







## UNITED NATIONS DEVELOPMENT PROGRAMME

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| <b>Project title: Lebanon's Fourth National Communication and Third Biennial Update Report under the UNFCCC</b>   |  |  |
| <b>Country: Lebanon</b>   | <b>Implementing Partner: Ministry of Environment</b> | <b>Management Arrangements: Support to National Implementation Modality (support to NIM)</b> |
| <b>UNDAF/Country Programme Outcome: UNSF Outcome: Outcome 3.3 Lebanon has adopted measures to improve environmental governance. CPD Output 4.1. Low emission climate resilient actions initiated</b>  |  |  |
| <b>UNDP Strategic Plan Output 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation</b>  |  |  |
| UNDP Social and Environmental Screening Category: <i>Exempt</i>   | UNDP Gender Marker: 2                                |  |
| Atlas Project ID/Award ID number: 00111417  | Atlas Output ID/Project ID number: 00110472          |  |
| UNDP-GEF PIMS ID number: 6207   | GEF ID number: 9982                                  |  |
| Planned start date: May 2019  | Planned end date: May 2023                           |  |
| LPAC date: 4 July 2018  |  |  |
| <p>The project's overall objective is to support the Government of Lebanon in achieving its global environment concerns and commitments to international conventions, and to integrate climate change considerations in national development planning and policy through ensuring continuity of the institutional and technical capacity building, partly initiated and consequently sustained by reporting instruments under the United Nations Framework Convention on Climate Change (UNFCCC).</p> <p>The immediate objective of the project is to assist the Government of Lebanon with the enabling activities necessary to undertake the Third Biennial Update Reporting (3BUR) and the Fourth National Communication (4NC) to the UNFCCC and submit them to the Conference of the Parties in accordance with the guidance provided by the UNFCCC (Decision 1/CP.16 and Decision1/CP.17). The project will enable the Government to enhance available emission data, performing targeted research, and strengthening technical capacity and institutions to address both mitigation and adaptation. It will also allow the country to strengthen the existing institutional arrangements and support the long-term targets aimed at addressing the impacts of climate change.</p> |  |  |

| FINANCING PLAN  |  |   |
|---|--|---|
| GEF Trust Fund  | 852,000 USD  |   |
| UNDP TRAC resources   | N/A  |   |
| Cash co-financing to be administered by UNDP  | N/A  |   |
| (1) Total Budget administered by UNDP   | 852,000 USD  |   |
| PARALLEL CO-FINANCING   |  |   |
| Government (in kind)  | 60,000 USD   |   |
| (2) Total co-financing  | 60,000 USD   |   |
| (3) Grand-Total Project Financing (1)+(2)   | 912,000 USD  |   |
| SIGNATURES  |  |   |
| H.E. Mr. Fady Jreissati<br>Minister<br>Ministry of Environment                        | Agreed by Implementing Partner<br> | Date/Month/Year:<br>13/05/2019  |
| Mr. Nabil El Jisr<br>President<br>Council for Development and<br>Reconstruction (CDR) | Agreed by Government<br>          | Date/Month/Year:<br>27 MAY 2019<br> |
| Ms. Celine Moyroud<br>Resident Representative a.i.                                    | Agreed by UNDP<br>               | Date/Month/Year:<br>03/05/2018  |

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## List of acronyms

|        |  |
|--------|--|
| APA    | Ad Hoc Working Group on the Paris Agreement        |
| BUR    | Biennial Update Report                             |
| CBIT   | Capacity Building Initiative on Transparency       |
| CCCU   | Climate Change Coordination Unit                   |
| CDM    | Clean Development Mechanism                        |
| CDR    | Council for Development and Reconstruction         |
| COP    | Conference of the Parties                          |
| CPD    | Country Programme Document                         |
| DNA    | Designated National Authority                      |
| DRR    | Disaster Risk Reduction                            |
| EA     | Enabling Activity                                  |
| ESCWA  | Economic and Social Council for West Asia          |
| FSV    | Facilitated Sharing of Views                       |
| GEF    | Global Environment Facility                        |
| GHG    | Greenhouse Gas                                     |
| GCM    | Global Circulation Models                          |
| GSP    | Global Support Unit                                |
| ICA    | International Consultation and Analysis            |
| INC    | Initial National Communication                     |
| INDC   | Intended Nationally Determined Contribution        |
| IPCC   | Intergovernmental Panel on Climate Change          |
| LECB   | Low Emission Capacity Building Programme           |
| LEDS   | Low Emission Development Strategy                  |
| M&E    | Monitoring and Evaluation                          |
| MISCA  | Management Information System on Climate Action    |
| MOA    | Ministry of Agriculture                            |
| MOE    | Ministry of Environment                            |
| MOEW   | Ministry of Energy and Water                       |
| MOF    | Ministry of Finance                                |
| MOIM   | Ministry of Interior and Municipalities            |
| MOIND  | Ministry of Industries                             |
| MOPWT  | Ministry of Public Works and Transport             |
| MRV    | Measurement, Reporting, Verification               |
| NAMA   | Nationally Appropriate Mitigation Action           |
| NAP    | National Adaptation Plan                           |
| NC     | National Communication                             |
| NCE    | National Council for the Environment               |
| NCSA   | National Capacity Self-Assessment                  |
| NEEAP  | National Energy Efficiency Action Plan for Lebanon |
| NGO    | Non-Governmental Organizations                     |
| PMU    | Project Management Unit                            |
| PRECIS | Providing Regional Climates for Impacts Studies    |
| QA/QC  | Quality Assurance/Quality Control                  |

|        |   |
|--------|---|
| RICCAR | Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region |
| SBI    | Subsidiary Body for Implementation  |
| SBSTA  | Subsidiary Body for Scientific and Technological Advice   |
| SDG    | Sustainable Development Goals   |
| SNC    | Second National Communication   |
| TNC    | Third National Communication  |
| TTE    | Technical Team of Experts   |
| UNCBD  | United Nations Convention on Biodiversity   |
| UNCCD  | United Nations Convention to Combat Desertification   |
| UNDAF  | United Nations Development Assistance Framework   |
| UNDP   | United Nations Development Programme  |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation  |
| UNFCCC | United Nations Framework Convention on Climate Change   |
| UNSF   | United Nations Strategic Framework  |



