, including the identification of **target groups**, **key meesssages**, the **corporate design** and the financing, namely by using **sponsorship and fundraising**.

Section 6 addresses important work dimensions within an awareness raising campaign, the use of **communication channels and media tools**.

Section 7 provides some **examples of awareness raising campaigns** focused on solar thermal, with a short description of goals, processes and results.

SECTION 2
SOLAR HEATING AND COOLING SYSTEMS

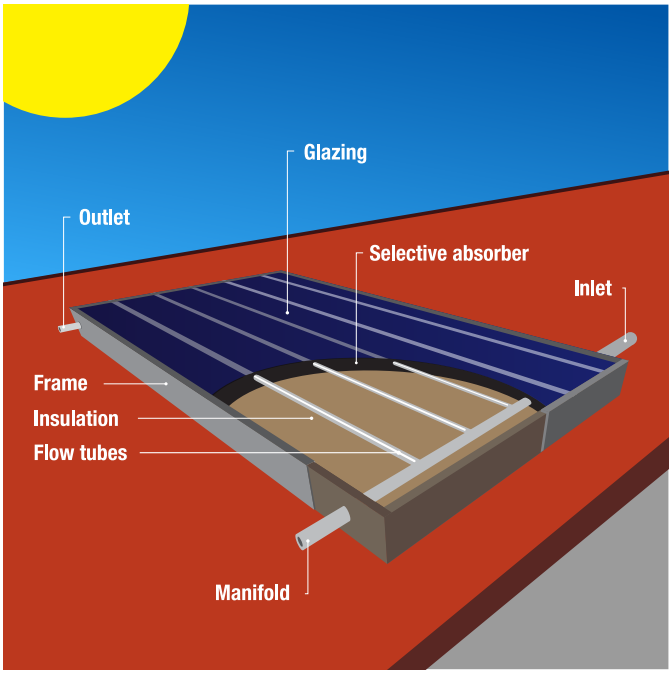
2.1 SOLAR THERMAL ENERGY

The operating principle is rather simple. The sun heats a fluid in a solar collector, which is then used to store domestic hot water in a hot water store, ready to be used.

The solar thermal collector is the main component of the system. Within the collector, the solar irradiation is captured by an absorber and converted into heat. To increase the efficiency, the absorber is often selectively-coated, which means, that the absorption of the irradiation is maximised, but the emission of heat is minimized. The absorber heats a fluid circulating in contact with it. This fluid can be just water, a mix of water and glycol (to avoid freezing during the winter in colder climates) or another heat transfer fluid.

2.2 TYPES OF SOLAR THERMAL COLLECTORS

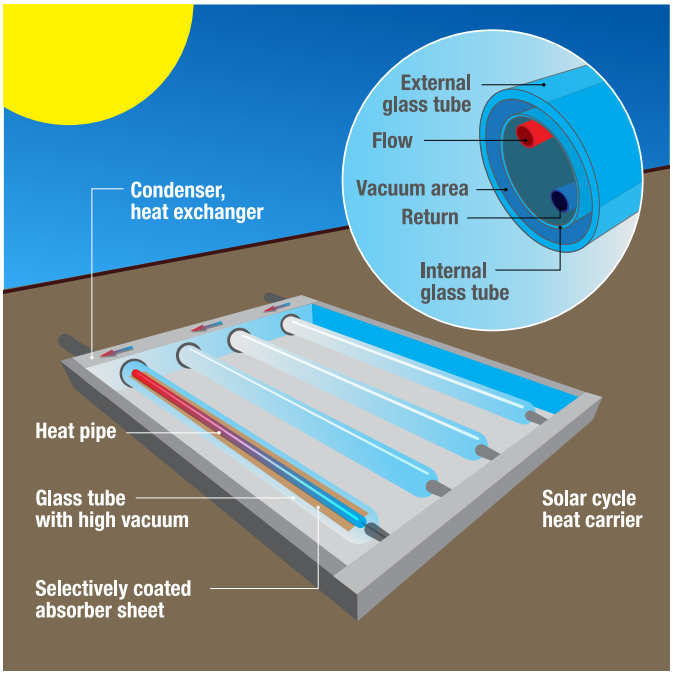
This is the principle used by the more developed types of collectors: flat plate collectors and evacuated tube collectors.



There are even simpler collectors, called unglazed collectors. They come in many different forms and shapes, from bands of flexible rubber/polymer tubes to products similar to flat plate collectors. These are used to provide heat at lower temperatures, for instance for swimming pools. Another type of unglazed collectors can be made of metal and can be used in building façades, heating air that will be fed into the HVAC system in a building.

Flat plate collectors consist of a casing from metal, wood or polymer with a transparent front cover (glass or polymers). The absorber is made of metal (most often copper or aluminium) with pipes at the back, through which water flows to

transfer the heat to the storage tank. On sloping roofs, flat plate collectors can be mounted onto or into the roof, depending on the model. On flat roofs they are typically mounted on tilted systems to better face the sun.



Evacuated tube collectors consist of evacuated and sealed glass tubes connected to one another at one end by a manifold. The most common type is the Sydney tube, which uses the thermos flask principle (two layers of glass with vacuum in between). Another model, more popular in Europe, consists of single layered glass tubes where a metal absorber is placed within the vacuum.

There are other more advanced collector types, such as concentrating solar collectors (CSC) that provide much higher temperatures, which are used for specific commercial and industrial applications.

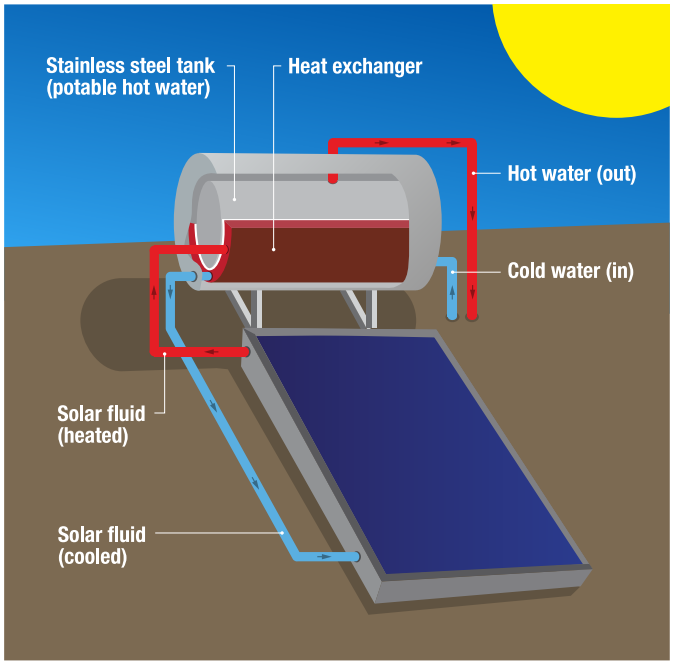
Glazed water collectors are common in most countries, with both China and India mainly installing evacuated tube water collectors, while other key markets rely mainly on flat plate collectors. The majority of systems in the United States use unglazed water collectors for pool heating. Similar market trends are common in Australia and Brazil. Thermosiphon systems (see 2.3.1) constitute nearly three fourths of all solar thermal systems installed, the rest being pumped systems (see 2.3.2). The later are found mainly in North America and Central and Northern Europe.

Solar thermal collectors can heat directly the water that will be used: these are called direct systems. In such systems the water for domestic use circulates inside the solar thermal collector. In contrast to such a system, indirect systems use two circulation loops. A first closed-loop system allows the circulation of the heat transfer fluid to flow between the collector and the heat exchanger. A secondary loop is then used for the circulation of water for domestic consumption between the heat exchanger and the hot water storage.

2.3 TYPES OF SOLAR HEATING AND COOLING APPLICATIONS

The different types of solar systems described below are represented in different markets and geographies, both for the residential and the non-residential sectors (industry and commerce).

2.3.1 THERMOSIPHON SYSTEMS

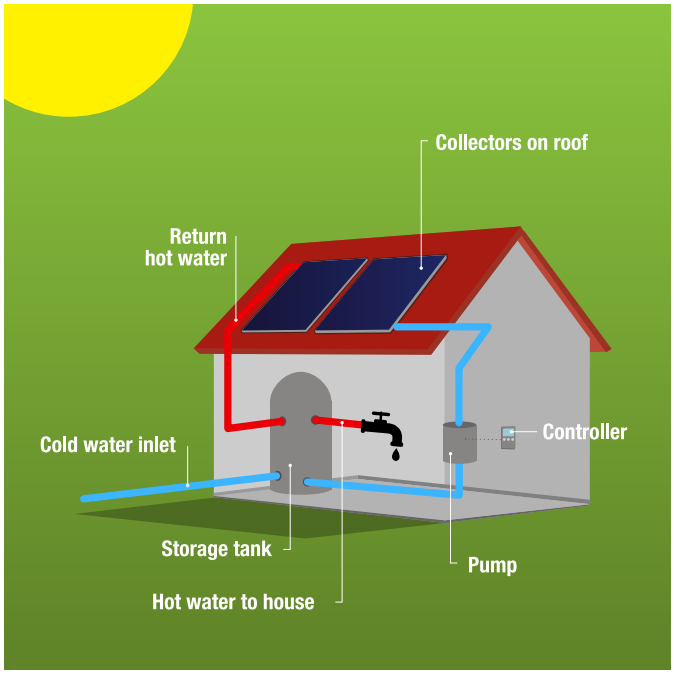


Thermosiphon systems are based on a passive heat exchange method that uses natural convection, therefore allowing the liquid to circulate without the need for a mechanical pump.

