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**United Nations Development Programme**  
**Country: LEBANON**  
**PROJECT DOCUMENT**

**Project Title: Lebanon's Second Biennial Update Report**

**UNDAF Outcome(s):** By 2014, improved accessibility and management of natural resources and enhanced response to national and global environmental challenges

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:**

Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Outcome 1).

**Executing Entity/Implementing Partner:** Ministry of Environment

**Implementing Entity/Responsible Partners:** Ministry of Environment, United Nations Development Programme

**Brief Description**

This project aims at assisting the Government of Lebanon with the enabling activities necessary to undertake the Second Biennial Update Reporting (BUR) to the United Nations Framework Convention on Climate Change (UNFCCC) and its submission to the Conference of the Parties in accordance with the guidance provided by the UNFCCC. The BUR2 will include a) updated National Circumstances, b) GHG National Inventories, c) information on mitigation actions and domestic MRV, d) constraints and gaps, and related financial, technical and capacity building needs including description of support needed and received, and e) information on level of support received to enable the preparation and submission of the biennial update report.

Programme Period:	2016-2018	Total resources required	402,000
Atlas Award ID:	00094935	Total allocated resources:	352,000
Project ID:	00099004	• Other:	
PIMS #	5824	o GEF	352,000
Start date:	01 July 2016	o Government(in-kind)	50,000
End Date	30 June 2019		
Management Arrangements	Support to NIM		
LPAC Meeting Date	13 April 2016		

Agreed by the Council for Development and Reconstruction: Mr. Nabil El Jisr, President



Agreed by the Ministry of Environment: H.E. Mohamad Al Mashnouk, Minister of Environment

Agreed by the UNDP: Mr. Luca Renda, Country Director

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## List of acronyms

BUR	Biennial Update Report
CDM	Clean Development Mechanism
COP	Conference of the Parties
DNA	Designated National Authority
EA	Enabling Activity
GHG	Greenhouse Gas
GEF	Global Environment Facility
INC	Initial National Communication
IPCC	Intergovernmental Panel on Climate Change
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MoEW	Ministry of Energy and Water
MRV	Measurement, Reporting, Verification
NAMA	Nationally Appropriate Mitigation Action
NC	National Circumstances
NCCU	National Climate Change Unit
NCE	National Council for the Environment
NCSA	National Capacity Self-Assessment
NEEAP	National Energy Efficiency Action Plan for Lebanon
NGO	Non-Governmental Organizations
QA/QC	Quality Assurance/Quality Control
SNC	Second National Communication
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

## 1. SITUATION ANALYSIS

- The Ministry of Environment was established after the 1992 Rio Earth Summit (Law 216/1993) and its mandate and organizational structure include the coordination of sustainable development issues. The Ministry of Environment is the National Focal Point to the UNFCCC.
  - Lebanon ratified the UNFCCC by virtue of Law No. 359 dated 1/8/1994.
  - Lebanon prepared and submitted its Initial National Communication in 1999 and Second National Communication in 2011, and its First Biennial Update Report in 2015 (GEF/UNDP EA projects) reporting detailed inventory of GHG emission, a general description of climate change impacts and climate change mitigation activities.
  - Lebanon has launched the activities for the preparation of the Third National Communication (GEF/UNDP/EA project) and it is expected to be submitted to the UNFCCC in December 2016.
  - Lebanon prepared its first Technology Needs Assessment and Technology Transfer report in 2002 and its second Technology Needs Assessment Report in 2012 which identified and assessed appropriate mitigation and adaptation technologies for the Lebanese context.
  - On March 28, 2012, the Council of Ministers issued a Decree (8157/2012) establishing the National Council for the Environment (NCE), made of 14 members representing line ministries as well as non-public entities and includes Order of Physicians, Order of Engineers and Architects, Association of Banks, Association of Insurance Companies, NGOs and the academic sector. The NCE is used as a platform through which environmental issues, including climate change, are coordinated at the national level.
  - The Low Emission Capacity Building project, which started in 2013, and is part of the EU-UNDP Low Emission Capacity Building Programme, is currently developing the required national capacities to improve Lebanon's GHG inventory infrastructure, develop Nationally Appropriate Mitigation Actions (NAMAs), and design a Measurement, Reporting and Verification system in order to achieve a low emission development.
  - The Low Emission Capacity Building project also contributed to the preparation of Lebanon's Intended Nationally Determined Contribution (INDC), which was submitted on September 30, 2015 in conformity with the UNFCCC procedures and deadlines. The INDC, which includes emission reductions and adaptation targets to 2030, was prepared following a highly integrative and participatory process where all key stakeholders and decision makers were consulted.
  - The above-mentioned climate change related projects and activities concurrently running at the Ministry of Environment have de facto created a Climate Change Coordination Unit (CCCU) which is coordinating all work in order to pull resources together and maximize the benefits of each of the projects implemented. The CCCU was established through the "National Action Programme to Mainstream Climate Change into Lebanon's Development Agenda" project, funded by Lebanon's Recovery Fund. The CCCU is composed of officially appointed representatives from 40 different governmental and non-governmental institutions as well the private and the academic sector.
  - To complement all the activities that have been and are still being undertaken with regards to climate change at the Ministry of Environment, this enabling activity will run in parallel with all other projects, where resources will be maximised in order to attain to the best possible results. In addition, experiences from the first BUR, the results of the ICA, and the results of the review of the inventory that the Ministry of Environment commissioned as part of its QA/QC plans will be taken into account in the preparation of the second BUR.
- Lebanon plans for its Second Biennial Update Report to be submitted to the UNFCCC Secretariat in October 2017.

## 2. STRATEGY

### Project rationale

The project will assist the Government of Lebanon to perform the activities necessary to prepare the second Biennial Report to the Conference of Parties in accordance with guidelines of the UNFCCC.

In order to improve climate change governance and meet the challenges that will face Lebanon as a result of climate change, there is a need to mainstream climate change concepts into national and sectoral development plans. This project does so on a broader level and as part of its ultimate and long term objectives, contribute to mainstreaming climate change concepts by strengthening the institutional capacity in parallel to the other projects running at the Ministry of Environment such as the Third National Communication and the Low Emission Capacity Building project.

### Country ownership

The Ministry of Environment has accrued a substantial level of experience and know-how on the national GHG inventory process, as both national communications (first and second) and the first Biennial Update Report have been prepared and submitted by the Ministry of Environment in 1999, 2011 and 2015 respectively. The elaboration process of these reports has allowed Lebanon to develop planning instruments for climate change management, and has helped the government to increase capacities of technical staff for GHG inventories. These reports have also helped the government to understand and identify gaps and needs to track climate change effects and how to address them.

The Ministry of Environment has established a strong cooperation network among the different national actors from both governmental and non-governmental sector, represented in the Climate Change Coordination Unit and the National Council for the Environment. Through these bodies, the Ministry of Energy and Water, the Ministry of Agriculture, the Ministry of Finance and Ministry of Industry are closely involved in the national process related to climate change, specifically in the preparation of the GHG inventory and the reporting of mitigation actions. The non-governmental sector, which includes syndicates and other private sector associations, also have a share in providing the required information. In addition, NGOs and the academic sector are major partners when it comes to the validation and review of the GHG inventory results and the identification of support needs.

**Project Goal:** To fulfill decisions of 1/CP.16 and 2/CP.17, which requests non-Annex I Parties to submit biennial update reports (BURs) containing updates of national greenhouse gas inventories, including a national inventory report and information on mitigation actions, needs and support received, in accordance with the guidelines for non-Annex I Parties.

**Project Objective:** The project is prepared in line with the GEF 6 Focal Area Objective “CCM-3: Foster Enabling Conditions to Mainstream Mitigation Concerns into Sustainable Development Strategies, Programme 5: Integrate findings of Convention obligations and enabling activities into national planning processes and mitigation targets.”