## **I. DEVELOPMENT CHALLENGE**

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1. 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.
2. Lebanon ratified the UNFCCC by virtue of Law No. 359 dated 1/8/1994. The country prepared and submitted the following reports as follows:
  - Initial National Communication in 1999
  - Technology Needs Assessment and Technology Transfer in 2002
  - Second National Communication in 2011
  - Technology Needs Assessment Report in 2012
  - First Biennial Update Report in 2015
  - Third National Communication in 2016
  - Second Biennial Update Report in 2017
3. The Government of Lebanon signed the Paris Agreement on April 22, 2016 in New York, following which the Lebanese Council of Ministers has issued an official decree (number 3987 dated August 25th, 2016) to ratify the Paris Agreement. The ratification process is underway at the Lebanese Parliament.
4. The Low Emission Capacity Building project, which started in 2013, and is part of the EU-funded UNDP Low Emission Capacity Building Programme (LECB), has been 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 (MRV) system in order to achieve a low emission development path. The LECB 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.
5. The 4NC/3BUR project will build on the outputs of the LECB project such as the development of an intranet platform titled "Management and Information System for Climate Action (MISCA)" which will track GHG emissions and mitigation action progress, the two NAMAs on Lebanon's Private Road Transport Sector (FEVs) and Municipal Solid Waste sector and the De-risking Renewable Energy Investment analysis report for wind and solar photovoltaic technologies in Lebanon.
6. With the support of the EU-ClimaSouth project, the establishment of the Lebanon Climate Act initiative was created within which private sector entities can voluntarily join and therefore contribute to the national INDC targets. A guidebook to assist Lebanese businesses to design and implement climate action plans has been developed and disseminated. Support was also provided to further develop the early warning system of the Lebanese Agriculture Research Institute (LARI) and to design the Management and Information System for Climate Action (MISCA). The project also assisted in building a system to track financial, technical and capacity building support on climate change received in Lebanon. These outcomes will play a catalyzing role in the success of the 4NC/3BUR activities in terms of technical input, connections with key stakeholders and experience in public and private sector dynamics
7. Lebanon is currently launching its work on mainstreaming gender and sustainable development in its INDC through additional support received for the Low Emission Capacity Building project (rebranded globally as NDC Support Programme).
8. To further institutionalize the work on implementation of climate action and enhancement of UNFCCC reporting, and in line with the Paris Agreement guidelines on the Enhanced Transparency Framework, Lebanon developed a work programme in a proposal under GEF's Capacity Building Initiative for Transparency (CBiT). The proposal has received GEF's approval and project implementation is expected to start in Q1-Q2 of 2019.

9. Lebanon has also initiated in July 2017 the work for the preparation of the country's National Adaptation Plan. A request for funding has been sent to the Green Climate Fund.

## II. STRATEGY

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### Project rationale and theory of change

10. The project's overall objective is to assist the Government of Lebanon with the enabling activities necessary to undertake the Third Biennial Update Report (3BUR) and the Fourth National Communication (4NC) to the United Nations Framework Convention on Climate Change (UNFCCC) and submit them to the Conference of the Parties in accordance with the guidance provided by the UNFCCC. This project will trigger higher level changes by 1) supporting Lebanon in achieving its global environment concerns and commitments to international conventions, 2) integrating the climate change considerations in national development planning and policy and 3) ensuring continuity of the institutional and technical capacity building, partly initiated and consequently sustained by reporting instruments under the UNFCCC. The project will also ensure a regular mechanism of national monitoring, reporting and verification to support Lebanon to move towards a low-carbon and climate resilience development pathway.
11. To achieve the desired change, the project will enable the country to enhance available emission data, performing targeted research, and strengthening technical capacity and institutions to address both mitigation and adaptation. Improvements in data collection and analysis will enhance reporting on 1) national circumstances and institutional, MRV arrangements and progress towards mainstreaming climate change into key development strategies (2) gaps and constraints including assessment of financial, technology and capacity building needs and provision of recommendations for addressing those needs; (3) updated GHG inventory up to year 2016 and improvement of GHG inventory system; (4) vulnerability assessment, including recommended adaptation measures for priority sectors and MRV of adaptation and (5) progress of emission reduction activities, including recommendation interventions to further contribute to GHG emission reductions.
12. The project will strengthen the existing institutional capacity and support the long-term targets aimed at addressing the impacts of climate change. The capacity development efforts under this project will target officials and sectoral experts to enhance the completeness and accuracy of reporting of the GHG inventory calculation using new IPCC guidelines, to improve sectoral mitigation analysis and modelling in addition to vulnerability assessment, and to build negotiation skills to actively participate in COPs. In addition, capacity building activities will accompany the establishment of an MRV system whereby institutional beneficiaries will be trained to track and report progress of adaptation and mitigation project while using an SDG and gender-balanced approach.
13. The project builds forth on the results of the previous National Communication reports and BURs and on the established human and institutional capacities in Lebanon, while benefiting from recent knowledge and methodologies. Even if previous national communications and BURs already covered all the sectors indicated by the IPCC, the proposed project will endeavour to acquire a more profound understanding of the driving forces behind the GHG emissions of the key categories as input for the design of adequate development mitigation policies. The project envisages extending the coverage to the period 1994-2016 and improving the existing time-series from the previous NCs for key sectors. In addition, by improving the performance and accuracy of downscaling methodologies for GCM (General Circulation Models) applied to Lebanon, the 4NC will provide the opportunity to reduce uncertainties in V&A assessments in different sectors and will present a strategic asset for Lebanon to produce reliable input information for the elaboration of adaptation strategies.
14. This enabling activity will run in parallel with all other projects that have been and are still being undertaken with regards to climate change at the Ministry of Environment, to maximise resources and attain to the best possible results. In addition, experiences from the previously submitted two BURs and three National Communications, the results of the International Consultation and Analysis (ICA), and the results of the external reviews of the inventories that the Ministry of Environment commissioned as part of its QA/QC plans will be taken into account in the preparation of Lebanon's Third BUR and Fourth NC.
15. The project will also contribute in raising awareness on climate change through a nationwide dissemination of assessment results, targeting students, senior officials and decision makers.



The emphasis on disseminating the results to policy-makers will contribute to enhanced country's legal and strategic frameworks for sustainable management of natural, cultural and energy resources, as stated under the Outcome 3.3 of UNSF - *Lebanon has adopted measures to improve environmental governance*. Indeed, the project will support Lebanon in meeting its adaptation and mitigation needs of climate change such as protecting vulnerable natural resources and encouraging the application of renewable energy technologies. These approaches feed into the overall strategic approach of working towards a low carbon economy that is promoted by the UN agencies and in line with the Sustainable Development Goals (SDGs).

16. The project is aligned with the UNDP Strategic Plan Output 2.5.1 - *Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation*, and the Country Programme Document (CPD) Output 4.1 - *Low emission climate resilient actions initiated* as the project will strengthen capacities for accelerating the transition to energy efficiency and clean energy and will raise awareness on climate change mitigation and adaptation.
17. Furthermore, this project will contribute in strengthening the relationship between Lebanon's climate change reporting under the UNFCCC and the Sustainable Development Goals in order to allow for an integration of efforts, and a more effective implementation and reporting of both targets. Specifically, this project will contribute to the SDG 13: *Take urgent action to combat climate change and its impacts*. Preparations of NCs represent an obligation of signatory countries of the United Nations Framework Convention on Climate Change and it represents a valuable insight into the efforts that countries are taking to integrate climate change measures to policies, strategies and planning. The Ministry of Environment will coordinate with other government institutions on SDGs through the newly formed SDG committee, and/or other national policy targeting sustainable development. The UNDP, in coordination with other UN agencies, will also be responsible for tracking and monitoring SDGs including SDG 13 in Lebanon.
18. In addition, the gender mainstreaming approach adopted in this project will help Lebanon fulfil its SDG 5 target: *achieve gender equality and empower all women and girls* and its sub-goal pertaining to ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Thus, the proposed actions under this project will pave the way for women to be included in the decision-making process when it comes to climate change and sustainable development policy formulation, hence helping the achievement of SDG 5.
19. The Government of Lebanon considers the preparation of BURs and NCs as a highly valuable exercise and has put substantial resources and efforts during past reporting cycles. Reports, findings and analysis produced by the project will be used or preparing and implementing environmental sound programming tools to achieve the government's national and international commitments (NDC). Many targeted institutions and experts will be trained and institutional capacity will be built and sustained. To ensure country ownership, the design of this project integrates extensive stakeholder consultations during the stocktaking exercise to ensure that goals and objectives of this project proposal are consistent with national sustainable development priorities. The National UNFCCC Focal Point will also be assigned as the national focal point for this project to ensure daily and continuous engagement with this enabling activity.