This technology is extremely simple in terms of design, manufacturing and installation, which probably explains why it is by far the most commonly sold system worldwide.

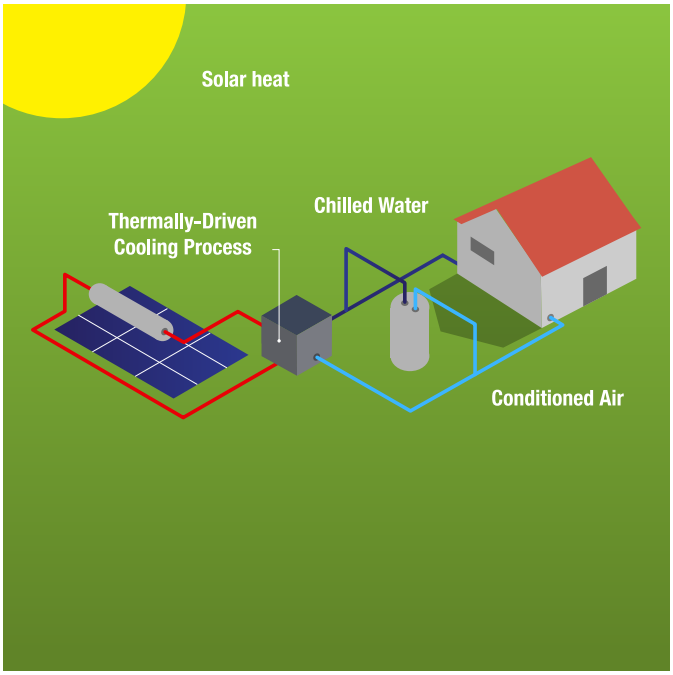
It uses a thermodynamic principle: warm water, being lighter, flows up to the storage tank placed above the collector. Therefore it is absolutely necessary that the storage tank is mounted at a higher place than the collector. These systems are common in warmer climates, since there the storage tank can be installed on the roof. Installation of these systems is even easier in flat roofs, rather common in warmer climates.

2.3.2 FORCED CIRCULATION (PUMPED) SYSTEMS



Forced circulation systems use one or more pumps to circulate water and/or heating fluid in the system. Sensors and a controller are used to activate the pump. In these systems, the hot water store is inside the building. This is a common solution in colder climates, where most pitched roofs are used to be protected from rain and snow. The storage is installed in the basement, protected from important heat losses (and even freezing temperatures in the winter). Widely used in European markets, these systems offer a variety of options in terms of its application. They provide both hot water and space heating and are also known as combi systems. The collective and district heating systems are exclusively forced circulation systems. In general, pumped circulation achieves better control, performance and efficiency.

2.3.3 SOLAR COOLING



The demand for cooling may derive from different circumstances, being comfort and refrigeration the most common. Cooling demand is growing worldwide, even in colder climates, as the demand for comfort rises.

An increased demand for air conditioning is seen, mainly for tertiary buildings but also for residential applications. The demand for refrigeration is also increasing, with a wider range of use , mainly in the food industry. Air conditioning is the main process used for comfort cooling. It involves changing air properties, such as lowering temperature and humidity levels. Refrigeration implies bringing temperature to low levels, even below the freezing point. Cooling is basically achieved by retrieving heat from a fluid or gas and transferring it to the environment, usually called heat rejection. This transfer can be done mechanically or chemically.

Also used for cooling purposes are thermally driven chillers, using thermal energy to cool down gases or fluids, which can be provided by solar thermal energy among other technologies.

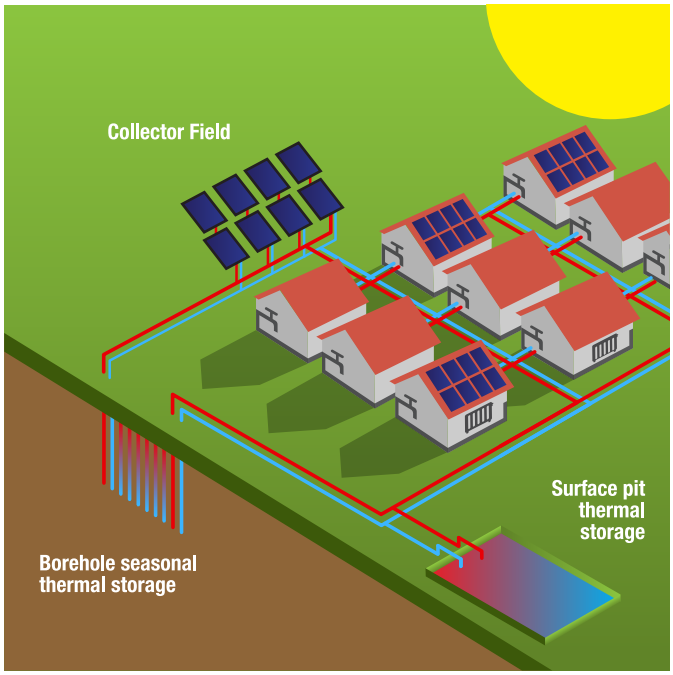
Solar cooling is suitable for residential, commercial, institutional and industrial use. The solar cooling supply is more effective when the sun is at its highest irradiance and a maximum energy is available. This is also when the demand is greater. A typical solar cooling system also provides space heating and hot water, besides cooling. One of the main requirements of such systems is to have an effective heat rejection system. This means applications requiring both heating and cooling are rather well suited for this technology (for instance, dairy farms, hotels or residential houses with heated swimming pools).

2.3.4 NON-RESIDENTIAL APPLICATIONS

The use of solar heat in non-domestic applications such as district heating and solar process heat is probably not suitable for communication campaigns as described in this guide and should probably be supported by targeted initiatives.

Nevertheless, as these are market segments that are growing fast in several regions around the world, it is important to have a short overview on such applications.

2.3.4.1 SOLAR DISTRICT HEATING



District heating is a network providing heat, usually in form of hot water. This heat is mainly used for space heating and for domestic hot water (drinkable water); however, It usually also meets certain industrial needs. District heating systems can serve whole cities; when a system is limited to a group of buildings it is referred to as block heating.

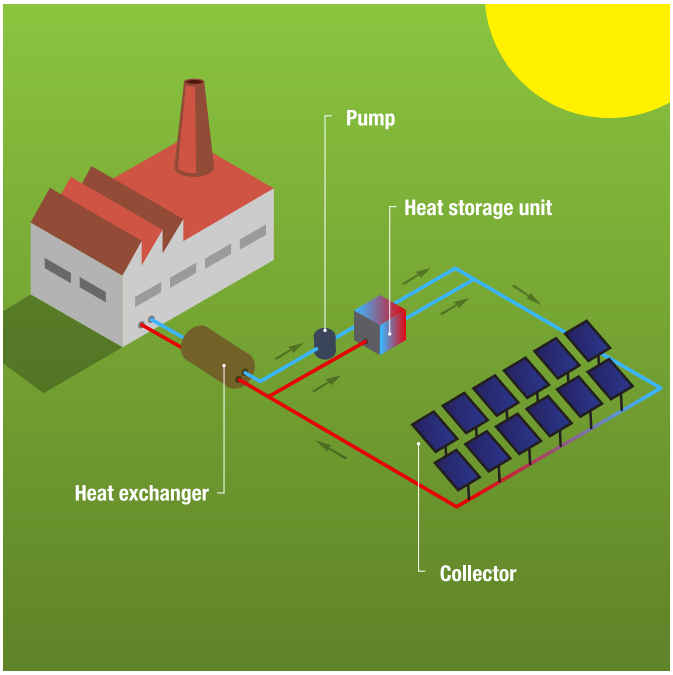
The main advantage of these systems is that the large district heating plants are more efficient, more economical and create less pollution than decentralized fossil fuel based boilers. The heat generated in a centralized manner is then distributed to urban areas through a system of pipelines, especially designed for transporting heat, which is then supplied supplied from house to house.

In a district heating system, the heat is generated on a larger scale. Therefore, solar thermal, as other technologies, can be scaled up to provide large quantities of hot water. Hence, solar district heating (SDH) plants are a very large scale application of conventional solar thermal technology.

These plants are integrated into local district heating networks for both residential and industrial use. During warmer periods they can wholly replace other sources, usually fossil fuels, used for heat supply.

Thanks to developments in in solar thermal storages of large scale, it is now also possible to store heat in the summer for winter use. Solar thermal can also meet a share of the heating demand during the winter.

2.3.4.2 SOLAR PROCESS HEAT



When considering industrial needs for heat, usually the first image that comes to mind is that of metallurgy. While some industrial processes require very high temperatures, most of the energy needed for industrial processes requires low or medium-temperature heat.

Industrial processes can use low temperature for washing or dyeing textiles. The dairy sector uses heat for washing and pasteurization. Other industries, such as mining, can use it for leaching. Therefore, the use of low temperature heat in industrial processes can be widely diverse. The biggest potential is seen in the food and beverage industry but also in the metal and mining sector.

Solar thermal systems are well suited for generating low temperature heat up to 150°C. This can already be supplied by commercially available solar thermal collectors. Most solar applications for industrial processes are on a relatively small scale and still largely of an experimental nature. There is potentially a wide range of solar thermal applications. There are already well known applications of solar thermal heat in breweries, mining, agriculture (crop drying) or in the textile sector. In 2015 about 150 large-scale SHIP systems have already been documented worldwide, ranging from 0.35 MW_{th} to 27.5 MW_{th} (39 300 m^2).