**The project outcomes are:**

1. Revised and updated national circumstances and institutional arrangements relevant to the preparation of the national communications and the biennial update reports;
2. National GHG inventory and report for the year 2013;
3. A description of mitigation actions and the extent of GHG reduction achieved, including associated methodologies and assumptions;
4. Information on domestic MRV system and progress of implementation of any institutional arrangements and framework for domestic MRV;
5. A description on constraints, gaps and related needs to meet the objectives of the Convention, and the level of support received for the preparation and submission of the BUR2;
6. Publication and submission of the second Biennial Update Report according to the guidelines contained in Annex III of decision 2/CP.17.

**Project outputs/activities**

***1. National circumstances and Institutional arrangements***

The information on the national circumstances provided in the Second National Communication (SNC) and the first BUR will be updated taking into account all new data (projects and national plans, policies and activities) as appropriate.

This outcome includes an update of the country characterization in terms of geography, demography, natural resources, climate and education, social and cultural aspects. It will also include the characterization of the specific sectors such as agriculture, forestry, biodiversity, water resources, energy, waste, tourism, transport, industry and health.

Lebanon's national development objectives, priorities and circumstances will also be described.

In addition, gender disaggregated data in relation to climate change will be collected and analyzed, i.e. women roles and responsibilities in the context of climate change in addition to gender inequalities in terms of vulnerabilities, and access to modern energy, finance, and decision-making. Specific gender empowerment needs will be analyzed.

The information on the institutional arrangements relevant to the preparation of BUR2 will be updated. The institutional arrangements developed for the BUR1 and TNC preparation will be reviewed in light of shortcomings encountered and updated with new stakeholders added as necessary. The roles of the various institutions will be reviewed to enhance their participation in the process to improve the quality of the BUR and NC reports.

The above could be summarized as below:

**Outcome 1: Information on national circumstances and institutional arrangements relevant to the preparation of Biennial Update Reports on a continuous basis will be assessed and updated**

Output 1.1: Updated report on national circumstances

Output 1.2: Updated report on existing institutional arrangements relevant to the preparation of BURs on a continuing basis

Output 1.3: Updated report on level of support received to enable the preparation and submission of BUR2

## **2. GHG National Inventory**

Under the Initial National Communication, submitted in 1999, Lebanon prepared and submitted the GHG Inventory of emissions by sources and removals by sinks for the year 1994. After an update of the inventory for the year of 1999 as part of the first TNA project (published in 2003), Lebanon prepared a GHG national inventory for the base year 2000 with a time series from 1994 to 2004 as part of the Second National Communication submitted in 2011. The latest inventory update was submitted in 2015 as part of the first BUR where the results of the year 2011 were presented. The Third National Communication which is currently being prepared will cover the emissions of the period of 2005 to 2012 and will be submitted in December 2016.

All inventories are adopting the Revised 1996 Guidelines for National Greenhouse Gas Inventories of the Intergovernmental Panel on Climate Change and the 2000 Good Practice Guidelines. The same methodology will be used for the second Biennial Update Reporting, and the gases that will be covered include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride as well as the indirect greenhouse gases. All relevant sectors as described in the 1996 Revised IPCC Guidelines will be covered: Energy, Industrial Processes, Agriculture, Land Use, Land Use Change and Forestry, and Waste. The second BUR will update the GHG Inventory for base year 2013.

The GHG inventory will be prepared through 3 stages:

- Data collection and validation: Activity data (AD) and other sectoral parameters will be collected through the institutional arrangements made with line ministries and partner agencies. The AD or any assumption adopted for the inventory will be validated by sectoral experts through the Climate Change Coordination Unit (CCCU). Data collection entails a process of institutional coordination following standardized criteria and methodologies, which will ensure the necessary coherence in GHG emission calculation and reporting. The climate change office at the Ministry of Environment will lead the inventory preparation and will provide appropriate guidance to stakeholders for data collection and validation. In some cases where AD is difficult to acquire, external consultants will be recruited to assist the project team. In addition, and considering the main role of the private sector in reducing emissions, information on the carbon footprint of companies will be collected through the larger enforcement of the MoE Ministerial Decision 99/1<sup>1</sup>.
- Inventory compilation: the climate change office will compile activity data and compute estimates of emissions for the inventory using the UNFCCC Non Annex-I National Greenhouse Gas Inventory Software. The updated information will be added to the existing model already populated by the data of the inventory of 1994 to 2012. A QA/QC plan will be developed and adopted to ensure the coherence of the data used. A web platform will be developed to gather AD and other parameters (excel spreadsheets), and will be used to document methodologies and sectoral guidelines for GHG inventories (including institutional arrangements) for the elaboration of future Lebanese GHG inventories. The climate change office has been enabled to complete such tasks through

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<sup>1</sup> Ministerial Decision 99/1 of April 2013 encourages direct reporting of energy and transport GHG emissions by commercial, institutional and industrial enterprises.

the participation in trainings and capacity building programmes under the national communication and first BUR projects. The results will be disseminated to stakeholders for final validation.

- Data analysis and reporting: In consultation with the CCCU, the results of the GHG inventory for the year 2013 as well as the trend for the period 1994-2013 will be analyzed and the main drivers behind the increase/decrease of emissions depicted. A chapter on the GHG inventory results and methodologies will be included in the BUR2 report.

The above could be summarized as below:

**Outcome 2: The national inventory of anthropogenic emissions by sources and removal by sinks by all GHGs not controlled by the Montreal Protocol, including a national inventory report will be updated**

Output 2.1: Updated GHG inventory report by sector and by gas based on the Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories

Output 2.2: Consistent time series for the period 1994-2013

Output 2.3: Analysis of key GHG emission categories

Output 2.4: Analysis of uncertainty and a QA/QC plan

Output 2.5: Summary of methods and references used

### **3. Mitigation actions**

An important activity of this project will be the collection of data on mitigation actions or groups of actions being developed in Lebanon and the quantification of emission reduction. Although Lebanon's share in global emissions is insignificant, the Government committed itself to putting measures in place to mitigate climate change through the reduction of GHG emissions and increasing sinks.

The FBUR was the first attempt in identifying all the mitigation measures that have been implemented in Lebanon since 2005 and quantifying the overall emission reductions that were induced from the full or partial implementation of these activities. However, due to the diversity in the nature of these measures (governmental vs. private, planned vs. completed) and the absence of a centralized database, the collected data was incomplete and the list non-exhaustive. In addition, no methodology was available to calculate emission reductions from incomplete projects and from soft activities (awareness, capacity building, knowledge transfer, etc.). This enabling activity will update Lebanon's mitigation actions in all relevant sectors, including NAMAs and INDC related initiatives, and will estimate the resulting emission reductions. The CCCU will be used as the platform to collect relevant information complemented by other institutional arrangements such as Ministerial decision 99/1 or the partnerships established with the Ministries of Industry and Finance. Appropriate methodologies and indicators to track the progress of mitigation actions and their GHG emission reductions will be developed.

The above could be summarized as below:

**Outcome 3: Information on mitigation actions and their effects including associated methodologies and assumptions will be collected and analysed**

Output 3.1: Table on actions to mitigate climate change including NAMAs- information to be reported:

- Name and description of the mitigation action including information on the



- nature of the action, coverage, qualitative goals and progress indicators
- Information on methodologies and assumptions
- Objectives of the action and steps taken or envisaged to achieve that action
- Information on the progress of implementation of the mitigation actions and the underlying steps taken or envisaged and the results achieved such as estimated outcomes and estimated emission reduction

#### **4. Domestic Monitoring, Reporting and Verification**

In the First BUR, MoE estimated the number of climate change activities being implemented in Lebanon since 2005 and their related financing. Although this was a one-time data collection exercise, a database was created to allow the continuous tracking of such activities across stakeholders. The BUR2 will use this database to update the list of projects through existing institutional arrangements and the CCCU. Appropriate monitoring indicators will be developed to track the progress of implementation of planned sectoral actions, the NAMAs and the INDC. Yet, efforts to institutionalize a reporting or tracking system and to establish a permanent climate change and MRV unit at MoE are still required and will be intensified under the BUR2.