### Project objective, outcomes, and outputs/activities

20. The project's long-term objective is to support the Government of Lebanon in mainstreaming climate change concepts into national and sectoral development plans by strengthening the institutional and technical capacity partly initiated and consequently sustained by reporting

instruments under the UNFCCC and in parallel to the other projects running at the Ministry of Environment such as the NDC Support Programme and the Capacity Building Initiative for Transparency Project. This, in turn, will improve climate change governance, achieve the country's global environment concerns and commitments to international conventions and meet the challenges that will face Lebanon as a result of climate change.

21. The project's immediate objective is to assist the Government of Lebanon to perform the activities necessary to prepare the Third Biennial Update Report and Fourth National Communication to the Conference of Parties in accordance with guidelines of the UNFCCC and for the fulfilment of its obligations to the Convention under Decision 17 / CP. 8, Decision 2/ CP.17 and other related guidance.
22. 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."
23. The **expected outcomes** and **associated key outputs** and activities are:

**1. National circumstances and institutional and MRV arrangements pertinent to UNFCCC implementation will be updated.**

**1.1 National information on geographic profile, climate, population, economic profile and main development sectors (energy, transportation, industry, waste, agriculture, forest, water, tourism, health), and private sector, will be updated through using latest available publications and policies.**

1.1.1 Information on the country, its population, natural resources and main economic and social indicators will be presented. The information collected will be used to inform modelling and analysis in other chapters, as information provided here is critical for understanding the vulnerability of Lebanon to the adverse effects of climate change, its capacity and its options for adaptation, its options for addressing its GHG emissions within the broader context of sustainable development, as well as the challenges and gaps it faces in implementing climate change activities.

1.1.2 A stocktaking on national advancements on the implementation of the Doha Work Programme under Article 6 of the UNFCCC will take place specifically in relation to gender, education, training, public awareness, research, public access to information, and international cooperation.

**1.2 Information on environmental governance with a focus on climate change mainstreaming and the impact of UNFCCC negotiations on national policies will be updated.**

1.2.1 The progress made towards implementing national policies, strategies and programmes related to climate change will be reported.

1.2.2 The impact of the Ad-hoc working group on the Paris Agreement (APA), Subsidiary Body for Implementation (SBI) and Subsidiary Body for Scientific and Technical Advice (SBSTA) developments on national climate change reporting will be analyzed and reported in order to enhance Lebanon's readiness to apply the 2018 rulebook as per the Paris Agreement work programme. Workshops and information sharing sessions between negotiators and BURs and NCs compilers will be organized.

**1.3 Information on development priorities and objectives, including climate change priorities and progress of mainstreaming will be reported.**

1.3.1 National development priorities, objectives and circumstances will be reported including climate change linkages with Sustainable Development Goals, and other climate change instruments such as the Low Emission Development Strategy (LEDS), Nationally Appropriate Mitigation Actions (NAMAs), National Adaptation Plan (NAP), Disaster Risk Reduction (DRR) and the Intended Nationally Determined Contribution (INDC).

1.3.2. Disaggregated data will be collected and analyzed, applying an appropriate gender and sustainable development approach. This will allow an in-depth analysis to examine legal,

policy, and institutional frameworks related to climate change and gender, with special consideration given to activities necessary to achieve and enhance INDC commitments. This in turn will serve decision-makers and technical experts in ministries to integrate gender into future climate policy planning.

1.3.3 The integration of climate change issues into educational material at the primary, secondary, and post-secondary levels will be assessed. Trainings will be organized for teachers and education officials (around 30 participants) for climate proofing the educational material, as recommended by Article 6. The project will coordinate with the United Nations Educational, Scientific and Cultural Organization (UNESCO) Associated Schools and Clubs in Lebanon.

#### **1.4 Information on institutional structure and MRV arrangements for the compilation and submission of National Communications and BURs, will be updated and strengthened.**

1.4.1 Description of institutional arrangements relevant to the preparation of national communications and BURs on a continuous basis including distribution of responsibilities within government institutions, universities, and research institutes among others will be updated. This will include identification of mechanisms for stakeholder involvement, coordination and participation to enable the preparation of national communications and biennial update reports on a sustainable manner. Lessons learned from the newly established Management Information System for Climate Action (MISCA), the mapping of climate finance flows in Lebanon and the implementation of the CBIT project activities will also be included.

1.4.2 Linkages with other conventions and reporting mechanisms, such as the Sendai Framework for DRR, the UNCCD, and the CBD will be explored and strengthened.

1.4.3 Stakeholder involvement and participation will be improved to enable the preparation of national communications and biennial update reports. Training sessions will be organized in collaboration with UNFCCC, IPCC, UNDP-GSP, GIZ and other relevant organizations.

## **2. Gaps and constraints and related support needed and received for capacity building, technology transfer and finance will be identified.**

### **2.1 Gaps, constraints and challenges encountered in reporting on MRV, GHG inventory, mitigation policies and actions, financial, technology and capacity-building needs and support received, adaptation analysis and monitoring will be identified and reported.**

2.1.1 Progress made on the gaps and constraints mentioned in Lebanon's second BUR and Third National Communication will be reported. Gaps and constraints do not only target the preparation of GHG inventories, but also include the development and reporting of mitigation measures, the analysis of vulnerability and adaptation as well as the institutional arrangements for the preparation of such reports.

2.1.2 Main stakeholders will be consulted to identify new gaps and constraints faced in their respective areas of work related to climate change implementation and reporting. The scope of information presented in Lebanon's second BUR will be expanded to make it more complete and useful for national policy makers. The PMU will develop national templates and guidelines, as per the Modalities, Procedures and Guidelines under Article 13 of the Paris Agreement. In the long run, iterations of this exercise will serve as a basis for national prioritization of needs, and for tracking how these needs are being tackled.

### **2.2 Needs for improvement of reporting on MRV, GHG inventory, mitigation policies and actions, financial, technology and capacity-building needs and support received, adaptation analysis and monitoring, and the implementation of the UNFCCC will be identified, including the principles of Doha Work Programme under Article 6.**

2.2.1 Financial, technical and capacity needs will be identified in consultation with stakeholders, including awareness raising and education. Templates will be designed and disseminated to collect needed information throughout the preparation of the 3BUR and 4NC. This specific activity is considered an improvement compared to previous UNFCCC reports as the information to be included in the 3BUR and 4NC will be collected in the same format it will be published, which improves time efficiency, accuracy and completeness.