SECTION 3
THE CAMPAIGN BASICS

This chapter addresses the basics of a solar heating and cooling awareness raising campaign. In this case, basics are considered as the initial steps, preliminary to the development of the campaign.

Before getting into the more practical issues related to the design of the campaign, or to the management, or even the communication dimension of the work, it is important to understand what the starting point is.

The motivation to develop a campaign derives from the identification of a gap or a barrier in the market that needs to be addressed by means of awareness raising addressing one or more target groups.

Is there a real issue that needs addressing? Is an awareness raising campaign the best way to tackle it? As something been already done? Who should be targeted? Who should be involved? Following some basic initial steps can facilitate in finding answers to such questions.

3.1 FIRST STEPS

It is important to follow some first steps that will help to identify the state of the art, the current situation, providing details that will be essential to decide to initiate a campaign, as well as in the design and management processes.

3.1.1 IMAGE AND MARKET SURVEY

It is crucial in the field of communication and marketing to rely on data and updated surveys. This is particularly the case if the main objective is market development. Canvassing opinions gives a clear picture of the market and can serve to identify other issues to be addressed such as poor quality or high prices. It will also give a measure of the level of "awareness" among consumers to develop the appropriate messages (see Campaign design).

3.1.2 BUILDING ON AND LEARNING FROM PREVIOUS CAMPAIGNS AND MARKETING ACTIVITIES

Previous successful campaigns can help plan future ones. The risk of making mistakes is highly reduced and the campaign gains a solid foundation. Nevertheless, it is the organiser's responsibility to develop his own ideas. Simple duplications should be avoided and therefore campaign models should be used with caution. Identifying action steps:

- Select one or more models that seem applicable to your situation (this guide provides you with references)
- Consider them critically and assess factually if they have been successful
- Identify how your situation differs from the campaign model(s)
- If necessary combine elements from different models
- When possible contact parties involved or campaign coordinators

It is essential, however, to consider previous communication activities to ensure a strong and consistent message in successive campaigns.

3.1.3 DEMAND AND SUPPLY

There are two facets to market stimulation campaigns and sufficient attention should be paid to both the demand and the supply factors. It is vital to ensure that if the market reacts positively to a solar water heating promotion, the supply chain can meet the increased demand in quality and also in quantity. This extends to retailing, installation and maintenance and could be expressed as follows.

Campaign success factors on the supply side:

- Available products
- Quality of products
- Qualified installers
- Distribution & retail
- Satisfactory price/performance
- Product maintenance
- Others…

Among the supply issues the question of quality deserves particular attention. The ability of solar heating and cooling systems to deliver is probably one of the most important elements which has to be considered when designing a market-strengthening campaign. The negative impact of dissatisfied consumers is a long-lasting obstacle, which can be extremely difficult to overcome, especially in emerging markets. Installation is only important for solar thermal systems requiring an installation and, as we have indicated previously, this is not always the case.

3.1.4 MARKET SITUATION

Since the prices of all fossil energies do influence (positively or negatively) the renovation and construction sectors of the water heating market, they will also have an impact on the potential growth of the Solar heating and cooling market. Sharp price increases of fossil energies can be a good opportunity for solar heat energy to be promoted, although this should be avoided during a recession in the building and renovation sectors.

3.1.5 POLICY AND REGULATORY FRAMEWORK

For solar campaigns to be successful, a favorable social environment and suited framework conditions are also needed. Financial and non-financial incentives will obviously contribute greatly to remove barriers and to turn Solar heating and cooling into a more attractive technology. Incentives of this nature will also convey the key message that local and national authorities are willing to encourage this technology's development. Public authorities can also have a crucial role in adopting and implementing what is called flanking measures which help foster the creation of a sustainable market. Public authorities have by essence a key role to play regarding framework conditions and they have the exclusive power to impose quality standards for both products and installation as well as introduce solar obligations and/or certain type of financial incentives.

3.2 STAKEHOLDERS

This section aims to provide an analysis of the different actors who could be involved in an awareness raising campaign. Within GSWH's programme, choosing solar heating and cooling is a matter of public policy. In order to encourage market growth, public authorities have to coordinate and implement several initiatives. However, the upshot of awareness raising or promotion campaigns can be either public/private partnerships or initiatives from the civil society or the industry.

3.2.1 GOVERNMENT AND OTHER PUBLIC BODIES

Public authorities have at their disposal resources (financial, regulatory, communication) that can make a difference when it comes to promoting a technology such as solar water heating. Their involvement is, most of the times, a key element of success. Only public authorities can ensure that all obstacles and success factors are addressed (awareness-incentives-quality). See chapter 1.1 (Awareness Raising). Moreover, support from public bodies will generate trust and confidence among consumers.

3.2.1.1 GOVERNMENT

If an awareness campaign is launched as part of a government policy it will be granted with funding. Incentives and market regulations for the quality or qualification of the installers, which are vital to the success of the campaign, will also be addressed. However, governmental communication is sometimes too institutional and lacks the necessary flexibility. Governments should therefore focus only on initiating and further supporting the campaign.

3.2.1.2 LOCAL AUTHORITIES

In the solar heat sector, communication can be most effective at regional and municipal level. Depending on the type of institutions (competence of local authorities, centralisation, federation); local authorities can have the power to issue regulations and finance incentives but in most cases they limit themselves to controlling building regulations. The advantage of initiatives launched and carried out at local level is the extensive grassroots knowledge, which enables designing efficient campaigns. The fact that Solar heating and cooling has a positive impact on local economies is of course crucial in this context.

3.2.1.3 AGENCIES RESPONSIBLE FOR ENERGY

Some governments, or even regions, set up agencies responsible for implementing their energy policies. Those agencies' legal status are usually different from government department ones and they aren't usually close to the political power centers. With more concentrated expertise and flexibility in terms of concrete action, decentralised agencies are able to play a key role when it comes to promoting solar thermal.

3.2.1.4 INTERNATIONAL BODIES

These bodies, whether global (UNEP, International Energy Agency) or regional (European Union, RECREE) are becoming more and more active in promoting renewable energy sources in general, and Solar heating and cooling in particular. The GSWH programme is an example featured in detail on the UNEP website. The European Union is supporting a considerable number of awareness raising initiatives connected to renewable energy and solar heating and cooling.

3.2.2 INDUSTRY AND INDUSTRY ASSOCIATIONS

The solar heating and cooling industry must take ownership of the initiatives related to market development.

If the market is the main reason for this initiative, and the private sector isn't simultaneously acting as an advisor, sponsor, coordinator or multiplier, then chances are the initiatives will fail. Either way, the private sector will be one of the main actors profiting from the economic growth triggered by these initiatives.

Companies are able to participate in campaigns as members of industry associations or chambers of commerce, amongst others. Although companies involved in Solar heating and cooling can have an obvious interest in participating in an awareness raising campaign, they will naturally require or simply be inclined to promote their own brand and products. Industry associations will guarantee that the whole industry and and not just concrete companies are involved in the campaign.

We encourage campaign organisers to go beyond the usual scope (reflected in the membership of trade associations, for instance). Involving other market players can benefit market development activities: solar thermal suppliers, i.e. of raw materials and components, the construction sector or even the banking industry.

3.2.3 OTHERS

3.2.3.1 INSTALLERS, PLUMBERS, SPECIALISED RETAILERS, ROOFERS AND CARPENTERS

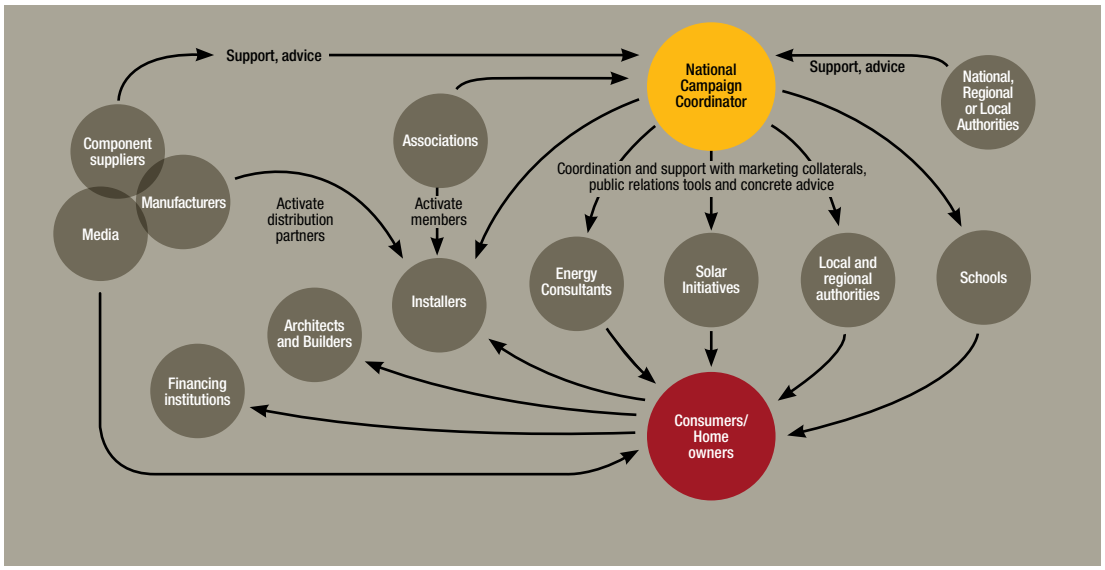
Installers, plumbers, specialised retailers and professionals alike are usually intermediaries between craft and industry, constituting a key element in the supply chain. They sell, install, place or recommend solar thermal technologies, being crucial agents between manufacturers and consumers.