The above could be summarized as below:

**Outcome 4: Information on domestic measurements, reporting and verification arrangements will be collected and analysed**

Output 4.1: Strengthened institutional arrangements on domestic MRV system including tracking mechanism for measuring progress of mitigation actions and NAMAs

Output 4.2: Strengthened MRV system to included reporting of support received

#### **5. Constraints and Gaps and related financial, technical and capacity needs, including a description of support needed and received**

Information relevant to the constraints, gaps and needs for activities related to climate change will be compiled and updated, including technology, financial and capacity needs for mitigation options identified under the TNC (expected to be submitted to the UNFCCC by December 2016). Constraints and gaps identified under the first BUR will be reviewed and updated under the BUR2. Information on financial resources and technical support provided by the GEF, the Green Climate Fund and other bilateral and multilateral institutions related to climate change will also be included.

The above could be summarized as below:

**Outcome 5: Constraints and gaps, and related financial, technical and capacity needs including description of support needed and received will be assessed**

Output 5.1: Description of information on constraints and gaps and related financial, technical and capacity needs as well as proposed and/or implemented activities for overcoming the gaps and constraints

Output 5.2: Description of information on financial resources and technical support provided by the GEF, the Green Climate Fund and other bilateral and multilateral institutions for activities related to climate change.

## **6. Preparation and submission of second Biennial Update Report**

When the expected outcomes 1 to 5 and their respective outputs are completed, the second Biennial Update Report document will be compiled according to the guidelines contained in Annex III of decision 2/ CP.17 and will be submitted to the Conference of the Parties in the United Nations Framework Convention on Climate Change in October 2017, according to the requirements and formats established by the UNFCCC Secretariat.

The above could be summarized as below:

### **Outcome 6: The Second Biennial Update Report will be submitted**

Output 6.1: Publication and submission of the BUR2 according to the guidelines contained in Annex III of Decision 2/CP.17

Output 6.2: Submission of project financial and progress report

Output 6.3: Submission of project report including compilation of lessons learned and recommendations

## **Sustainability and Replicability**

The successful preparation of previous national communications, biennial update reports and Technology Needs Assessments and the development the Intended Nationally Determined Contribution (INDC) indicate the strong commitment of the Government of Lebanon in controlling the national GHG balance.

The BUR2 is a key instrument in support of such policy and the Government of Lebanon considers the preparation of the BUR2 as a critical part of its efforts to benchmarking and monitoring national GHG emissions by source and sink, and measure progress towards nationally set targets, namely the INDC.

The proposed enabling activity will be embedded into the climate change office at the Service of Environmental Technology, Department of Air Quality at the Ministry of Environment and therefore the unit will be the executing and operational entity that will coordinate and implement the project activities. The project will run in parallel with other climate change projects at the Ministry of Environment, the Low Emission Capacity Building project, and the Third National Communication Project. In that respect, this project will contribute to a better understanding and improved capacity of the inventory process, but also in reviewing the domestic MRV system and identify any loopholes.

In order to maximise the benefits of the enabling activity, the platform of the National Council for the Environment<sup>2</sup> and the CCCU will be used to build a stronger institutional and operational participation. The climate change office at MoE will lead the work related to the inventory and the mitigation measures in close coordination with stakeholders and partner agencies, disseminate and validate results and analysis, facilitate smooth project implementation and monitor project progress. The CCCU will provide policy and strategic guidance for the implementation of project activities and also play an oversight role of the project as a whole. The BUR2 will strengthen and further capacitate the sectoral experts that were involved in the preparation of the first BUR and TNC.

With respect to replicability of the BUR process, including the consolidation of the institutional framework required, the project will generate improved approaches, methodologies and tools and will document all data used. In addition, experiences from the first BUR, the results of the

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<sup>2</sup> The National Council for the Environment is headed by the Ministry of Environment and composed of the ministries of Energy and Water, Industry, Finance, Agriculture, Interior and Municipalities, Public Works and Transport, and the Orders of Physicians, Engineers and Architects, the Associations of Banks, Insurance Companies, representatives of the NGOs, and the Academic sector.

ICA (to the extent which the national circumstances allow), and the results of the review of the inventory that the Ministry of Environment commissioned as part of its QA/QC plans will be taken into account in the preparation of the second BUR.

Gender dimension: Woman and children are highly vulnerable to climate change, hence the need for women to be meaningfully involved, not only as beneficiaries but also in the decision-making process of climate change related activities. Women and men are affected differently by climate change and this has an implication on the various adaptation and mitigation measures to be initiated. Under this project special emphasis will be placed on gender related issues in the working groups.

This will help to better understand the role of women, men and children in mitigating and adapting to climate change while integrating them in the process.

### 3. PROJECT RESULTS FRAMEWORK:

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Climate change considerations mainstreamed in national priorities					
Country Programme Outcome Indicators: Market transformation towards more sustainable energy use observed					
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy OR 2. Catalyzing environmental finance OR 3. <u>Promote climate change adaptation</u> OR 4. Expanding access to environmental and energy services for the poor.					
Applicable GEF Strategic Objective and Program: CCM-3: Foster Enabling Conditions to Mainstream Mitigation Concerns into Sustainable Development Strategies; Program 5: Integrate findings of Convention obligations and enabling activities into national planning processes and mitigation targets					
Applicable GEF Expected Outcomes: Outcome B. Policy, planning and regulatory frameworks foster accelerated low GHG development and emissions mitigation					
Applicable GEF Outcome Indicators: Indicator 7. Number of countries meeting convention reporting requirements and including specific GHG reduction targets					
	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective <sup>3</sup> Preparation of Lebanon's Second Biennial Update Report (BUR2)	Preparation of Lebanon's Second Biennial Update Report (BUR2)	Preparation of Lebanon's Second Biennial Update Report (BUR2)	Preparation of Lebanon's Second Biennial Update Report (BUR2)	Preparation of Lebanon's Second Biennial Update Report (BUR2) BUR2 finalized, endorsed by the Government, submitted and accessible through the UNFCCC website: <a href="http://unfccc.int/national_reports/non-annex_i_natcom/reporting_on_climate_change/items/8722.php">http://unfccc.int/national_reports/non-annex_i_natcom/reporting_on_climate_change/items/8722.php</a>	Preparation of Lebanon's Second Biennial Update Report (BUR2)
<b>Outcome 1<sup>4</sup></b> <b>Information on national circumstances, MRV arrangements and constraints and gaps</b>	Information on national circumstances and institutional arrangements relevant to the preparation of the BUR made available  Description of domestic measurements, reporting and	Information provided in previous national communications and first BUR.	a. Complete updated National Circumstances chapter is prepared for the BUR: - Updated information on Lebanon's geography, population, natural resources, climate and economy and other information related to climate change  - Updated information on Lebanon's national	Chapter on National Circumstances ready and validated by the stakeholders.  Section on existing institutional arrangements relevant to the preparation of BURs ready.  Section on level of support received for the preparation and submission of BUR2 ready.  Chapter on domestic MRV arrangements ready and validated by the stakeholders  Chapter on constraints and gaps and needs ready and validated by	<b>Risks:</b> (1) limited political support due to other urgent issues related to political instability and regional security; (2) difficulty in acquiring official data. <b>Assumptions:</b> BUR2 will benefit from knowledge gained from national communication process and first BUR.