2.2.2 Lebanon's technology needs assessment for priority sectors will be updated. This activity aims to assess the evolution of Lebanon's technology needs related to climate change since the last TNC in 2012, and to take stock of the progress and effectiveness of the implementation of previously prioritized technologies. This update will provide important information for policy-makers, donors and investors with regards to the need for hard and soft technologies, the barriers for their deployment and the policy, institutional and financial needs to create an enabling environment. Experiences and lessons learnt from the UNFCCC Climate Technology Centre and Network will be utilized. Consultations with relevant stakeholders (including financial sector and business community) will be held to define how the results of the TNA will be used to achieve concrete climate technology transfer. The TNA will be developed in line with other climate change instruments and policies such as the NAMAs, LEDS, INDC, and de-risking of renewable energy investment study. At least one stakeholder consultation workshop is foreseen under this activity.

2.2.3 An improvement plan will be designed to identify potential for short-term and long-term improvement in GHG inventory and mitigation and adaptation reporting. Many bilateral meetings with key stakeholders and at least 2 workshops will be organized to formulate specific needs and timelines, including awareness raising and education.

2.2.4 Capacities of the inventory compilation team will be enhanced for the participation in the International Consultation and Analysis (ICA) and Facilitative Sharing of Views (FSV) processes, through participation in training programmes, webinars and FSV sessions.

### **2.3 Report on financial, technology and capacity building support received by Lebanon.**

2.3.1 An overview of financial support received will be presented including from the Global Environment Facility, bilateral sources, multilateral sources and private finance, as recommended by the Technical Team of Experts (TTE) during the ICA process.

2.3.4 An overview of technology and capacity building support received including a description of the activities carried out as well as their focus and the source of the support will be provided. The definition of support received related to financial, technical and capacity-building needs will be determined and agreed upon with main stakeholders. Templates will be developed and used to capture the information required, taken into consideration the latest developments of the Modalities, Procedures and Guidelines under Article 13 of the Paris Agreement.

### **3. The national GHG inventory will be updated to include the years 2015 and 2016**

#### **3.1 The GHG inventory will be updated to include the year 2015 for the 3BUR, and 2016 for Lebanon's 4NC. A trend analysis and recalculations for the time series 1994 to 2016 will also be performed.**

3.1.1 Activity data will be collected for all sectors and GHG emissions will be calculated using IPCC 2006 guidelines. The gases covered will include the direct greenhouse gases carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), HFC, PFC and SF<sub>6</sub> and the indirect greenhouse gases: carbon monoxide (CO), nitrogen oxides (NO<sub>x</sub>), non-methane organic volatile compounds (NMVOC) and Sulfur dioxide (SO<sub>2</sub>). Emissions will be calculated for the four source categories: energy, industrial processes and product use, AFOLU and waste. Tables 1 and 2, as provided by the UNFCCC guidelines (annex to decision 17/CP.8) will be used for reporting the national GHG inventory. In addition, the PMU will coordinate with Lebanon's National Ozone Unit to improve reporting of F-gases in the next inventory. Cross-sectoral collaboration for the preparation of the GHG inventory will be strengthened building on the lessons learned from the newly established mechanisms such as MISCA. Improvements will focus on the methods and approaches for data collection process, filling data gaps, using higher tiers for key categories (energy, transport, agriculture), national relevance of emissions factors, documentation, archiving, and supporting the expansion of the national inventory system to other sectors using the MISCA platform.

3.1.2 Trainings will be organized for sectoral experts in public and academic institutions in order to build their capacity to use the 2006 IPCC guidelines, since all previous inventories adopted the Revised 1996 IPCC guidelines and the 2000 good practice guidance. Trainings will include the use of new methodologies specifically for AFOLU and waste, the use of new

IPCC software, the collection of new activity data etc. In addition to training sessions, a mentorship approach and South-South cooperation will be explored.

3.1.3 A trend analysis will be conducted for the time series 1994 to 2016, recalculations will be run when needed. Comparison of results using the 1996 and 2006 IPCC guidelines will be performed and analyzed.

3.1.4 Key category analysis will be performed to identify key emitting activities. Collection of activity data of key categories will be strengthened for a more accurate calculation of emissions.

3.1.5 A cross sectoral and sector specific QA/QC plan will be developed and implemented in consultation with relevant stakeholders. To the extent possible, the level of detail and the scope of the QA/QC measures adopted during the preparation of the second BUR will be expanded and a time-bound plan will be designed and implemented. Specific responsibilities will be allocated for stakeholders to validate GHG related information. Emission factors and parameters, activity data, assumptions, and sources of information will be well documented and archived. The final inventory will be reviewed by an external international consultant (UNFCCC reviewer).

3.1.6 The chapter on GHG Inventory will be developed as part of the 3BUR for reference year 2015, and the chapter on GHG inventory for the 4NC for reference year 2016.

#### **4. Vulnerability assessment and adaptation to climate change will be updated including MRV of adaptation.**

##### **4.1 Risk and vulnerability assessment will be conducted, including recommended adaptation measures on priority sectors**

4.1.1 Updated results of recent national and regional climate models such as the Arab domain for regional climate modelling that was developed under CORDEX by the Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR) project at the Economic and Social Commission for Western Asia (ESCWA) or the regional climate system dedicated to the Mediterranean region CNRM-RCSM4.

4.1.2 Capacities on adaptation analysis and modelling will be enhanced to continuously update climate scenarios assessments. Discussions on the homogenization and improvement of climate scenarios have been underway between relevant institutions. The current activity intends to train experts on the use of climate models (RICCAR, PRECIS, Hadley Center climate models, or other appropriate models) and their applicability in adaptation planning. More mainstreaming and homogenization of approaches to adaptation analysis and modelling would benefit Lebanon in the long run for its adaptation communication and for improved decision-making. Results of the aforementioned activities will be captured in the vulnerability chapter of the 4NC.

4.1.3 Stakeholder consultations will be organized to identify risks and vulnerabilities of priority sectors and their linkages with decision and policy making. Focus areas will be selected and prioritized for reporting in the Vulnerability and Adaptation chapter of the 4NC. Potential areas where discussions are well underway and that could form entry points for in-depth analysis include: health, cities, gender, crop vulnerability and watershed management as well as Disaster Risk Reduction and Management.

4.1.4 Case studies (at least 2) on impacts of climate change and adaptation measures will be identified and reported. Focus will be made on community, grassroots and private sector's initiatives to highlight the potential for scaling-up innovative adaptation measures. Case studies will be selected from the priority sectors and will be published and disseminated to relevant audiences.

##### **4.2 Policy frameworks will be identified for effective integration of adaptation measures into national sectoral strategies including INDC and analyze progress achieved.**



4.2.1 The progress made in the implementation of previously proposed adaptation measures and policies will be presented including, to the extent possible, activity specific MRV arrangements.

4.2.2 Response measures will be analyzed and integrated in the context of disaster risk reduction and Management and climate change adaptation.

## **5. Mitigation analysis and related MRV arrangements will be reported.**

### **5.1 Emission reduction activities undertaken in Lebanon since the submission of the 2BUR will be identified and reported.**

5.1.1 Mitigation policies and measures implemented between 2013 and 2016 will be identified and reported. Information on NAMAs, market mechanisms, progress on arrangements for the implementation of INDC will be included. Non-GHG benefits and sustainable development impacts will be also be included. The PMU will invest efforts to better capture mitigation actions in the agriculture, transport and waste sectors as recommended by the TTE during the ICA.