3.2.3.2 CERTIFICATION BODIES, TEST LABORATORIES, RESEARCH & DEVELOPMENT INSTITUTES

The technical and scientific community should be involved in the elaboration of communication materials, in addition to the principal work done on the implementation of quality and product management.

3.2.3.3 CONSUMER ORGANISATIONS AND CIVIL SOCIETY (NGO's)

Consumers and citizens in general are often the main targets of awareness raising campaigns. Their involvement through consumer organisations, as well as other NGO's working for civic society, can become true successful stories.



Example of partner's network

Source: European Solar Days II Leaflet, Brussels 2011

SECTION 4 **PROJECT MANAGEMENT**

Projects or campaigns are concrete initiatives undertaken within a limited timeframe to create a specific product, service or result. They are delimited by time, resources (financial, human and other) and/or expected results. Projects are usually predetermined by a specific time frame while campaigns may be cyclical. These specificities imply different challenges for "business as usual" within an organisation. In the following sections we will see how a typical campaign is planned from beginning to end.

4.1 COORDINATION

To be efficient and successful, every project needs a project manager or coordinator. This person should be central to project planning, organization, resource management and optimization, monitoring and controlling.

The role of the project manager may vary according to the type of activity, size or scope. Some campaigns may require a management team, operating almost as an organization in itself. The coordination role also varies if the campaign is carried out "in-house", within one or several departments, or if it implies the involvement of different organizations constituting a consortium. It may also imply dealing with various teams (for instance with regards to multiculturalism, seniority, age and experience or even including both professionals and volunteers).

For all these reasons, the role and scope of the coordinator's job needs to be assessed on a case-by-case basis.

Coordination of the project must take into consideration the different steps of project implementation and may involve different players (and stakeholders) at the different stages. These stages include Planning; Execution, Monitoring & control, and; Closing.

4.1.1 PLANNING

When planning, it is already taken into account the work during the embryonic stage of the project (see 3.1 First steps). It involves identifying the issues to be addressed; determining the results that should be achieved and how they could be achieved. It also implies identifying resources that may be required, including eventual partnerships. This should be the analytical stage of the project, including a first feasibility study. During the planning stage, it is required to fine-tune the project concept. It implies taking into account the assessment of the state-of-the-art and compare with the goals that must be achieved, defining clear strategies on how to implement them. These strategies must then be translated into structured tasks and activities. This leads to the development of a detailed work plan, involving a schedule for implementation and resource allocation.

4.1.2 EXECUTION

This is in principle the longest and the most relevant stage in project management. A good work plan is essential for the success of the project but it will not suffice without a good implementation. This part involves what is usually considered as “project management”, meaning leading the team (or consortium), coordinating tasks, optimizing procedures, quality assurance for deliverables and outcomes, problem-solving, internal and external meetings, resource management (including securing resources), etc. An important process is quality assurance of the deliverables.

4.1.3 MONITORING AND CONTROL:

This stage occurs in parallel with execution. It implies identifying deviations between the actual progress and the plan. It is important to understand the cause of the deviations, either internal or external, and take corrective measures. These measures may imply changes to the work plan: reallocation of tasks or resources, rescheduling or even going back to the drawing board and redo the plan.

4.1.4 CLOSING

Every project reaches an end. The closing stage is the more undervalued one, though it is still quite important, as it may have a great impact on future projects and/or partnerships. It has a learning, reporting and promotion role. At this stage an evaluation of the outcomes should be done, acknowledging achievements and reflecting on lessons learned. Results of the project should be adequately communicated to the stakeholders. Such actions should not be restricted to the final project report but be implemented independently. Finally, the obligations related to the contract should be concluded, including shutting down the project operations.

4.2 DELIVERABLES AND RESULTS

A quantifiable outcome of the project which results in partial (or full achievement) of the project's objective is called a deliverable. The concrete form of the deliverables depends on the type of project. These may be tangible (a publication, a report, a product) or intangible (a website, software, an event). Some deliverables may refer to milestones in the projects, having a more operational nature, (reaching a target, such as number of participants or finding a partner). This choice depends on the type of project.

Deliverables must be in line with the expected project outcomes. They may be planned in a "waterfall" process, where the activities/actions are pursued in sequence until the final outcome of the project is reached. Likewise they may be dealt with in an interactive fashion, with incremental steps being taken, in parallel, to attain a final outcome. In many cases, both approaches are required and combined.

While planning the project deliverables, their number should be limited. The inclusion of sub-items should be made with discernment (if not even avoided). If a small event should be organized, the different steps of the organization should not be considered as deliverables. Still, it may be useful to develop the work plan using the major deliverables as project milestones.

Deliverables should be well described and clear for the parties involved (team, partners, client or other). The description should also indicate qualitative and/or quantitative criteria and targets.

The deliverable target groups should also be clearly defined. This means that they can be internal to the project team (or even confidential, accessible to only few persons) or may be public. Therefore, the deliverable should be adapted to the target group and adequate dissemination (or disclosure) policies should be established.

Example of deliverables for a communication campaign:

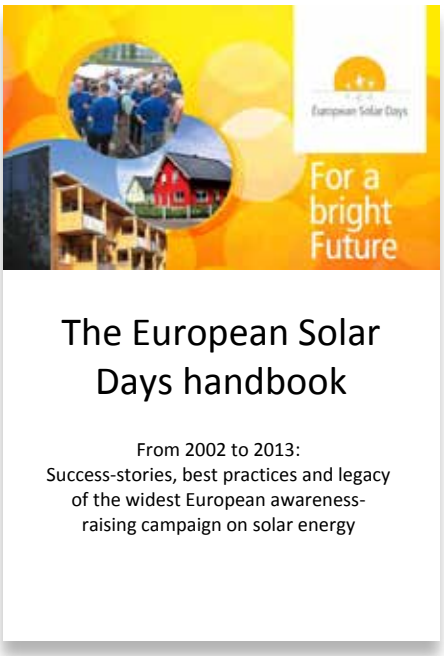
- **Communication plan**
- **Campaign Identity**
- **Outreach Campaign**
  - Phase 1 –Key messages
  - Phase 2 –Media plan
  - Phase 3- Materials produced
  - Phase 4- Impact assessment
- **Promotional video**
- **Communication Materials**
  - Campaign leaflet - general information
  - Brochure with mid-term achievement
  - Final brochure for key stakeholders

- **Communication Activities**
  - Press releases
  - Press packs
  - Press clippings
- **Publications:**
  - Guide for campaigners
- **Events**
  - Press conference - Public announcement
  - Launch event
  - Press conference- Results

In the subsequent chapters, we will go further into detail for most of those deliverables.

4.3 EVALUATION

The evaluation of a project (or campaign) is an important process, which allows the identification of the results achieved and the assessment of the use of resources (human, financial, equipment, etc), to verify if it was done in an effective, efficient and reasonable way. It shall also identify the changes operated, i.e. the progress made and the impact compared with the initial situation and the project goals.



The evaluation answers the need for accountability towards the stakeholders, in particular funders, be it the organization itself, public or private initiatives. As such it must review the project performance, i.e., the value added comparing outcomes (immediate and future) to the investment made (= resources allocated, human, financial, etc).

The evaluation plan shall be prepared at the beginning of the project and will be monitored by the Project Coordinator.

It must be stressed that the evaluation process cannot start just at the end of the project. It should be planned and implemented from the very beginning, and set up in conjunction with the monitoring and control, as both processes require similar information (inputs). Therefore, it should be a sequential process of collecting, recording and organizing information about the project development, outcomes and results.

Furthermore, the evaluation is an essential learning tool. It serves to identify success factors, the need for improvement in planning (for instance, unrealistic goals, bad state-of-the-art assessment) or execution of the project. Therefore, deviations should be identified and analyzed to find the most realistic explanation for the deviations from the original plan.

In the particular case of recurring campaigns, the evaluation is even more relevant and should be directly linked and precede the planning of the following campaign.

Example of a campaign:

Objectives (of Evaluation):

- Offer quality data
- Make sure there is a quality research (numbers of stakeholders reached, distribution and analysis)
- Ensure success and sustainability of the project

Tools (for Evaluation):

- Produce a set of qualitative metrics for the implementation of component
- Internal evaluation to evaluate the impact of the action and final outcomes
- Questionnaires will be distributed during the campaign
- Set up metrics for the dissemination strategy
- Online surveys on project/campaign website

SECTION 5 **DESIGN OF THE CAMPAIGN**

In order to make your campaign a success, you will need to give it a certain design. Designing your campaign means finding the right target groups, defining key messages that will be communicated, deciding on a corporate design to give a nice and consistent look and finally, but not least, it is important to secure sponsoring and partnerships.

5.1 TARGET GROUPS

First and foremost, it is important to select and clearly define the target group. All activities should be target-oriented and convincing for this specific group.

Developing a list of important people and organisations that you want to reach with your key messages allows easy identification of the target groups. Therefore, one could say that defining key messages depends on the target audience but also vice versa. The setting of goals should precede these two steps – once you have a goal, you can define your target group and, according to the target group, you can formulate your key messages.

Example:

1. **Setting a goal**: Aiming at introducing incentive schemes at local level for solar collectors
2. **Define target group**: local and regional politicians, decision-makers
3. **Define key messages:** the importance of energy independence and security of supply

The better the communication tools are adapted to the target group the more effective the campaign will be. Experience has shown that, in most cases, good communications are essential. The customer has in general very little prior knowledge of solar technology; time and effective communication are needed to persuade him to purchase an installation.