<sup>3</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

<sup>4</sup> All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

	<p>verification (MRV) arrangements made available</p> <p>Assessment of constraints and gaps, and related financial, technical and capacity needs including description of support needed and received</p>		<p>development objectives, priorities and circumstances, and the specific needs and concerns arising from the adverse effects of climate change.</p> <ul style="list-style-type: none"> <li>- Updated information on gender empowerment needs in relation to climate change</li> <li>b. Complete updated institutional arrangements relevant to the preparation of BURs: <ul style="list-style-type: none"> <li>- Updated information on the institutional arrangements relevant to the preparation of the BUR2</li> <li>- Updated information on level of support received to enable the preparation and submission BUR2</li> </ul> </li> <li>c. Information on domestic measurements, reporting and verification arrangements: <ul style="list-style-type: none"> <li>- Strengthened institutional arrangements on domestic MRV system including tracking mechanism for measuring progress of mitigation actions and NAMAs</li> <li>- Strengthened MRV system to include reporting of support received</li> </ul> </li> <li>d. Information on constraints and gaps and related financial, technical and capacity needs.</li> <li>e. Description of information on financial resources and</li> </ul>	<p>the stakeholders.</p> <p>Section on financial resources and technical support received ready and validated by the stakeholders.</p>	
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			technical support provided by the GEF, the Green Climate Fund and other bilateral and multilateral institutions		
<b>Outcome 2 National GHG Inventory</b>	National GHG inventory for the year 2013	GHG inventory available for 1994 (INC), 2000 (SNC), 2011 (BUR) and 2012 (TNC).	<p>Analysis of GHG emissions by sources and removal by sinks for the year 2013 including a trend analysis for the period 1994-2013, key categories, and uncertainty analysis:</p> <ul style="list-style-type: none"> <li>- Updated GHG inventory by sector (energy, industrial processes, agriculture, LULUCF and waste) and by gas, summary table of previous inventories, key categories analysis, uncertainty analysis and QA/QC plan, all based on the revised 1996 IPCC Guidelines.</li> <li>- Updated sectoral activity data, emission factors and other parameters relevant to using higher tier for emission calculation for key categories</li> <li>- Updated national inventory report</li> </ul>	<p>Project documentation and filing, including technical report and IPCC spreadsheets in support of the BUR National GHG inventory chapter.</p> <p>Stakeholder validation</p>	<p><b>Risks:</b> (1) Coordinating stakeholders from a diverse set of economic sectors may cause delays; (2) potential lack of availability/accessibility of data.</p> <p><b>Assumptions:</b> (1) Institutions and enterprises will be willing and able to share data with the project team; (2) BUR2 will benefit from knowledge gained from national communication process.</p>
<b>Outcome 3 Information on Mitigation Actions</b>	Information on mitigation actions and their effects including associated methodologies and assumptions made available	Information provided in the first BUR.	<p>Information on mitigation actions and their effects including associated methodologies and assumptions collected and analysed:</p> <ul style="list-style-type: none"> <li>- Updated information on NAMAs and their implementation</li> <li>- Description of sectoral mitigation actions including coverage and objectives</li> </ul>	Chapter on Information of Mitigation Actions ready and validated by the stakeholders.	<p><b>Risks:</b> (1) limited political support; (2) difficulty in acquiring official data.</p> <p><b>Assumptions:</b> BUR will benefit from knowledge gained from first BUR.</p>

			<ul style="list-style-type: none"> <li>- Information on progress of implementation of mitigation actions using appropriate progress indicators</li> <li>- Information on mitigation actions' GHG emission reductions using appropriate methodologies and indicators.</li> </ul>		
<b>Outcome 4 Second Biennial Update Report</b>	Publication and dissemination of the BUR2 Progress reports	Preliminary BUR2 results are made public	<p>BUR2 finalised and presented to the COP of the UNFCCC according to the guidelines contained in Annex III of Decision 2/CP.17</p> <ul style="list-style-type: none"> <li>- Project financial and progress reports prepared and submitted.</li> <li>-End of Project report including compilation of lessons learned and recommendations for future projects</li> </ul>	Assorted peer reviewed technical reports prepared in support of the BUR2	<b>Assumptions:</b> All previous BUR2 sections completed

## TOTAL BUDGET AND WORKPLAN

<b>Award ID:</b>	00094935	<b>Project ID:</b>	00099004
<b>Award Title:</b>	Lebanon's Second Biennial Reporting		
<b>Business Unit:</b>	LBN10		
<b>Project Title:</b>	Lebanon's Second Biennial Update Reporting		
<b>PIMS no.</b>	5824		
<b>Implementing Partner (Executing Agency)</b>	Ministry of Environment (MoE)		

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 Jul-Dec 16 (USD)	Amount Year 2 Jan-Dec 17 (USD)	Amount Year 3 Jan-Dec 18 (USD)	Amount Year 4 Jan-Jul 19 (USD)	Total (USD)	See Budget Note:
<b>OUTCOME 1: National circumstances, institutional arrangements, Other info and MRV</b>	<b>MoE/UNDP</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual services – Ind.	8,382	26,566	30,375	15,188	80,511	1
					<b>Total Outcome 1</b>	<b>8,382</b>	<b>26,566</b>	<b>30,375</b>	<b>15,188</b>	<b>80,511</b>	
<b>OUTCOME 2: National GHG Inventory</b>	<b>MoE/UNDP</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual services – Ind.	8,382	26,566	30,375	15,188	80,511	2
				71300	Local Consultants		20,000	2,500		22,500	3
				75700	Training, Workshops and Conferences		3,500	3,500		7,000	4
				72500	Supplies		1,000	1,000	1,000	3,000	5
				72800	IT equipment		2,500	2,500		5,000	6
				74500	Miscellaneous				1,130	1,130	7
				74200	Audio Visual & Print Prod Costs				4,500	4,500	8
	<b>Total Outcome 2</b>	<b>8,382</b>	<b>53,566</b>	<b>39,875</b>	<b>21,818</b>	<b>123,641</b>					
<b>OUTCOME 3: Information on Mitigation Actions</b>	<b>MoE/UNDP</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual services – Ind.	5,588	17,711	20,250	10,125	53,674	9
				71300	Local Consultants	10,000	15,000		25,000	10	
					<b>Total Outcome 3</b>	<b>15,588</b>	<b>32,711</b>	<b>20,250</b>	<b>10,125</b>	<b>78,674</b>	
<b>OUTCOME 4: Preparation and</b>	<b>MoE/UNDP</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual services – Ind.	2,794	8,855	10,125	5063	26,837	11



GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 Jul-Dec 16 (USD)	Amount Year 2 Jan-Dec 17 (USD)	Amount Year 3 Jan-Dec 18 (USD)	Amount Year 4 Jan-Jul 19 (USD)	Total (USD)	See Budget Note:
submission of BUR including Monitoring and evaluation				74200	Audio visual and printing production		1,837		3,500	5,337	12
				74100	Professional Services				5,000	5,000	13
					<b>Total Outcome 4</b>	<b>2,794</b>	<b>10,692</b>	<b>10,125</b>	<b>13,563</b>	<b>37,174</b>	
Outcome 5: Project Management	MoE/UNDP	62000	GEF	71400	Contractual services – Ind.	2,794	8,855	10,125	5,063	26,837	14
				74200	Audio visual and printing production		2,163			2,163	12
				74500	Miscellaneous		1,000	1,000	1,000	3,000	15
					<b>Total Management</b>	<b>2,794</b>	<b>12,018</b>	<b>11,125</b>	<b>6,063</b>	<b>32,000</b>	
				<b>PROJECT TOTAL</b>	<b>37,940</b>	<b>135,553</b>	<b>111,750</b>	<b>66,757</b>	<b>352,000</b>		

Summary of Funds:<sup>5</sup>

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total
<b>GEF</b>	37,940	135,553	111,750	66,757	<b>352,000</b>
<b>Government of Lebanon ( in-kind)</b>	5,389	19,255	15,874	9,482	<b>50,000</b>
<b>TOTAL</b>	<b>43,329</b>	<b>154,808</b>	<b>127,624</b>	<b>76,239</b>	<b>402,000</b>

<sup>5</sup> Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...