5.1.2 Country-appropriate improvements will be recommended related to MRV arrangements for reporting mitigation actions. The MISCA platform will serve for the first time to report on the progress on emission reduction efforts in the renewable energy and energy efficiency sectors. Lessons learned for replicability of the system in other sectors will be compiled.

### **5.2 A mitigation options analysis will be conducted to identify emission trajectories and reduction potential across various sectors.**

5.2.1 The mitigation options proposed in Lebanon's 3NC will be reviewed based on stakeholder consultations and new policies resulting from the design of Lebanon's NDC.

5.2.2 Mitigation potential for key sectors (energy, transport, AFOLU, waste) will be analyzed and abatement measures will be proposed, in line with Lebanon's NDC and low emission strategy.

5.2.3 GHG emission trajectories for key-sectors will be developed for 2050 according to the three development scenarios (Business as Usual scenario; realistic scenario – optimistic scenario).

5.2.4 Capacity on mitigation analysis and modelling will be enhanced in order to improve policy planning and identification of linkages with climate change mitigation. 1 expert in energy and 1 expert in AFOLU at least will be trained on the application of mitigation analysis models (LEAP model, FORFITS model, ALU software) and their use for decision making through participating in capacity building workshops or in exchange missions with developing countries to learn from good practices and other similar experiences

## **6. Lebanon's Third Biennial Update Report and Fourth National Communication will be submitted, including project monitoring and evaluation.**

### **6.1 3BUR and 4NC will be compiled, endorsed and submitted.**

6.1.1 The 3BUR and the 4NC documents will be compiled and submitted to the United Nations Framework Convention on Climate Change in October 2019, and October 2021 respectively, according to the requirements and formats established by the UNFCCC Secretariat.

6.1.2 After the submission of both reports, the climate change webpage will be updated with the results of the 3BUR and 4NC. This activity is planned in the context of strengthening the national relevance of UNFCCC reports as tools for spreading climate change awareness and for a more informed climate policy planning.

6.1.3 After the submission of the 3BUR and 4NC, technical outputs will be translated in Arabic and disseminated through infographics and policy papers to better promote public and policy awareness related to climate change. In addition, dissemination events will be organized at COPs, at regional events in synergy with other initiatives and at national levels

with academic institutions, NGOs, schools and other partners. A final dissemination event will also be organized to all stakeholders after the submission of the 4NC. In addition, the PMU will participate in the ICA and the FSV of the 3BUR.

## **6.2 Project financial and progress reports will be prepared and reported.**

6.2.1 A monitoring and evaluation programme will be designed and implemented in accordance with UNDP/GEF guidelines. The work will start with the inception workshop where tentative plan of actions and roadmap will be presented, discussed and agreed upon. The work will be conducted with strong coordination of both local and international experts. There will be regular financial and administrative reporting, where challenges encountered, lessons learned and feedback received will be shared. An end of project report will be prepared.

6.2.2 Throughout the project implementation and after submission of the reports, documents will be compiled in conformity with UNDP-GEF requirements and CO specifications with corresponding updates in the Atlas if necessary. A Lessons Learned Note (LLN) will be compiled on project implementation and the 3BUR and 4NC preparation process at the end of the project. All appropriate activities will be undertaken to successfully close the project.

## Partnerships

24. Throughout the last 10 years, climate change reporting has significantly improved due to the successful partnerships that have been established between the MoE, UNDP, line ministries and other climate change related projects in the country. In addition, the involvement of academia, private sector and civil society organizations have been sustained throughout this period to ensure efficient collaboration and synergies between all actors of climate change in Lebanon.
25. These synergies will be sustained and enhanced under this project to complement previous and current activities that are being implemented by other ministries and international organizations related to climate change. Partnerships with projects funded by the EU, the GEF, the Adaptation Fund and other bilateral and multilateral funds (as presented in Table 1) have been and still are essential for scaling-up climate action and further mainstreaming climate change in the central government, local authorities and private sector plans. These partnerships will be maintained and new collaborations will be established between the 4NC/3BUR project and other upcoming projects.
26. In addition, cooperation will be enhanced with all ongoing relevant projects within the UNDP Energy and Environment programme in terms of information sharing, networking and combining activities for more effective impact. These strategic partnerships are fundamental for the implementation of participatory planning and implementation mechanisms and for creating a platform to support a national climate change strategy in the long term. Outreach to other UN agencies will also be ensured, particularly those working on climate related projects.
27. Currently, around several plans and projects related to climate change are being implemented in Lebanon, as described in Table 1. The synchronization of efforts between initiatives and across platforms could result in a more mainstreamed and effective implementation of the project outputs and climate change mitigation and adaptation as a whole to scale-up the project outputs.

Table 1 . Summary table of climate change projects and plans implemented by partners

| Institution/Partner   | Policies/projects                                    | Description   |
|-----------------------|--|---|
| Government of Lebanon | Nationally Determined Contribution (NDC)             | Under the Paris Agreement, Lebanon submitted its Nationally Determined Contribution under which the country has set a 2030 target of reducing its GHG emissions by 15% as an unconditional target and by 30% conditional to financial, technical and capacity building support. The NDC includes mitigation targets for the energy, transport, forestry and waste sectors and adaptation activities related to water, forestry and agriculture and biodiversity.  |
| MoE/UNDP              | Low Emission Capacity Building project (LECB)        | Funded by the European Commission (EC), the German Federal Government and the Australian Government, LECB has initiated the establishment of a national greenhouse gas inventory system and a national Measurement, Reporting and Verification system. The project has prepared 2 NAMAs proposals, developed an intranet platform "Management and Information System for Climate Action (MISCA)" which will track GHG emissions and mitigation action progress and has led the preparation of the INDC. |
| MoE/UNDP              | NDC support programme (NDCSP)                        | As a follow-up to the LECB project, the NDCSP will mainstream gender in climate change plans (including in the NDC) and enhance gender-responsiveness across sectors. The project will also develop incentives to improve the implementation of the NDC, both for the private and public sectors and find synergies between the Sustainable Development Goals (SDGs) and the NDC for an integrated approach of efforts.   |
| MoE/UNDP/GEF          | Capacity Building Initiative for Transparency (CBIT) | The CBIT project, expected to start in 2019, will establish an MRV network to enhance communication and gradual engagement of key players in climate change. Moreover, as a complement to the 4NC/3BUR project, the CBIT project will address the inventory's data accuracy and completeness and will enhance tracking of progress of mitigation and adaptation actions.  |
| MoE/UNDP/GEF          | Sustainable Land Management in the Qaraoun Catchment | Launched in 2017, the project aims at promoting an integrated approach towards fostering sustainable land management in the Bekaa region. Amongst other things, the project will set-up a multi-sector planning platform to reduce conflicting land-uses and improve the sustainability of land management so as to maintain the flow of vital ecosystem services   |