The typical process not for only politicians but also for potential customers could be as follows:

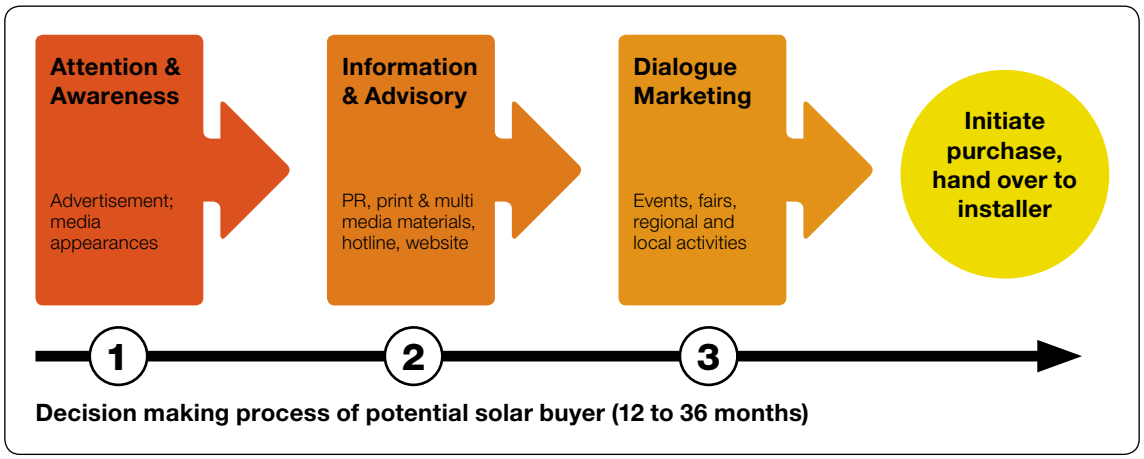
- **I'm getting to know it** (building awareness)
- **I'm starting to like it** (changing minds, gaining credibility)
- **I actually want it** (driving decisions)

You want to raise awareness for solar energy in a city, village and your main target groups are citizens? You should consider what sort of issues may be raised by potential future consumer. and be prepared to answer them accordingly with the right campaign:

POTENTIAL ISSUES RAISED	WAYS TO ADDRESS THEM
"A solar what?"	Basic campaign
Why?	Basic campaign
Where can I get information?	Info centres
How do I get a good offer?	Info centres
Gosh, that's expensive!	Scale, subsidies, finance
How does it look on my roof?	Integration technology
Where does the storage go?	Integration technology
Was it installed right?	Quality assurance mechanisms, installers education
Does it work?	Monitoring
How long does it last?	Durability

Source: Soltherm Europe - Campaign Guidelines, van der Ree B., Mert W., 2003

Example of customer oriented 3-steps communication process within "Solar – na klar!"



Source: Soltherm Europe - Campaign Guidelines, van der Ree B., Mert W., 2003

5.2 KEY MESSAGES

As already mentioned above, the key messages can be defined once the target audience has been found. Messages must be clear and simple; they act as guiding principle for all kinds of communications. If you have multiple target audiences but one main message, you can adapt it to the nature of each target group in order to make it more precise.

Also mentioned previously is the very important fact of not confusing the general objectives of the campaign and the key messages:

Objectives of the campaign ≠ key messages

The objectives of your campaign are the goals that you wish to achieve. But you do not necessarily communicate these goals – this is where the communication part comes into play.

A simple example:

The objective of a solar manufacturer: sell his products and make profit

What he cannot say: I want to make money

The key message he has to communicate to the consumer being most probably the main target group:

- Get free energy from the sun!
- Not only that the energy from the sun is free but it also contributes to saving the environment and reducing CO_2 emissions.

This kind of message enters into the sphere of financial and moral approach – often used but also depends on the consumers (if their main interested is not protecting the environment, you need other key messages).

Therefore you need to

- Get the motivation of your target group
- Be aware of cultural differences as well as local or national customs
- Make your messages catchy and memorable

5.3 CORPORATE DESIGN

A campaign should have a core message to be communicated not only through its contents but also with the corporate design. Corporate Design means that all marketing tools must have a uniform layout to simplify contents recognition and memory. In this connection, it is worthwhile adopting one that is memorable and appealing.

A logo, specific font, colours or images that are used through all your communication channels as well as promotional materials will create consistency and make people recognize your project easily.

If your signature, newsletter, PowerPoint template, press releases or website are identical (meaning that you always use the same font for writing, you put the same logo on every item, you use the same range of colours for website, or PowerPoint backgrounds, etc.), people will memorise and recognize your campaign more easily.

Items that should be uniform and ready for use:

- Title of your campaign
- Logo
- PowerPoint template
- Press release template
- Decide on a specific font
- Same kind of signature (e.g. with common banner) for all staff/partners
- If available: website (including logo, using same font, images used in PowerPoint template)
- If available: promotional material (e.g. flyers, balloons, t-shirts, etc.)

If you have the opportunity to work with a graphic designer it would be very helpful to create a document with the recommended Corporate Identity guidelines. For instance, this document will explain how to use the logo in terms of:

- Colour
- Minimum size and maximum size
- How to be used together with other logos

If other items are available, specific guidelines for the use of images, leaflets, Microsoft office documents etc. will also be defined in the Corporate Identity guide.

Examples of the use of the ESD corporate design, including logo, website, brochure and video.

5.4 SPONSORSHIP AND FUNDRAISING

Financing a solar campaign is not always an easy task and it can be difficult to find solutions on how to finance your campaign.

The options vary from case to case:

- Are you organising a local, national or even international campaign?
- Are you organising the campaign alone or do you have campaign partners to work on this together?

These questions show the complexity of the subject, each case needs a different approach.
At local level, you should check, if the municipality does not finance projects in this field, where you could apply for funding. You can also search for foundations that might provide financial support. Companies or any business dealing with solar could be excellent target groups for sponsorship opportunities.

Architects, manufacturers, installers, or others working in the solar business can have special interests in participating in your campaign and the return on investment (ROI) can be really high.

Your campaign gives them high visibility and can easily attract new consumers. Even businesses that are not involved in solar energy might be interested as it gives them the opportunity to appear very environmentally friendly.

Potential sponsors are:

- Banks
- Insurance companies
- Building associations
- Municipalities
- Manufacturers
- Trade associations
- Utilities etc.

The sponsorship usually consists of organising or supporting events, flyers and other promotional material by providing money or printing materials etc. A possible ROI could be to print the company logo on all promotional materials, offering high exposure for the sponsor.

At national or international level, partnerships with other entities such as regional or national associations, research institutes or energy agencies can be of huge help to make your campaign a success.

The example of the European Solar Days campaign shows clearly that it only works if all partners coordinate their national Solar Days in their respective country. The project coordinator, based in Brussels, collaborates with national partners based in more than 17 European states, coordinating events being organised in their country. If this was not based on a grassroots initiative, creating synergies at European level, the European Solar Days campaign would not run as well as it does today!

SECTION 6 **COMMUNICATION CHANNELS AND MEDIA TOOLS**

To run a successful solar campaign, simple promotion activities are not sufficient; a positive social climate and favourable framework conditions are also very important for solar technology acceptance. In this chapter, different possibilities of communicating to your target audiences as well as the importance of media relations will be explored.

6.1 MAIN COMMUNICATION CHANNELS

Communication channels are the 'how' in terms of actively using the tools and materials to promote and communicate our key messages. There are also a number of questions to be considered when choosing appropriate communication channels:

- How do we choose our communication channels?
- How to make ourselves interesting?

Standard use of our promotional tools is through dissemination. Dissemination is both necessary for internal and external communication:

- to valorise to potential project partners (or even members) the work undertaken by the coordinator,
- to promote our key messages to our list of target groups

Selecting which communication channel suits which audience is very important and should spearhead any dissemination activities.

The channels through which you can disseminate materials are as listed below:

6.1.1 PUBLICATIONS

- Newsletters

- Press releases (see Annexe number 1) and a press kit (see chapter 6.4)
- Factsheets
- Studies, reports, etc.
- Promotional materials (flyers, bags, t-shirts, pens, cups, videos, etc.)

6.1.2 WEBSITE

A website can be an invaluable tool for your campaign. For most people it will be the first source of information about your campaign and therefore needs to be clear and transparent to convey the objective of your campaign easily to the website visitor.

Your website should (at least) include the basic sections:

- **About (title of your campaign)**
  This should cover the history of you campaign, how did it come into being, the objectives, and results
- **Press**
  This section is for press releases, newsletters, photos, and links
- **Contact**
  Complete contact details of your organization or the project manager or the communication manager
- **Intranet**
  If you have partners working with you on the campaign/the project, you can dedicate this section to documents to be uploaded
- **Sitemap**
  This section helps visitors find easily what they are looking for. It is displayed as a menu tree showing the structure of your website
- **Search**
  The search tool is an even easier way to find what you are looking for, especially if you have a specific topic in mind

Not only the structure but also the content needs to be attractive, user-friendly and practical. Simple messages and language easily understood by everyone are essential. Pictures and colourful titles or text in bold can make your website more appealing and catchy.

6.1.3 EVENTS (OWN AND EXTERNAL)

- Own events are those you organize within the framework of your campaign, for instance conferences or workshops and seminars. In a campaign, these kind of internal events definitely constitute the main tools for promoting your campaign.

- External (or third parties') events are those indirectly involving actors from your campaign, or are linked to the positive promotion and discussion of solar heating and cooling. The identification of these events is linked to the definition of your target groups. By monitoring what these target groups are doing, you can actively cooperate and identify potential partnerships, in both geographical and thematic terms. You can take part in exhibitions, trade-shows, conferences or round-table discussions. To promote your campaign, try to be a conference speaker or exhibitor (unfortunately, most of the time, this is not free). If you have promotional material, do not forget to bring it along with you and hand out your campaign flyer or press kit.