## PROJECT BUDGET NOTES

Atlas Category	Atlas Code	Budget Notes
<b>Outcome 1: National Circumstances</b>		
1. Contractual Services – Individuals	71400	1 project manager and 1 research officer assigned to prepare the National Circumstances chapter and develop policy briefs based on BUR results (30% of total 71400 assigned for outcome 1- PM 36 months @ USD 4,656 per month and RO 30 months @USD 3,357per month)
<b>Outcome 2: completed national greenhouse gas inventory</b>		
2. Contractual Services – Individuals	71400	1 project manager and 1 research officer assigned to collect AD and other parameters, prepare inventory, compile and analyse results in worksheets and reporting tables, and draft GHG inventory section (30% of total 71400 assigned for outcome 2- PM-36 months @ USD 4,656 per month and RO 30 months @USD 3,357per month)
3. Local Consultants	71300	Local expert in transport assigned to update the GHG Inventory of the sector including uncertainty analysis and trend analysis, in compliance with the BUR requirements (1 person at USD 500 per effort-day; total of 20 effort days)  Local expert in LULUCF assigned to update the GHG Inventory of the sector including uncertainty analysis and trend analysis and collecting information on mitigation actions in compliance with the BUR requirements (1 person at USD 500 per effort-day; total of 20 effort days)
4. Training, workshops and conferences	75700	Organization of 4 sectoral stakeholders consultation meetings (@USD 500 per meeting), 2 national workshops on GHG inventory and MRV systems (@USD 2,500 per workshop) and 1 final BUR dissemination event ( @USD 2,500)
5. Supplies	72500	Supplies to support project activities (USD 1,000/year)
6. IT equipment	72800	2 Laptop units for PMU (@ USD 2,500 per unit)
7. Miscellaneous	74500	Miscellaneous Cost
8. Audio Visual&Print Prod Costs	74200	Translation of executive summary and policy briefs (@USD 4,500)
<b>Outcome 3: Information on Mitigation Actions and MRV</b>		
9. Contractual Services – Individuals	71400	1 project manager and 1 research officer assigned to collect information on mitigation actions and domestic MRV systems, compile and analyse results and draft the mitigation action and MRV chapter (20% of total 71400 assigned for outcome 3- PM-36 months @ USD 4,656 per month and RO 30 months @USD 3,357per month)
10. Local Consultants	71300	Local expert in energy assigned to collect and analyse relevant information regarding mitigation actions implemented in the sector in accordance to the BUR guidelines (1 person at USD 400 per effort-day; total of 25 effort days)  Local expert in agriculture assigned to collect and analyse relevant information regarding mitigation actions developed in the sector including collection of new relevant information (1 person at USD 250 per effort-day; total of 60 effort days)
<b>Outcome 4: Preparation and submission of BUR including monitoring and evaluation</b>		
11. Contractual Services – Individuals	71400	1 project manager and 1 research officer assigned to draft , edit and review the BUR2 (10% of total 71400 assigned for outcome 4- PM-36 months @ USD 4,656 per month and RO 30 months @USD 3,357per month)

12. Printing Production	74200	BUR2 report and policy briefs printing and publishing
13. Professional services	74100	Project Audit
<b>Outcome 5: Project Management Unit</b>		
14. Contractual Services – Individuals	71400	1 project manager and 1 research officer assigned to follow-up on project planning, day-to-day management of activities, project reporting and maintaining key relationships among stakeholders (10% of total 71400 assigned for outcome 5- PM-36 months @ USD 4,656 per month and RO 30 months @USD 3,357per month)
15. Miscellaneous	74500	Miscellaneous cost

#### 4. MANAGEMENT ARRANGEMENTS

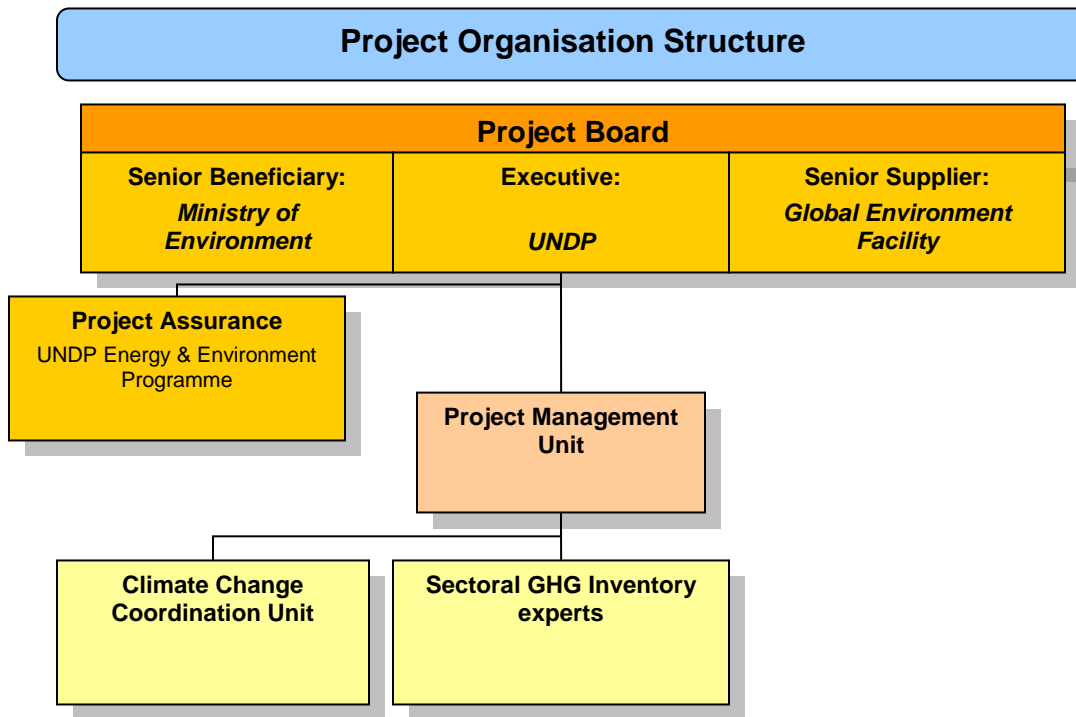
Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's national implementation modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Lebanon, and the Country Program Action Plan (CPAP). The Implementing Partner for this project is the Ministry of Environment as the national entity responsible for the national environmental policy and as the National Focal Point for the United Nations Framework Convention on Climate Change (UNFCCC). The Ministry is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

UNDP Energy and Environment unit will provide technical backstopping to the project and will ensure coordination of project activities with the MoE and UNDP Country Office (CO) in Lebanon. The project will be implemented following the Support to National Implementation (Support to NIM) modality with the MoE acting as the National Implementing Partner. To ensure effectiveness and cost-efficiency of project implementation, the UNDP E&E unit will be assigned as main executing unit for the project.

A Project Management Unit (PMU) will be responsible for the overall coordination of the Project including operational planning, supervision, administrative and financial management and the adaptive management of the Project based on inputs from the Project M&E plan. The PMU will be responsible for overseeing the day-to-day implementation of project activities sub-contracted to specialists and other institutions as well as those that are to be implemented through MoE.

The PMU will have responsibility for, among others: (i) managing and executing the project, (ii) updating the national circumstances section, (iii) collecting activity data for the GHG inventory and running calculations for certain sectors, (iv) archiving data and methodologies, (v) revising and editing chapters, (vi) coordinating the management of financial resources and procurement, (vii) reporting on the application of resources and results achieved, (viii) preparing management reports to the GEF and UNDP, (ix) promoting inter-institutional linkages, and (x) monitoring and evaluation, and disseminating project results. An assistant will be assigned to assist in the coordination of the PMU.

The project organisation structure is as follows:



The **Project Board** is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/MoE approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

The **Project Management Unit** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Management Unit function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

The **project assurance** role will be provided by UNDP Energy and Environment Programme.

Governance role for project target groups:

The Ministry of Environment has established a strong cooperation network among the different national actors from both governmental and non-governmental sector during the preparation of previous reporting activities. The required information for the preparation of GHG emissions inventory, reporting on mitigation actions and mainstreaming climate change will be facilitated by the Climate Change Coordination Unit, which includes representatives of all relevant

institutions such as the Ministry of Energy and Water, the Ministry of Finance, the Ministry of Industry and Ministry of Agriculture.