| Institution/Partner | Policies/projects  | Description   |
|---------------------|--|---|
|                     |  | and sustain the livelihoods of local and downstream communities.  |
| MoE/EU              | Climasouth   | Since 2013, the EU funded regional project Climasouth has been supporting the government of Lebanon in climate change mitigation and adaptation. Among the main project achievements in Lebanon is the establishment of an early warning system at LARI, the design of MISCA, an online management system on climate action, the assessment of MRV of support and the development of a guidebook on climate change for Lebanese businesses. |
| MoE                 | National Biodiversity Strategy and Action Plan (NBSAP)   | Developed in 2015, the NBSAP developed adaptation plans for ecosystems vulnerable to climate change. The action plan presents specific requirements needed to reach its objective by 2030.  |
| MoEW                | National Water Sector Strategy   | Developed in 2012, the strategy sets a detailed action plan to increase water availability and improve water usage, thus decreasing the sector's vulnerability to climate change impacts.   |
| MoEW                | Paris Pact on Water and Adaptation: Strengthening Adaptation Aquifers in Basins of Rivers, Lakes         | The Paris Pact which was proposed during COP21 in Paris, was officially endorsed by the Lebanese Ministry of Energy and Water in 2015. The Pact sets as series of adaptation measures to strengthen water monitoring and measurement systems in river basins and promote financial sustainability and new investment in water systems management.   |
| MoEW                | Energy Policy Paper  | Developed in 2010, the policy paper proposes a series of actions related to generation, transmission, and distribution of electricity including the deployment of renewable energy technologies. The implementation of the Policy Paper will help Lebanon achieve its NDC targets.  |
| MoEW/LCEC           | National Energy Efficiency Action Plans (NEEAP) 2016-2020  | The NEEAP includes a number of energy efficiency initiatives targeting the different sectors of the Lebanese economy, targeting primary energy savings in generation, transmission, and distribution areas, and end-use measures in buildings, industry, SMEs, agriculture, transport, and public services and facilities.  |
| MoEW/LCEC           | National Renewable Energy Action Plan (NREAP) 2016-2020  | The NREAP is the main national document guiding the development of the different RE technologies needed to reach the 12% target by the year 2020. The document assesses different RE technologies in terms of applicability and feasibility and discusses the required policies and tools that Lebanon needs to reach its objectives.   |
| MoEW/UNDP/GEF       | Small Decentralized Renewable Energy Power Generation  | The project launched in 2014 supports the Lebanese government in the removal of barriers to widespread application of decentralized renewable energy based power generation. The project assessed the impacts of all PVs installed in Lebanon and implemented 9 pilot installation in selected industries. =  |
| MoEW/UNDP/EU        | Country energy efficiency and renewable energy demonstration project for the recovery of Lebanon (CEDRO) | Established in 2007, the main objective of CEDRO is the application of renewable energy and energy efficiency systems and measures across Lebanon's several economic sectors and beneficiaries. CEDRO has assessed the potential of biomass, wind, hydro and geothermal energy in Lebanon and has installed solar water heaters, PVs and street PV lights in several sites across Lebanon.  |
| MoA                 | National Forest Programme (NFP)  | Developed in 2015, the programme aims at sustainably managing forest resources and safeguarding ecological integrity, and economic and social development. The NFP includes specific measures and action items to translate its objectives.   |
| MoA                 | Ministry of Agriculture Strategy   | Developed in 2015, the strategy identifies key priority areas for the work of the Ministry and sets a 5-year workplan to achieve its goals. Climate change is identified as a separate target area and specific activities, indicators and a timeline has been set as part of the plan.   |
| MoA/FAO/GEF         | Smart Adaptation of Forest Landscapes in Mountain Areas  | Launched in 2016, the project supported by the GEF and FAO aims at enhancing climate resilience of vulnerable forest ecosystems, while promoting the resilience and livelihoods of vulnerable rural communities in mountain areas through sustainable forest management and reforestation.  |
| MoA                 | Land Degradation and Desertification action plan under UNCCD   | The Ministry of Agriculture has developed a plan to support Lebanon reach land degradation neutrality by 2030, in line with the recommendations of the UNCCD framework. The plan includes detailed adaptation measures with regards to land degradation and desertification.  |

| Institution/Partner | Policies/projects  | Description   |
|---------------------|--|---|
| MoPH/WHO            | Regional Strategy on Health and the Environment              | Developed in 2015 by WHO and the Ministry of Public Health, the strategy identifies climate change as a priority area for action and presents specific actions to be taken by Lebanon on climate change and health.   |
| PCM/UNDP            | Strengthening Disaster Risk Management Capacities in Lebanon | Launched in 2009, the project aims to help the Government of Lebanon in establishing effective national institutions including disaster risk information and disaster risk management systems, to increase societal resilience against disasters, especially in refugee-hosting high risk within major local authorities. |



## Risks and Assumptions

28. No major risks can be identified in the implementation of this project since the Government of Lebanon is strongly committed to its obligations under the Convention and in particular to fulfilling reporting requirements. Nevertheless, administrative and financial risks with a low magnitude were identified:

- *Lack of political support:* The Ministry of Environment understands the importance of coordination and exchange of information, and is leading the efforts to ratify the Paris Agreement. Meeting the institutional and administrative requirements for the proper and timely reporting will therefore fall directly within the Ministry's vision and plan for the upcoming period
- *Regional instability:* Political turmoil in the region can shift the government priority towards urgent matters such as the Syrian refugee crisis. This might delay project progress.
- *Frequent change of government:* Despite the frequent cabinet changes at irregular times, institutional memory will allow Lebanese institutions to sustain their operations.
- *Deficiency in incentives and institutional buy-in:* The project will guarantee engagement through granting the sense of ownership to the respective assigned focal points. Moreover, the project will highlight how climate change analysis and reporting complements other aspects of their work, for example by linking climate change reporting to SDG reporting.
- *Coordination with stakeholders:* delays due to coordination with a large number of stakeholders from different sectors may cause delays in project implementation. However this risk will be minimized by building on partnership agreements, institutional collaborations established during previous reporting cycles and by using the Climate Change Coordination Unit as a main coordination platform. Commitment from all stakeholders will also be maintained through effective coordination and communication between stakeholders and Government
- *Restricted information base on climate change:* the project will help mitigate climate change risks and support decision making related to climate change by improving the corresponding knowledge base.
- *Delays in the preparation of reports:* the risk is low given Lebanon's experience in preparing national communications and the expected level of GEF financing for this project

## Stakeholder engagement plan

29. The 4NC/3BUR project will build on the work done under previous national communications and will involve key national experts and institutions in its compilation in order to maintain continuity in the process, while additional experts and institutions will be involved as needed. The project will ensure that the immediate needs and concerns of major stakeholders related to identification and prioritization of activity data, mitigation and adaptation options and capacity building are highlighted and collectively addressed. The involvement of stakeholders in the project will ensure to achieve maximal coverage of sectors and enhance sustainability of climate related actions. In addition, it will strengthen their experience in climate change issues, provide them with best practice techniques and establish linkages between key socioeconomic development issues and climate change.

30. Stakeholders' engagement and cooperation will be maintained through the organization of consultation sessions and organization workshops, focus group meetings, and one-on-one interview. Institutions such as the Central Administration of Statistics, the Meteorological Services and Ministries of Energy and Water, Agriculture, Public Works and Transport and Finance will play a key role in providing sectoral activity data and climate data for preparation of the GHG inventories, sectoral emissions projections, climate change projections as well as mitigation and adaptation scenarios. The technical staff from the above ministries will take part in capacity building activities for identification, preparation and implementation of mitigation and adaptation actions in their respective economic sectors, while decision makers will play a key role in prioritization of identified measures. Such an approach will ensure the involvement of both layers

of each governmental institution to optimize the mainstreaming of climate change and ensure ownership in decision making.