6.2 THE KEY ROLE OF THE MEDIA

The media are an obvious channel through which to disseminate and to deliver our key messages. It is often considered that the media in themselves are a target group, but it is more useful to think of them as a channel you can use to reach your desired audiences. There is such a wide variety of media operating today, that it is more and more important to consider how you want to engage with the media, and with which media to engage.

Examples of media channels:

- National, regional and local newspapers
- Magazines
- TV and radio
- Internet news

Video to promote use of solar thermal energy, by LCEC, Lebanese Center for Energy Conservation

Initially, it is important to consider the crowded landscape in which media outlets operate.

This consideration is linked to the issues such as: why is my campaign interesting? Pitching and providing a 'hook' are common public relations terms which are used to describe the process of convincing media to run with the story or feature that you submitted. There are two ways of securing a place for a story or message in the media (in the broad definition):

- **Paid** (advertising/subsidised features)
  You need to consider if paid media placement can be useful to run your campaign successfully, e.g. in promoting an event (web banners on relevant websites) and also to guarantee that your messages will be featured in publications (both online and in print) that otherwise might be not be interested in solar energy).

or

- '**Free**' (media outreach, proactive pitching).
  Free media attention is the act of securing coverage based on active pitching of articles, interviews and promising exclusive access to key actors in an organisation etc. Such action is labour intensive on an irregular basis, and is specialised in terms of existing knowledge of the relevant media landscape. It is also more likely to be achieved with outlets that are already interested in the topic of solar thermal (specialised media in solar, renewable energy, sustainability, climate change and other related issues).

Budget permitting, it might also be useful to engage external assistance to use the media to reach your selected audience. A consultant/media agency with specialised knowledge will be better equipped to effectively target the right media outlets and to build relationships with the important points of contact.

Summary of opportunities:

Advertising on line:

- Online advertorials
- Sponsored ads (or articles)
- Content development partnerships

Print:

- Full/half/third/quarter page
- Advertorial (writing an editorial in form of an advertisement)

A means of advertising in any of the above-is to sign a (free) media partnership. You will see in the next chapter which steps you should take to find agreements with possible media partners.

Media ad to promote use of solar thermal energy, by LCEC, Lebanese Center for Energy Conservation

6.2.1 MEDIA PARTNERSHIP

Working with a media partner can bring great rewards such as free advertising, increased profile and targeted editorial. The great advantage is that such a partnership offers better visibility and publicity not only for your campaign but also for the media partners; therefore it is really something mutual and beneficial to both parties and you should definitely make use of such opportunities.

But how do we create sustainable and mutually beneficial partnerships with the media?

- Search for relevant online and print media that are of interest for your campaign
- Prepare a standard agreement (see example in Annexe number 2) that you will then send out. Phone calls, being more personal are also a good approach.
- When drafting the agreement, do not only think of what is beneficial for your campaign but also think of the media partners and what might be of interest and important for them
- The standard agreement should be adaptable to specific needs of a potential partner (if one media partner does not agree or cannot provide one of the items you can negotiate an individual partnership)
- Once the signed agreement has been sent back to you, you can start giving your campaign and the media partner high visibility by exchanging your logos, drafting a short text for the events calendar section of the media partner etc. (depending on the specific agreement you made)

6.2.2 SOCIAL MEDIA: BEGINNER'S GUIDE

In today's media landscape, one can no longer ignore the need to be present on social media, which is somewhat different from the 'old' media tools already mentioned above.

The term social media refers to the idea of turning normal communication channels into interactive dialogues. To give an easy overview, we can separate social media into two spheres: blogs and social networking.

- **Blogs**
  Blogs are easily created, often free of charge and work like an online diary that can be commented by anyone who wants to leave a comment (as long as the option 'comments' is installed). The 'blogger' brings to paper his ideas, opinions; you can actually write down whatever crosses your mind on a certain subject. However, in order to acquire a large number of followers, it is important to regularly update your blog. In some cases, blogs are also used as a way to cover some relevant issues related to the campaign or the technology. It can be seen as a sort of Frequently Asked Questions (FAQ) section, providing also opportunity for interaction with the users. In any of these cases, be sure to make our blog interesting and well referenced in search engines.

- **Social networking:**
  This term is often used for all kinds of online platforms that exist on the web and where each user can create its own profile – providing the rest of the web community with personal information on interests, activities, education and so on. The idea of providing the entire web community with private information is to share, like or comment on posts, to get new friends or to create (private or open) groups.

The range of social networks is huge and the social media landscape is varying and changing consistently; what might be 'in' today, can easily be overtaken tomorrow.

With regards to this, we only showcase a few examples; and only those that are of main interest for promoting your campaign. For a more complete list of the variety of social media, you can find a table in Annexe number 3.

- Flickr is a photo and video hosting website where you can share and comment on other users posted items. Once you have run your first campaign or organized an event, you can create an account and upload pictures and put a link on your campaign website or make the link public via your newsletter or in your signature.
- Twitter is basically a micro-blogging site but it still enters into social networking service. You can 'tweet' posts of a length of 140 characters or less and anyone can follow you (and vice versa). No need of becoming friends like with Facebook where you need an approval from the other party. It is quite practical for sending short, clear messages that allow easy monitoring.

- Facebook is a strong social media tool. Today, it is so famous that it has become the synonym ffor Internet - to a certain extent. Create your own profile and share your interests, activities, pictures, and status updates or games applications with the entire community. Many believe that Facebook suits best for personal purposes but enterprises or campaigners also increasingly use it.

How to make your Facebook account a success:

- Take the time to create your campaign profile with a description, profile picture and maybe a hyperlink to your website

- Once, you have set up your personalised campaign profile, you can start adding friends and liking pages in order to give your profile the best possible visibility in order to attract several people

- Start updating your 'wall': this should be done at least twice a week – a Facebook account needs to be active

- Facebook uses algorithms in order to select what to post in someone's wall. This means that regular visits will increase the likelihood of your posts appearing in those users' walls

- Events in the framework of your campaign are actually quite a good way of keeping your page active: you can either create an event and invite your friends to join it or you can regularly promote it on your wall

- After the event, you can create photo albums or add wall pictures and you can share the pictures on other people's walls

Austrian Solar Days campaign Facebook page

How to manage your Twitter account:

- Take the time to create your profile with a straight-to-the-point description (max 140 characters), profile picture, background picture and a hyperlink to your website.

- Once you have set up your personalized profile, you can start following people of interest working in your sector (institutions, NGOs, individual persons, media and journalists, industries). Try to identify who are the most active accounts on your sector, and regularly check their tweets. In order to find interesting people to follow, you can also check the accounts of the most active persons in your sector, and see whom are they following. For a successful account, try to keep a balance between the people you follow and your followers: following too many people will crowd your twitter Home with too many tweets, thus you might risk missing important ones.

- Start tweeting! In the first period, this should be done very frequently, ideally several times a day. It does not need to be all content coming directly from you: you can also retweet relevant information tweeted by someone else. Once you gather enough followers (in the hundreds), you can then slow down the rhythm. A Twitter account needs to be active; once it's static and your name doesn't circulate anymore, chances are people will unfollow you.

- Remember to use hashtags relevant to your sector, to find which ones are the relevant ones for you sector, check tweets from relevant people in your sector, and explore the hashtags they are using. Remember: the best way to have a successful account is to actually spend time on Twitter. If possible insert link (using a shortened URL) to external content on your tweets.

- Events in the framework of your campaign are actually quite a good way of keeping your account active: you can regularly promote it there. Remember: tweets are very transitory, and their appeal lasts for less than 24 hours. You can therefore tweet the same content (ex. a conference agenda) several times in a week.

- After the event, you can upload individual photos (no album): visual content is more likely to be followed than just textual messages

"Use the Sun First" campaign Twitter page

6.3 CAMPAIGN LAUNCH

The campaign launch is often called a kick-off event. This might be the starting point of your campaign and a public event, to which you may invite local or national politicians, celebrities or journalists, enhancing the public exposure of your initiative and increasing the chances of media coverage.

Before the campaign launch, it is important to promote your event with flyers, on your website, social networks, invitations sent by post or by contacting people to invite them. During the event, make sure that the speakers (if there are presentations or a roundtable) deliver clear and simple messages. Any technical details will quickly annoy participants who will get bored – especially if it is the first time they hear about the topic.

With regards to journalists, it is essential to have prepared a press kit that can be distributed at your launch event as well as subsequently. This document should not be exclusively for journalists, as it might also be interesting for other stakeholders.

The press kit contains the most important information about your campaign; visualize it as a factsheet for journalists that need all information in one single document to save time that would have been spent on research. It should contain the following items:

- An 'about' sheet where you briefly explain your campaign in a precise way
- Flyers, leaflets or other material you have produced within the framework of your campaign

- Press releases you have published
- Pictures of events

Official launch of the European Solar Days Campaign.