In addition, institutional mechanisms established under the first BUR will be used to involve target groups in the preparation of the BUR2 namely:

- Ministerial Decision (ref. 99/1 of April 2013) which encourages direct reporting of energy and transport GHG emissions related activity data to the Ministry of Environment by commercial, institutional and industrial enterprises.
- Cooperation with the Ministry of Industry where information relevant to climate change (GHG emissions, mitigation actions, etc.) is collected from industries through the regular reporting mechanism already established by the department of industrial information of the Ministry.
- Cooperation with the Ministry of Finance where a joint reporting system is being established for commercial, institutional and industrial entities to report additional information related to GHG emissions while declaring their annual VAT information via the already established online system.

The roles of the main stakeholders in the BUR2 preparation process is more explicitly given below:

Stakeholder	Role
Ministry of Environment	Implementing agency and overall coordination GHG inventory lead and compiler
Ministry of Agriculture	AD and mitigation actions of the agriculture sector
Ministry of Energy and Water	AD and mitigation actions of the energy and waste/wastewater sector
Ministry of Public Works and Transport	AD and mitigation actions of transport, road infrastructure
Ministry of Industry	AD and mitigation actions of the industrial sector
Association of Lebanese industrialists	AD and mitigation actions of the industrial sector
Directorate General of Customs	AD and mitigation actions of the industrial and agricultural sector
Directorate General for civil aviation	AD on civil aviation
Council for Development and reconstruction	AD and mitigation actions of the waste/wastewater sector
Electricite du Liban	AD and mitigation actions of electricity generation
Central Administration of Statistics	AD and info for GHG inventory, archiving and socio-economics scenarios
University of Balamand	AD and mitigation actions of LULUCF
National Centre for Scientific Research	AD and mitigation actions of LULUCF
Association for Forest Development and Conservation (AFDC),	AD and mitigation actions of LULUCF
Lebanese Center for Energy Conservation	AD and mitigation actions of the energy sector

## UNDP Direct Project Services as requested by Government

The UNDP country office will provide, at the request of the designated institution, the following direct project services, for the activities of the programme/project:

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Procurement of services and equipment, including disposal
- iv. Organization of training activities, conferences, and workshops, including fellowships
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Shipment, custom clearance, vehicle registration, and accreditation
- vii. Security management service and Malicious Acts Insurance Policy
- viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff

Direct project costs will not be charged against the GEF-financed project budget for these services.

The UNDP country office will provide the following general oversight and management services for the activities of the project which include the following:

- i. General oversight and monitoring, including participation in project reviews
- ii. Briefing and de-briefing of project staff and consultants
- iii. Resource management and reporting
- iv. Thematic and technical backstopping”

Agreement on intellectual property rights and use of logo on the project’s deliverables: In order to accord proper acknowledgement to the GEF for providing funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF.

Project management: The project will be located at the climate change office, in the department of Air Quality at the Ministry of Environment. The Ministry will provide in-kind support to the project through the use of office equipment, meeting premises, and office space, including communication tools. The MoE will facilitate coordination of project activities with other government institutions and decision makers and will operate as the main interface at the country level with the government and private sector entities.

The project will run in parallel to other projects running such as the Third National Communication and the Low Emission Capacity Building projects where resources will be maximised in order to attain to the best possible results.

## 5. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.

### Project start:

A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

### Quarterly:

- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

**Bi-annual progress:**

- Status Survey Questionnaires to indicate progress and identify bottlenecks as well as technical support needs will be carried out twice a year.

**Periodic Monitoring:**

A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

*Day to day monitoring of implementation progress* will be the responsibility of the Project Coordinator, Director or CTA (depending on the established project structure) based on the project's Annual Work plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

*Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

**End of Project:**

During the last three months, the project team will prepare the Project Terminal Report (Annex 5). This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

**Audit clause:**

Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies.

**Learning and knowledge sharing:**

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

**Communications and visibility requirements:**

Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be



accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

### M& E workplan and budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ UNDP CO, UNDP GEF</li> </ul>	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> <li>▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> <li>▪ Oversight by Project Manager</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP EEG</li> </ul>	None	Not applicable
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	None	Not applicable for EA projects
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	None	Not applicable for EA projects
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ local consultant</li> </ul>	0	At least three months before the end of the project

<b>Type of M&amp;E activity</b>	<b>Responsible Parties</b>	<b>Budget US\$</b> <i>Excluding project team staff time</i>	<b>Time frame</b>
Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> </ul>	Indicative cost : 5,000	Once in project lifetime
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		US\$ 15,000 (4.26% of total budget) (+/- 5% of total budget)	

## 6. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The UNDP Resident Representative in Lebanon is authorized to effect in writing the following types of revisions to the Project Document, after consultation with the project partners:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes to the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project outputs or increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments

## **7. ANNEXES**

1. Risk Analysis
2. Endorsement
3. Terms of Reference
4. Draft Letter of Agreement
5. End of Project report

**Annex 1: Risk Analysis.** Use the standard UNDP Atlas [Risk Log template](#). For UNDP GEF projects in particular, please outline the risk management measures including improving resilience to climate change that the project proposes to undertake.

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Low level of national cooperation	Q3 2013		P = 3 I = 5	Work with the Minister of Environment to engage national institutions and other Ministries accordingly				
2	Political instability	Q3 2013		P = 3 I = 2	Engage with partners at the technical level to avoid impacts of political instability as much as possible.				
3	Low level or no coordination with other similar projects (i.e., TNC project)	Q3 2013		P = 1 I = 5	Embed the management team of the TNC to work closely with the BUR project				

**Annex 2: Endorsement**



**REPUBLIC OF LEBANON**  
MINISTRY OF ENVIRONMENT

THE MINISTER

Beirut, 5/1/2016  
Our Ref: 61/B

**Adriana Dinu**  
UNDP/GEF Executive Coordinator  
304 East 45th Street,  
New York, NY 10017 USA

Dear Mrs. Dinu,

**Subject: Endorsement for Second Biennial Update Report**


In my capacity as GEF Operational Focal Point for Lebanon, I confirm that the above project proposal (a) is in accordance with my government's national priorities and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency listed below. If approved, the proposal will be prepared and implemented by the United Nations Development Programme. I request the GEF Agency to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing (from GEFTF) being requested for this project is US\$385,440, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Lebanon is detailed in the table below.

Source of Funds	GEF Agency	Focal Area	Amount (in US\$)		
			Project	Fee	Total
GEFTF	UNDP	Climate Change	352,000	33,440	385,440
<b>Total GEF Resources</b>			352,000	33,440	385,440

Sincerely,

  
**Mohamad Al Mashhouk**  
Minister of Environment

Cc: Mr. Philippe Lazzarini, UNDP Resident Representative  
Ms. Samar Malek, UNFCCC Focal Point, MoE

Ministry of Environment, Lazariéh Center, 7<sup>th</sup> Floor, Block A-4 Old  
P.O.Box: 11/2727; Beirut-Lebanon. Tel: +(961)-1-976555 or 4-Digit Number: 1789; Fax: +(961)-1-976530  
Home Page: www.moe.gov.lb

## **Project Manager**

Under the direct supervision of UNDP and in close coordination with the Ministry of Environment, the Project Manager will be responsible for the overall execution of the project and will facilitate and coordinate between UNDP, the donor, and the Lebanese Government. The specific functions of the Manager are as follows:

### **1. Project elaboration and management:**

- Develop detailed annual project work plans, budget breakdowns and schedules of implementation
- Develop TORs of short-term consultants (national and international) on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures
- Manage local project team and resources; assign tasks and roles as necessary
- Coordinate all project activities with UNDP, the Ministry and relevant stakeholders
- Ensure timely reporting as per UNDP and GEF reporting requirements, in addition to regular reporting to the MoE;

### **2. Project implementation and technical support:**

- Prepare detailed work plan with clear objectives, activities, deliverables, budget, final outputs and detailed schedule of milestones;
- Monitor project progress against annual and quarterly work plan and budget plan;
- Supervise and follow-up on all project delivery and execution
- Provide guidance to the national experts to ensure that the outcome is relevant to the required tasks;
- Identify institutions for data and expert support and facilitating communication and information acquisition;
- Establish a network of stakeholders and clarifying roles and extent of involvement of stakeholders
- Collect Activity Data, compile inventory and analyze results
- Draft Lebanon's Second Biennial Update Report, in compliance with the UNFCCC guidelines;
- Identify and pursue parallel activities, including preparation of proposals and other resource mobilization activities as required.