31. The National Council for the Environment (NCE), established in 2012 by the Council of Ministers (Decree 8157/2012) will be the main platform to supervise and coordinate the activities of the project. The Council is composed 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 Council meets periodically to discuss and coordinate environmental issues, including climate change, at the national level.
32. In previous NCs and BURs, and under the supervision of the NCE, a large group of experts and technical representatives from line ministries and key institutions have been involved in the preparation of the reports. Meetings were held on regular basis to provide an update on recent climate change information and on the progress of climate change projects that are being implemented by the different entities represented. This approach will be maintained and enhanced in the 4NC/3BUR project to ensure consistent high-quality results to be submitted to the UNFCCC.
33. The roles of the main stakeholders in the 3BUR/4NC preparation process are more explicitly provided in Table 2.

Table 2: Stakeholders engagement

| Stakeholder                                | Role   |
|--|--|
| Ministry of Environment                    | Implementing agency and overall coordination.<br>GHG inventory lead and compiler.<br>AD of the waste sector and cement production.<br>Leading vulnerability and adaptation consultations.<br>Report on mitigation actions. |
| Ministry of Agriculture                    | AD and mitigation analysis of the agriculture sector.<br>Involvement in vulnerability and adaptation consultations.<br>Report on mitigation actions  |
| Ministry of Energy and Water               | AD and mitigation analysis of the energy and waste/wastewater sector.<br>Involvement in vulnerability and adaptation consultations.<br>Report on mitigation actions  |
| Ministry of Public Works and Transport     | AD and mitigation analysis of transport, road infrastructure<br>Involvement in vulnerability and adaptation consultations  |
| Ministry of Interior and Municipalities    | Involvement in vulnerability and adaptation consultations  |
| Ministry of Public Health                  | Involvement in vulnerability and adaptation consultations  |
| Ministry of Higher Education               | Mainstreaming climate change in lebanese educational material<br>Involvement in vulnerability and adaptation consultations   |
| Ministry of Social Affairs                 | Involvement in vulnerability and adaptation consultations  |
| Ministry of Industry                       | AD and mitigation analysis of the industrial sector  |
| Association of Lebanese industrialists     | AD and mitigation analysis of the industrial sector  |
| Directorate General of Customs             | AD and mitigation analysis of the industrial and agricultural sector   |
| Directorate General for civil aviation     | AD on civil aviation   |
| Council for Development and Reconstruction | AD for the waste/wastewater sector<br>Involvement in vulnerability and adaptation consultations<br>Report on mitigation actions<br>Advisory role in identification of mitigation options                                   |
| Electricite du Liban                       | AD of electricity generation<br>Report on mitigation actions<br>Advisory role in identification of mitigation options  |
| Cental Administration of Statistics        | Data provider for GHG inventory, archiving and socio-economics scenarios<br>Involvement in vulnerability and adaptation consultations  |
| University of Balamand                     | AD and mitigation analysis of AFOLU<br>Involvement in vulnerability and adaptation consultations.  |
| National Council for Scientific Research   | Data provider for AFOLU<br>Involvement in vulnerability and adaptation consultations.  |
| Lebanese Center for Energy Conservation    | AD for the energy sector<br>Report on mitigation actions<br>Advisory role in identification of mitigation options  |
| SDG committee                              | Input in establishing linkages between development policies and climate change<br>Involvement in vulnerability and adaptation consultations.   |
| UN ESCWA                                   | Involvement in vulnerability and adaptation consultations.   |
| WHO  | Involvement in vulnerability and adaptation consultations  |

| Stakeholder   | Role  |
|---|---|
| Lebanese Meteorological Services                          | Data provider<br>Involvement in vulnerability and adaptation consultations.   |
| Office of the Minister of State for Women Affairs (OMSWA) | Input in mainstreaming gender in UNFCCC reporting.<br>Involvement in vulnerability and adaptation consultations.  |
| Municipalities  | Report on mitigation actions<br>Advisory role in identification of mitigation options<br>Involvement in vulnerability and adaptation consultations.                 |
| Private sector  | Report on mitigation actions<br>Advisory role in identification of mitigation options<br>Involvement in vulnerability and adaptation consultations.                 |
| Civil society   | Report on climate change related initiatives<br>Advisory role in identification of mitigation options<br>Involvement in vulnerability and adaptation consultations. |
| Academia  | Advancing research on climate change<br>Advisory role in identification of mitigation options<br>Involvement in vulnerability and adaptation consultations.         |

### Gender equality and empowering women

34. The present project is designed to seize the opportunity of the preparation of the 3BUR and the 4NC to collect information and better understand the national conditions of men and women in the context of climate change planning, implementation and reporting. Therefore, not only will the activities analyse gender and climate change (using gender disaggregated data where possible) from several aspects as mentioned in outputs 1.3.1, 1.3.2 and 4.1.3, they will also allow a deeper understanding of gender dynamics with a focus on institutions and their coordination mechanisms (gender trends, structures of decision making bodies, current coordinating mechanisms, gender diversity in participating institutions). This will allow for targeted assessments and consequently accurate gaps and needs valuation, followed by recommendations for enhanced gender-responsiveness in governmental institutions. Based on the assessments presented in the 3BUR and 4NC, guidelines or steps could be developed to be streamlined in the institutions as a tool for sustainable gender-mainstreaming. Furthermore, the update on vulnerability, impacts, and adaptation will incorporate a gender perspective where information is made available.
35. In addition, similarly to all previously communicated UNFCCC reports, gender balance will be considered in project management with regard to the technical team to be hired to prepare the 4NC and 3BUR. The UNDP country team supports the government of Lebanon in its respective efforts to incorporate respective gender-related activities into project design and implementation. Additionally, gender mainstreaming has been prioritized in the 2017-2020 United Nations Strategic Framework for Lebanon.
36. The guidance on gender integration through the NCs and BURs developed by the Global Support Programme through UNDP and in collaboration with UNEP and GEF will be applied: <http://www.un-gsp.org/news/gender-responsive-national-communications-toolkit>

### South-South and Triangular Cooperation (SSTrC)

37. South-South and triangular cooperation plays a critical role in advancing climate action through transferring experience, technology and resources inside and in between countries with similar national circumstances and developmental challenges. In addition, as the implementing partner of this project and as one of the main proponents of south-south and triangular cooperation for meeting sustainable development goals, UNDP will play a key role as the catalyst of such cooperation in this project.
38. The project presents great opportunity for lessons learned and sharing best practices as a way to build capacities. Under the guidance and exchanges facilitated by the Global Support Program for National Communication and Biennial Update Reports, South-South cooperation and peer-to-peer exchange will be enhanced through planned capacity building activities including the use of IPCC 2006 guidelines and the use of mitigation and adaptation assessment models and tools. In addition, the project will build on other developing countries experiences and lessons learned to design proper institutional arrangements that would optimize the use of resources for the

preparation of the 4NC and 3BUR. This initiative will also allow Lebanon to take the lead in showcasing good practices to other Parties.