SECTION 7 **CAMPAIGN EXAMPLES**

7.1 European Solar Days (ESD) campaign

Country	Several European Countries (it reached 20 countries over its duration: al, at; ba, be, ch, cz, dk, fr, de, hu, it, nl, no, pl, pt, rs, sk, si, es, se, ua)
Target	Citizens, public authorities, NGOs, companies, installers
Goal	The main objective of the project was to launch a pan-European campaign, based on synergies of concerted national initiatives focused on promoting the use of the sun as an energy source.
Concept	The European Solar Days are an informative campaign about solar energy, taking place during a few days or weeks each year in different countries or regions, and on each occasion one has access to all sorts of knowledge about the several benefits solar energy can bring.This includes mobilising citizens, public authorities, NGOs, companies and others organising different (types of) events during the period of the campaign. So these are local (or sometimes national) events under a European "umbrella" campaign.
Background	The European Solar Days campaign was born out of the "Solar Day" awareness raising initiative organised in Austria, Switzerland and Germany between 2002 and 2006.
Outcomes	The campaign reached its record number of 8000 in one edition in 2008, its largest estimated audience of 750 000 in 2012 and largest number of participating countries, 21, in 2013.
Responsible	European Solar Thermal Industry Federation (ESTIF)
More info:	www.solardays.eu

7.2 WIDE THE SEE

Country	Italy; Slovenia; Romania; Greece; Bulgaria; Hungary; Austria; Moldova; Ukraine; Croatia; fYRo Macedonia
Target	Regional and local authorities, regional and local development agencies, scientific institutions, house owners and installer associations
Goal	The Widening the Thermal Solar Energy Exploitation by the Successful Models (WidetheSEEbySuccMod) goal is to increase the use of solar hot water systems in South East Europe (SEE), in order to place solar thermal energy as a priority solution to cover the expected rise in energy demand, to reduce greenhouse gas emissions and to create new employment opportunities related to SHW market enlargement.
Concept	The project fostered the transfer of know-how and experiences between SEE countries. The project relied on experience sharing between countries and using examples from more developed markets. Several tools were developed, such as a Solar Impact Study, with an assessment of the positive impacts related to the use of solar energy for domestic hot water appliances in SEE or a booklet on "Solar Thermal Installations".
Background	The first national awareness campaign for solar thermal energy started in Romania in January 2011.
Outcomes	The project reached policy makers at national, regional and local level, promoting the idea of using solar thermal and developing a framework of local and regional policies as well as financial measures. It also reached out for installers, on the different applications and on solar thermal installations, as well as implementing installers' qualification. Finally it reached out home-owners, increasing the chances of public awareness campaigns changing household habits by promoting energy and resources efficiency.
More info:	www.widethesee.eu

7.3 Solar thermal advantage initiative

Country	United States of America
Target	Potential customers, government agencies, municipalities, utility companies and associations
Goal	The initiative's goal was to raise public awareness for solar thermal by demonstrating and promoting the benefits of solar heating and cooling.
Concept	Eneref Institute started by producing independent, third-party reports on the technology. In parallel, it published solar heating articles in industry facility journals, including reports and case studies. This was complemented with annual solar thermal market reports, content being developed for webinars and through the promotion of solar heating to the commercial marketplace.
Background	Eneref Institute launched the "Solar Thermal Advantage Initiative" in 2006 initially to research and author several white papers identifying the market obstacles to solar heating.
Outcomes	The campaign was started and initially funded by the ENEREF Institute. Sponsors now come from all parts of the solar thermal value chain. The broad participation helps the initiative find the best solar thermal case studies and successful stories, providing interesting material for the media.
Responsible	Eneref Institute
More info:	www.eneref.org/solar-thermal-advantage

7.4 PROMASOL

Country	Morocco
Target	Three types of customers: institutional customers such as ministries; industrials and private companies (mainly hotels and private hospitals); and finally, individuals wishing to install SWH in their homes.
Goal	PROMASOL, the "PROgramme national de développement du MArché de chauffe-eau SOLaire", i.e., Development of the National Market for Solar Water-Heaters, aims at changing people's perception about the use of solar water-heaters, in line with the slogan "Democratizing Access to Solar Water-Heaters" of this government-run campaign.
Concept	PROMASOL launched a financial support mechanism called 'Commercial Partnership Insurance' that intended to foster commercial partnerships between a supplying company and one or more distributors. PROMASOL carried out a series of TV, radio, and newspaper advertisements to increase people's awareness about using solar heating and to emphasize the benefits of such a cost-effective, safe, and environmentally friendly solution. Other communication means were also used including seminars, events sponsoring, etc. PROMASOL targeted three types of customers: institutional customers such as ministries; industrials and private companies (mainly hotels and private hospitals); and finally, individuals wishing to install SWH in their homes.
Background	The Moroccan Ministry of Energy and Mines launched PROMASOL in 2002 with the support of the United Nations Development Programme to boost the solar water heating market in Morocco.
Outcomes	Currently no direct financial support is available to individuals, but the increasing availability of SWH has led to lower prices. In addition, the VAT reduction from 20% to 14% contributed to making SWH affordable for a larger proportion of the population.
Responsible	Centre de Développement des Energies Renouvelables (CDER)
More info:	www.cder.org.ma/promasol/index8493.html?subject=9

7.5 Rizhao

Country	China, City of Rizhao
Target	Households
Goal	Encouraging a large-scale and efficient use of renewable energy, especially solar energy in order to reduce the use of coal and help improve the quality of the environment in Rizhao, thus helping the city's social and economic development.
Concept	To raise awareness, the city held open seminars and ran public media campaigns on television. Government buildings and city leaders' homes were the first to have panels installed to act as a role model. Some government bodies and businesses even provided free installation for employees.
Background	The provincial government subsided R&D activities in the solar water heater sector. This investment resulted in technological breakthroughs, increasing efficiency and lowering unit costs. The city also stipulated that all new buildings must incorporate solar panels and the construction process will be overseen, ensuring a good installation.
Outcomes	99% of Rizhao's households use solar water heaters. In the suburbs and villages, over 30% of households use solar water heaters.
Responsible	City of Rizhao
More info:	wwf.panda.org/?204452/Rizhao-solar-water-heating

7.6 CSI-Thermal

Country	USA, California
Target	Citizens
Goal	The California Solar Initiative (CSI)-Thermal Program is a ratepayer-funded solar thermal rebate program for customers of the four California investor-owned utilities. The program included direct financial incentives to retail customers, training for installers and building inspectors, and a state-wide marketing campaign. The marketing campaign was essential to increase awareness of solar water heating among the citizens of California.
Concept	The CSI-Thermal Program is a program of direct financial incentives , training and a state-wide marketing campaign. The marketing campaign was an essential part of this program. The multimedia campaign focused on the benefits of SWH for residential and non-residential (namely commercial) applications. The campaign used different media such as television, radio, print media and internet. Central to the CSI-Thermal Program is a website providing information and connecting users to the entities (utilities) that administer the rebates related to support schemes.
Background	On January 21, 2010, the California Public Utilities Commission (CPUC) approved a Decision creating the program and its different measures as well as a framework for cooperation with utilities.
Outcomes	The campaign informed citizens about the technology in question and facilitated action by consumers.
Responsible	California Public Utilities Commission (CPUC)
More info:	www.csithermal.com

7.7 Lebanese outreach campaign

Country	Lebanon
Target	Citizens
Goal	The goal was to promote the use of solar water heaters in the country. This required a change of perception about the technology, building trust and understanding among consumers.
Concept	The outreach campaigns used several available dissemination methods such as TV, radio, and billboards. The TV advertising campaigns used famous actors to perform on the commercials.
Background	In 2006 an advertisement campaign was launched by LCEC-UNDP project and the Ministry of Energy and Water.
Outcomes	After the different stages of the campaign, the number of companies active in the sector multiplied by five. By 2012, 69% of the households in Lebanon considering taking energy efficiency measures gave priority to SWHs.
Responsible	Lebanese Centre for Energy Conservation (LCEC)
More info:	www.lcecp.org.lb

SECTION 8
ANNEXES

ANNEXE 1: TEMPLATE FOR A STANDARD PRESS RELEASE

Your campain logo in the header

TITLE

Venue, date – Text: first five lines in bold, a clear and strong first paragraph that outlines the main message of the press release

Text: Here you can develop your idea and go more into details

-ENDS- (to demonstrate that this is the end of your press release)

About the *Your campaign title*
If you have a standard description of your campaign or project, you can write it down here in some lines.

For more information (full contact details of the project manager or communications manager available at time of publication of the press release):

Contact name
Job title
Tel: +
Fax: +
E-mail:
Signature Logo if available

Characters (incl. spaces): 1 000 *(here you can add the number of characters of the text of your press release)*

Download the full press release in Word (2.5 MB) or PDF (255 KB) format – *if you have the possibility to post the press release on your website, you can make it available as Word and PDF document, including the KB/MB of the document*