### **3. Qualifications**

- A Graduate degree in Environmental Sciences/Studies, Environmental Health, /Management/ Technology, Development Sciences or any closely related fields.
- Strong leadership, managerial, and team-building skills
- Excellent communication, interpersonal, and liaison skills
- Strong ability to draft, edit, and produce results-focused reports
- Excellent analytical skills, and drafting skills in English and Arabic;
- Lebanese National

### **4. Experience**

- Minimum of 7 years of experience in the field with graduate degree
- Experience in development projects and prior experience with UNDP and/or climate change is necessary.
- Proven track record of progressively responsible role in managing administrative and institutional development projects;
- Experience in project implementation and demonstrated ability to manage technical assistance;



- **Research Officer**

Under the overall supervision of the Project Manager (PM), the Research Officer (RO) shall carry out the following tasks:

**1. Technical Tasks**

- Assist the PM in planning, coordinating and tracking all project activities
- Assist in research related to the implementation of the project activities.
- Assist in preparing TOR for subcontracts.
- Coordinate and follow-up the work of national experts and institutions (in consultation with the PM)
- Review the submitted draft and final reports and ensure that they are in compliance with the UNFCCC guidelines and the TORs of the consultants;
- Under the supervision of the Project Manager, initiate contact/ follow up with institutions for data acquisition and validation.
- Assist the PM in drafting sections of the Biennial Update report
- Assist the PM in reviewing and editing final report to be in accordance with ICA recommendations and UNFCCC guidelines.
- Participate in events, meetings and conferences and relay climate change progress/ messages as needed.

**2. Administrative Tasks**

- Managing and centralizing all project information and reports provided by consultants, surveyors, and other data sources.
- Assist in drafting inception, progress and final reports, manuals, communications, press releases and awareness material.
- Assist in preparing for meetings and presentations and draft minutes of all events as needed.
- Follow up on all matters pertaining to the coordination with the Ministry's services.
- Perform additional tasks, within scope of work and as required by the Project management team
- Draft correspondence in English and Arabic, and follow up on correspondence
- Maintain an up-to-date filing structure for all documentation
- Carry out secretariat duties in meetings and draft minutes of meetings
- Enter data, and assist in developing the project webpage and maintain it up-to-date
- Liaise with different project partners and stakeholders, including NGOs, private and public entities

**3. Qualifications**

- A University degree in Environmental Sciences/Studies, Environmental Health, /Management/ Technology, Development Sciences or any closely related fields. A Graduate Degree (Masters or equivalent) is a plus.
- Excellent communication (Written and Oral) skills;
- Familiarity with computers and Microsoft Office;
- Excellent analytical skills, and drafting skills in English and Arabic;
- Lebanese National

**4. Experience**

- 6 years of relevant professional experience (UN experience is a plus)

- Proven track record of progressively responsible role in managing administrative and institutional development projects;
- Experience in project implementation and demonstrated ability to manage technical assistance;
- Previous experience related to Climate Change is a plus.
- Demonstrated experience in working with public administration, development partners and the United Nations system;

#### **Annex 4: STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

Excellency,

1. Reference is made to consultations between officials of the Government of *Lebanon* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed “Lebanon’s Second Biennial Update Report” ID 00099004. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution the Ministry of Environment designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution the Ministry of Environment is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services covered by the Direct Project Costs, for the activities of the programme/project:

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Procurement of services and equipment, including disposal
- iv. Organization of training activities, conferences, and workshops, including fellowships
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Shipment, custom clearance, vehicle registration, and accreditation
- vii. Security management service and Malicious Acts Insurance Policy
- viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff.

4. The UNDP country office will also provide the following general oversight and management services for the activities of the project which include the following:

- i. General oversight and monitoring, including participation in project reviews
- ii. Briefing and de-briefing of project staff and consultants
- iii. Resource management and reporting
- iv. Thematic and technical backstopping

5. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraphs 3 & 4 above shall be detailed in an annex to the programme support document or project document, in the form provided in the attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex and related section in the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

6. The relevant provisions of the Standard Basic Assistance Agreement with the Government (the “SBAA”) dated 10 February 1986, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution the Ministry of Environment. The responsibility of the

UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

7. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

8. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraphs 3 & 4 above shall be specified in the annex to the programme support document or project document.

9. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

10. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

11. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

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Signed on behalf of UNDP

*Resident Representative*

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For the Government

*Name/title:*

*Date:*

## Attachment

### Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Environment, the institution designated by the Government of Lebanon and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project ID 00099004 "Lebanon's Second Biennial Update Reporting", "*the Project*" (Atlas Award ID 00094935, Project ID: 00099004, PIMS n. 5824).

2. In accordance with the provisions of the letter of agreement signed on [June 2016] and the *project document*, the UNDP country office shall provide support services for the *Project* as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Method of reimbursement of UNDP (Biannually)
1. Financial Services	Project duration	0 USD	GLJE
2. Human Resources Services	Project duration	0 USD	GLJE
3. Procurement services	Project duration	0 USD	GLJE
4. Travel Services	Project duration	0 USD	GLJE
5. General Administration Services	Project duration	0 USD	GLJE
6. Revenue Management Services	Project duration	0 USD	GLJE
TOTAL		0 USD	

4. Description of functions and responsibilities of the parties involved:

Support services	Description
Financial Services	<ul style="list-style-type: none"> <li>- Payment process</li> <li>- Issue check</li> <li>- Vendor profile</li> </ul>
Human Resources Services	<ul style="list-style-type: none"> <li>- Staff selection and recruitment process (advertising, short-listing, interviewing)</li> <li>- Staff HR &amp; Benefits Administration &amp; Management (at issuance of a contract, and again at separation)</li> <li>- Recurrent personnel management services: staff Payroll &amp; Banking Administration &amp; Management (Payroll validation, disbursement, performance evaluation, extension, promotion, entitlements, leave monitoring)</li> <li>- Interns Management</li> </ul>
Procurement services	<ul style="list-style-type: none"> <li>- Consultant recruitment (advertising, short-listing and selection, contract issuance)</li> <li>- Procurement process involving local CAP and/or ITB, RFP requirements (Identification &amp; selection, contracting/issue purchase order, follow-up)</li> <li>- Procurement not involving local CAP; low value procurement (Identification &amp; selection, issue purchase order, follow-up)</li> <li>- Disposal of equipment</li> </ul>
Travel Services	<ul style="list-style-type: none"> <li>- Travel authorization</li> <li>- F10 settlement</li> </ul>
General Administration Services	<ul style="list-style-type: none"> <li>- Issue/Renew IDs (UN LP, UN ID, etc.)</li> <li>- Shipment, customs clearance, vehicle registration</li> <li>- Issuance of visas, telephone lines</li> </ul>
Revenue Management Services	<ul style="list-style-type: none"> <li>- AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit )</li> </ul>

## **Annex 5. FINAL REPORT OF SECOND BIENNIAL UPDATE REPORT'S PROJECT**

*(Please contact UNDP-GEF Regional Technical Advisor and Programme Associate for latest version at project completion)*

Monitoring and Evaluation plans of climate change enabling activities for the preparation of National Communications on Climate Change and/or Biennial Update Reports do not require the production and publication of Terminal Evaluation Reports. Therefore, a number of intended purposes of such terminal exercises are not captured in full, including:

- The promotion of accountability and transparency, and the assessment and disclosure of the extent of the project accomplishments;
- A synthesis of lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities;
- The provision of feedback on issues that are recurrent across the portfolio, attention needed, and on improvements regarding previously identified issues; and
- The contribution to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.

The intent of this Final Report is not to propose an abridged alternative to the Terminal Evaluation Report. Instead, its purpose is to gather some insightful details about the process of preparing the mandatory report under the UNFCCC that can be of use to both the UNDP support teams, and the current and future national project teams. Its focus is therefore on providing:

- A synthesis of lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities; and
- Feedback on issues that are recurrent across the portfolio, attention needed, and on improvements regarding previously identified issues.

National project teams in charge of the future enabling activity for the preparation of the National Communication or Biennial Update Report can therefore rely on a valuable source of information from inception to closure of the project, and UNDP support teams can further disseminate lessons across borders, fully up-taking its guiding role as implementing agency and partner within the Global Support Programme (GSP, previously known as National Communications Support Programme).

The template has been designed with the purpose of collecting relevant information, without representing a time-intensive and human resource-intensive burden to the current national project team. It is therefore divided into three core sections – project identification phase, project implementation phase and project follow-up –with for each section a limited number of open questions.

The intention is to have the team leader, project manager or equivalent figure completing the template, in close collaboration with other team members within the last two months of project implementation. It is furthermore the intention of the completion of this Final Report to trigger the discussions of the upcoming National Communication and/or Biennial Update Report, taking advantage of the momentum created by the ongoing project, the presence of the core of the current national project team, and the renewed interest of national counterparts with the perspectives of an eminent or recent submission to the UNFCCC.

The completion of this template has been made mandatory and has been budgeted for in all projects that received approval post 2013 (3 working days equivalent of project manager's time). You are kindly

invited to send the completed template to Damiano Borgogno, [damiano.borgogno@undp.org](mailto:damiano.borgogno@undp.org) and to Eva Huttova, [eva.huttova@undp.org](mailto:eva.huttova@undp.org).

**A. Details of the project**

Project's title	
PIMS number	
Overall budget including GEF grant including co-financing	
Duration of implementation	
Planned duration of project	
Implementing partner	
Team Leader's name and contact details	
Link to final report	

**B. Project identification phase**

Duration of preparatory phase (expressed in months) \_\_\_\_\_

Was the project document developed by a national/international consultant? (Please, provide name if yes and expand on the satisfaction of this collaboration.)

\_\_\_\_\_

\_\_\_\_\_

Please, shortly describe the milestones of this initial preparatory phase (e.g. consultation workshops held, telephone interviews with key stakeholders, among others)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



Where consultations made with one or more of the following stakeholder groups?

	Ministry of Finance (or equivalent)		Women’s associations
	Other Ministries (not being the Ministry in charge of climate change)		Youth movements
	Local Governments		Indigenous peoples’ representatives
	National universities		Environment or climate related NGOs
	Domestic Research Centers		Other NGOs/CSOs
	Media		Others (specify)

What were the main objectives for the project identified as a result of this preparatory phase?

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What were the major challenges faced during this phase?

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Looking back, what issues that were identified and/or overlooked during this preparatory phase had an impact on the successive implementation phase?

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### C. Project implementation phase

*Technical components*

#### 1. GHG inventory

**Base year of the GHG inventory:**

**Base years used in previous GHG inventories:**

Expected outcome	
Expected output 1	

Expected output 2	
Expected output 3	

Final outcome	
Final output 1	
Final output 2	
Final output 3	
...	

Please, shortly discuss the expected outcomes and outputs of the GHG inventory component, and compare to what was actually realized within the context of this project. If there was any diverting from the originally expected outcomes and outputs, please explain the causes (e.g. lack of data, risk of duplication of work done in the context of parallel projects, among others).

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Can you describe the process(es) implemented to generate and validate outcomes and outputs?

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What pieces of advice do you have for future project teams?

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## 2. Mitigation actions

Expected outcome(s)	
Expected output 1	
Expected output 2	
Expected output 3	
...	

Final outcome(s)	
Final output 1	
Final output 2	
Final output 3	

...	
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Please, shortly discuss the expected outcomes and outputs of the vulnerability and adaptation measures and mitigation measures components, and compare to what was actually realized within the context of this project. If there was any diverting from the originally expected outcomes and outputs, please explain the causes (e.g. lack of data, risk of duplication of work done in the context of parallel projects, among others).

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Can you describe the process(es) implemented to generate and validate outcomes and outputs?

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What pieces of advice do you have for future project teams?

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### 3. Vulnerability & Adaptation for NC or MRV for BUR

Expected outcome(s)	
Expected output 1	
Expected output 2	
Expected output 3	
...	

Final outcome(s)	
Final output 1	
Final output 2	
Final output 3	
...	

Please, shortly discuss the expected outcomes and outputs of the vulnerability and adaptation measures and mitigation measures components, and compare to what was actually realized within the context of this project. If there was any diverting from the originally expected outcomes and outputs, please explain the main reasons (e.g. lack of data, risk of duplication of work done in the context of parallel projects, among others).

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Can you describe the process(es) implemented to generate and validate outcomes and outputs?

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What pieces of advice do you have for future project teams?

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**4. Constraints and Gaps/Support needed**

Expected outcome	
Expected output 1	
Expected output 2	
Expected output 3	
...	

Final outcome	
Final output 1	
Final output 2	
Final output 3	
...	

Please, shortly discuss the expected outcomes and outputs of the Constraints and gaps, and related financial, technical and capacity needs component, and compare to what was actually realized within the context of this project. If there was any diverting from the originally expected outcomes and outputs, please explain the main reasons (e.g. lack of data, risk of duplication of work done in the context of parallel projects, among others).

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Can you describe the process(es) implemented to generate and validate outcomes and outputs?

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What pieces of advice do you have for future project teams?

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*Capacities and use of capacities*

Do you believe the project has built - in a durable and cost-effective way - human and institutional capacities? Please, elaborate.

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Please, estimate the amount of work done by national consultants versus international consultants:

\_\_\_\_\_ % national consultants. \_\_\_\_\_ % international consultants and \_\_\_\_\_ % national staff.

What work was entrusted to international consultants and for what reasons?

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What would you have done differently, or do you advise the next project team to consider in this context?

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Additional remarks

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*Institutional arrangements*

Please, summarize an overview of the institutional arrangements for the project implementation.

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Please, describe the composition of the project team.

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Will the team remain in place, even after the project has fully closed?

Were gender considerations taken into account during the project design and implementation? If so, how?

Which were the strengths and weaknesses of the institutional arrangements used?

What suggestions have you to make regarding the institutional arrangements for future NC/BUR work?

Additional remarks

*Technical support from GSP, CGE, or other bodies*

Has the project team, or members of the project team, participated in national, regional or global training events organized by a center of excellence or above mentioned body during the course of the project? If yes, please, specify the training event(s).

What has been the contribution of this participation to the project results?

What identified knowledge gaps holding back the proper implementation of the NC project could not be addressed by any of the above mentioned bodies?

In addition to capacity building support, what other assistance did the project team receive during project implementation? (E.g. review of draft report, technical backstopping of international expert)

Has UNDP provided timely and valuable support during project design and implementation? Please explain.

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**D. Next steps**

How will findings of the project be further disseminated, if at all?

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Are balance funds available under the NC/BUR project going to be used to identify the strategy of the next report?

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At full project closure, is there a person or institute to whom one can turn in case there are follow-up questions to the NC/BUR?

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Has the Government expressed interest to further work with UNDP on the next coming report? If no, please explain.

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**Additional information**

Date	
Name and e-mail address of person who completed this template	
Others involved in completion of this template (names of individuals and their institutions)	
In case a terminal evaluation report has been produced, please link it here.	
Other attachments	