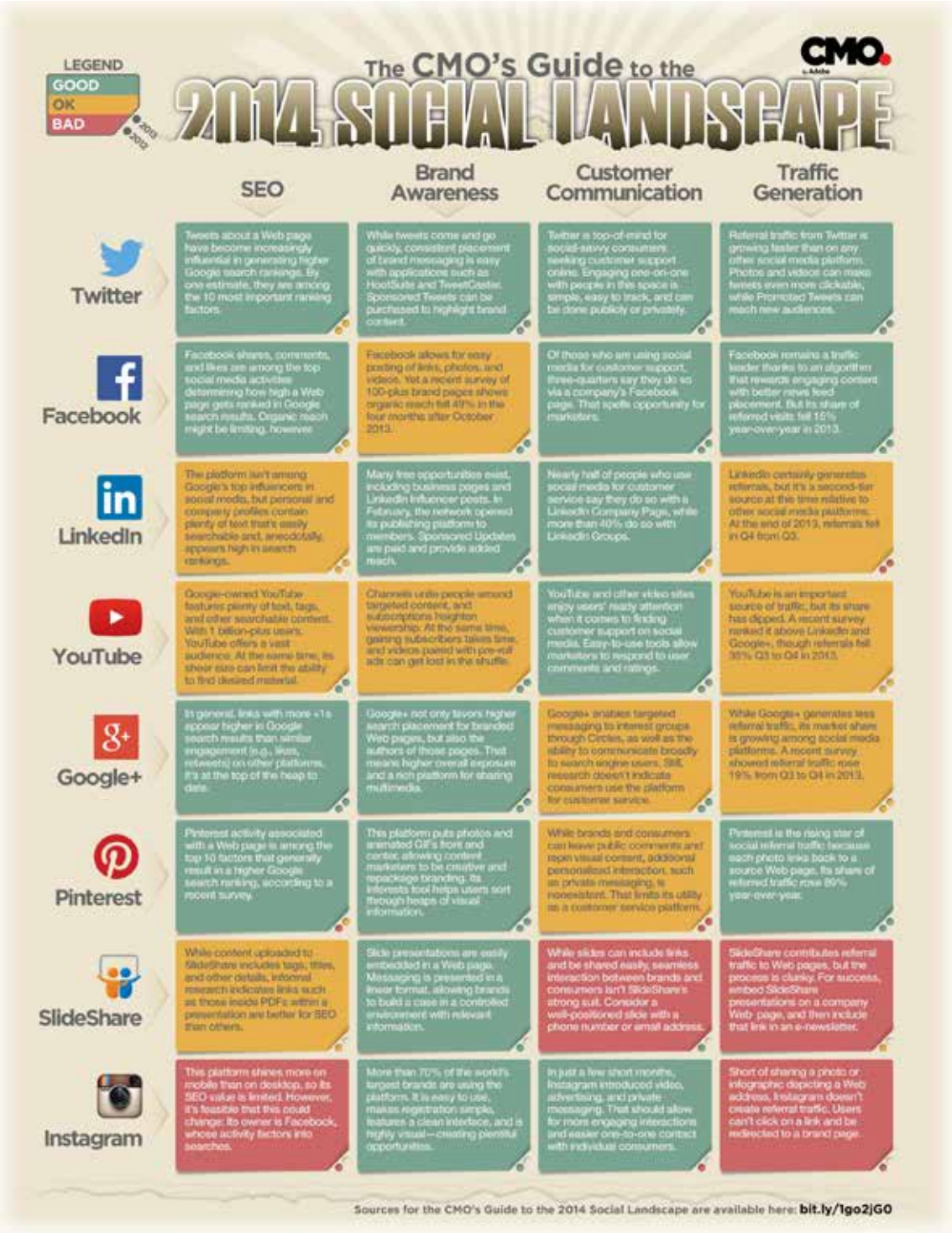
ANNEXE 2: EXAMPLE OF A MEDIA PARTNERSHIP APPLICATION FORM

Title of the campaign, Venue, Date, Media partnerships
Help us promote solar thermal / title of your campaign
A general introduction to your campaign, it would be good if you could give some figures like expected visitors, number of events, how many organizers, etc. For more information, please visit: website if you have one
Attendees' profile
The campaign is aimed at: • Local and regional authorities • Local citizens and future customers • Pupils and students
How to become a media partner of *title of the campaign*
Official media partners agree to include *title of the campaign* in their promotional activities as follows: • Comprehensive reporting before and after *title of the campaign* including printing the *title of the campaign* logo as well as mentioning the *title of the campaign* website • Listing of the *title of the campaign* in your "event calendar" • Free advertising (advertisements, banners) to be determined and agreed directly with Project manager/organisation
Services offered to *title of the campaign* **media partners**
Services offered to *title of the campaign* media partners In return, official title of the campaign media partners are entitled to the following items: • Space for display material in the foyer of the conference (or similar – depends on your venue and event) • Your logo and a short profile (incl. logo and link) in the "Media partners" section of *title of the campaign* website (if you have a website link here) • Acknowledgement as an official media partner on all *title of the campaign* collaterals (call for abstracts, advance programme, proceedings, pocket programme – this is an example). The conference proceedings and the pocket programme will be included in the conference bags and distributed to all delegates. • Acknowledgement as an official *title of the campaign* media partner onsite at the conference venue (banners – depending on your event as well) • Two complimentary registrations for the *title of the campaign* conference (value: EUR ..) – depending on your event as well

Separate page to be sent back to you as an organizer:

MEDIA PARTNERSHIP APPLICATION FORM
Please complete and return to…..... We would like to become an official media partner of the *title of the campaign* to be held on date and venue: Company/organisation:..... Contact person: Title: ☐Mr ☐Mrs ☐Miss Name:..... First name:..... Address:..... Postal Code, City:..... Country:..... Telephone:..... Fax:..... Email:..... VAT-number:..... Signature, company stamp..... Place, date..... By signing this application form, we accept the conditions of the media partnership as described in the above document. This application is legally binding on the company pending its acceptance in writing by the organiser.

ANNEXE 3: THE SOCIAL MEDIA LANDSCAPE



Source: http://www.cmo.com/content/dam/CMO_Other/articles/CMO_Guide_Social_2014.pdf

ANNEXE 4: TEMPLATE HOW TO EVALUATE YOUR CAMPAIGN

Title of your campaign	
Target groups	
Goals	
Parties, organisation	
Strategy, activities	
Duration	
Budget	
Results	
Internal success and failure factors	
External success and failure factors	
Recommendations for new actions	
Contact Info	

Concrete example:

Promotion of the use of solar thermal collectors (Greece)	
Target groups	Private house-owners
Goals	The general goal was the promotion of the use of Solar Thermal Collectors.
Parties, organisation	CRES (Co-ordinator) GREEK SOLAR INDUSTRY ASSOCIATION (Principal contractor) PUBLIC POWER CORPORATION (Partner – Supporter)
Strategy, activities	This campaign included two actions: TV campaign & Direct mailing through the bills of PPC. **TV action:** a TV spot has been produced, aiming at the promotion of the use of solar thermal collectors to the general audience. In parallel, a large press campaign was forwarded in order to strengthen the interest of the general public and to inform the general public from the other EU Member States. **Direct mailing action**: This involved a campaign for the promotion of the use of solar thermal technologies by disseminating informative leaflets to the general public. This leaflet promoted the use of solar thermal domestic water heaters.
Duration	2 years (1994-1996) in total: • TV campaign on November – December 1994 • Mailing from January – April 1996
Budget	TV action: 150.000 EUR Advertising action: 73.000 EUR TOTAL: 223.000 EUR
Results	The leaflets were disseminated through the bills of the Greek PPC (Public Power Corporation) to 3.500.000 receivers.
Internal success and failure factors	Setting-up the campaign, working on its internal communication as well as its execution was done without any practical issues. It is important to stress that the henceforth cooperation between CRES & EBHE is an effective follow-up of this successful campaign. Opportunities for follow-up actions or innovative ideas weren't made possible due to the assured work programme, even though circumstances were still convenient for its increase. More over and according to the final evaluation of the entire campaign, the involvement of a consumer (protection) organisation, such as the Greek Consumer Institute (INKA), could assist in the provision of increased added value on the campaign results.
External success and failure factors	This campaign succeeds especially according to the characteristics of the promoting technology. Solar thermal technologies were finally mature and economically reasonable for purchasing & installation. The payback period for such investments would be short and of course the existence of tax reduction was a plus for encouraging campaign results. Additionally, the underlining of the consumer comfort through the campaign was very effective. The major external weaknesses are concentrated to: • Low environmental sensitisation (1994-1996) • Inadequate labelling • Training needs for installers • Integration of solar thermal technologies in the architecture.
Recommendations for new actions	Regarding the domestic sector, which was the target sector of the campaign, a large scale advertising campaigns (TV – press) could take place with significant success, if they take into account & underline the environmental impact & the consumer comfort.
Contact Info	Dr. T. Tsoutsos (Marketing Manager CRES) Phone: 0030-1-603 • E-mail: office@cres.gr

Source: Soltherm Europe – Campaign Guidelines, van der Ree B., Mert W., 2003

SECTION 9 **REFERENCES**

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- *Renewables 2015 Global Status Report Paris 2015*, REN21 Secretariat
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Websites:

- European Solar Days: www.solardays.eu
- California Solar Initiative: www.csithermal.com
- CMO.com by Adobe: www.cmo.com
- Solar Thermal World: www.solarthermalworld.org
- Eneref Institute: www.eneref.org
- Solar Thermal Initiative: http://www.eneref.org/solar-thermal-advantage
- Solar Thermal Heating and Cooling, The Newspaper of the SHC Industry: www.solarthermalbiz.com
- Wide the SEE: www.widethesee.eu
- Solar thermal factsheets: www.estif.org/publications/solar_thermal_factsheets/
- Video promoting use of solar thermal energy (LCEC): www.youtube.com/watch?v=Y0iLygXHVYQ

For more information,
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UNEP

This "Guide for solar heating and cooling awareness raising campaigns" serves as a practical guide to assist those actors interested in promoting solar heating and cooling, As such, it addresses the design and implementation of awareness raising campaigns.

This guide is conceived as a chronological step by step approach. Every stage of the campaign (conception to evaluation) and every aspect (design to project management and financing) are covered, and practical tips are proposed for every step. It also provides examples of different campaigns related to solar heating and cooling developed around the globe. It cannot be regarded as a recipe book, as that is not possible for awareness raising campaigns. Instead, it provides guidance and ideas.

This UNEP Guide was developed as part of the Global Solar Water Heating (GSWH) Market Transformation and Strengthening Initiative.