39. Moreover, Lebanon is a member of the Climate Vulnerable Forum (CVF) which will also foster South-South Cooperation through examples of incentivizing mitigation and adaptation actions to reach the 1.5 degrees Celsius and build resilient communities.

### Sustainability and Scaling Up

40. With regards to replicability and scaling-up, this will be ensured through the involvement of stakeholders throughout the project. Broad consultation processes will take place among government, academic institutions, private sector and civil society organizations ensuring the input of state-of-the-art expertise and consensus to design interventions. Strategic partnerships among stakeholders are instrumental for implementing participatory planning and create a platform to sustain a long-term climate change strategy. Not only will broad stakeholder involvement promote appropriate policy proposals, it will also generate improved knowledge, methodologies, and human and institutional capacities that are necessary for the continued success of the NC process.
41. Institutional sustainability of the project will be ensured through the documentation of the data, approaches, methodologies and tools used in the 4NC and 3BUR, especially regarding inventory and vulnerability assessment, and their sharing with relevant institutions to partner institutions. Efforts will be made to further institutionalize the development of NCs and BURs as well as to integrate adaptation and mitigation measures into sectoral policies and development plans, based on the experience gained from the participatory process of the 4NC and 3BUR preparation.
42. The project will also demonstrate cost-effectiveness by sustainably leveraging existing institutions, experts, and data. Indeed, activities are designed in a way that allows them to be carried on after the end of the current funding, which will enable Lebanon to honour its commitments to the UNFCCC. Activities are also planned in synergy with other running projects like the UNDP NDC support Programme, the GEF CBIT project and other regional projects and initiatives like the EU Cimasouth, GIZ information matters, FAO Salma, etc. which will optimize the use of different funding sources and deepen the proposed analyses.

### III. PROJECT RESULTS FRAMEWORK:

|  |
|--|
| This project will contribute to the following Sustainable Development Goal (s): <i>SDG13- take urgent action to combat climate change and its impacts</i>  |
| This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:<br><b>UNSF Outcome:</b> Outcome 3.3 Lebanon has adopted measures to improve environmental governance.<br><b>CPD Output 4.1.</b> Low emission climate resilient actions initiated               |
| This project will be linked to the following output of the UNDP Strategic Plan:<br><b>Output 2.5.1.:</b> 2.5.1. Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation |

|  | Objective and Outcome Indicators   | Baseline <sup>1</sup>   | End of Project Target   | Data Collection Methods and Risks/Assumptions <sup>2</sup>  |
|--|--|---|---|---|
| <b>Project Objective:</b><br>Assist Lebanon in the preparation of its Fourth National Communication (4NC) and its third Biennial Update Report (3BUR) for the fulfilment of the obligations under the UNFCCC | SP-IRRF Indicator 2.5.1.b: Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy <sup>3</sup><br><br>Number of direct project beneficiaries: Ministry of Environment and the Government of Lebanon<br><br>4NC prepared that incorporates all necessary information and addressing capacity barriers<br><br>3BUR prepared that incorporated all necessary information and addressing capacity barriers and validated by international expert group (ICA) | 34 solutions<br><br>2 direct beneficiaries<br><br>2016: TNC submitted to the UNFCCC<br><br>2017: 2BUR submitted to UNFCCC | 60 solutions<br><br>2 direct beneficiaries<br><br>4NC prepared and submitted to the UNFCCC by 2021<br><br>3BUR prepared and submitted to the UNFCCC by 2019 and validated by international expert group (ICA) | Risks: Given the Government of Lebanon's strong commitment to its obligations under the UNFCCC, there are no major risks to the 4NC/3BUR project.<br><br>Assumptions: Strong political support for the preparation of the reports |

<sup>1</sup> Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

<sup>2</sup> Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

<sup>3</sup> The related Baseline and End of Project targets represent the total number of solutions which will be achieved by the Programme, including the NDSCP project.



|   | Objective and Outcome Indicators   | Baseline <sup>1</sup>                    | End of Project Target   | Data Collection Methods and Risks/Assumptions <sup>2</sup>   |
|---|--|--|---|--|
| <b>Outcome 1</b><br><br>National circumstances, institutional and MRV arrangements pertinent to UNFCCC implementation updated | 1.1 Updated information on geographic profile, climate, population, economic profile, energy, transportation, industry, waste, agriculture, forest, water, tourism, health, gender, education, private sector. | Information provided in the TNC and 2BUR | 1.1.1 Information on the country, its population, natural resources and main economic and social indicators presented<br><br>1.1.2 Stocktaking of all awareness-raising, education and research on climate change undertaken, as guided by the principles of Doha Work Programme under Article 6 of the UNFCCC                | Sources of data: official reports and other reports from relevant academic institutions and organizations<br><br>Risk: (1) Limited political support to climate change issues; (2) difficulty in acquiring official data<br><br>Assumptions: 4NC and 3BUR will benefit from knowledge gained with TNC and 2BUR |
|   | 1.2 Updated information on environmental governance with a focus on climate change mainstreaming and the impact of UNFCCC negotiations on national policies  |  | 1.2.1 Progress made towards implementing national policies, strategies and programmes related to climate change reported<br><br>1.2.2 Impact of the APA, SBI and SBSTA developments on national climate change reporting analysed   |  |
|   | 1.3 Update information on development priorities and objectives, including climate change priorities and mainstreaming progress.   |  | 1.3.1 National development priorities, objectives and circumstances reported.<br><br>1.3.2 Disaggregated data collected and analysed, while applying an appropriate gender and sustainable development approach.<br><br>1.3.3 30 teachers and officials trained on the integration of climate change in educational material. |  |
|   | 1.4 Update information on and strengthen institutional structure and MRV arrangements for the compilation and submission of National Communications and BURs   |  | 1.4.1 Progress of national institutional arrangements and framework for domestic MRV reported<br><br>1.4.2 Linkages with other conventions and reporting mechanisms strengthened<br><br>1.4.3 7 training workshops and consultation meetings organized for stakeholder's involvement in the various phases of the project.    |  |

|  | Objective and Outcome Indicators   | Baseline <sup>1</sup>   | End of Project Target   | Data Collection Methods and Risks/Assumptions <sup>2</sup>   |
|--|--|---|---|--|
| <b>Outcome 2</b><br>Gaps and constraints and related support needed and received for capacity building, technology transfer and finance assessed | 2.1 Gaps, constraints and challenges encountered in reporting on MRV, GHG inventory, mitigation policies and actions, financial, technology and capacity-building needs and support received, adaptation analysis and monitoring reported  | Gaps and constraints and supported received and needed chapters prepared under the TNC and the 2BUR | 2.1.1 Numbers of gaps addressed since 2BUR and 3NC.<br><br>2.1.2 New gaps and constraints related to climate change implementation and reporting identified.  | Source of data: TNC, 2BUR, official reports from MoE, MoA, MoF, CDR, MoInd, and relevant academic institutions and organizations   |
|  | 2.2 Needs for improvement of reporting on MRV, GHG inventory, mitigation policies and actions, financial, technology and capacity-building needs and support received, adaptation analysis and monitoring and implementation of UNFCCC related national activities, including the principles of Doha Work Programme under Article 6 identified and reported. |   | 2.2.1 Financial, technical and capacity needs identified<br><br>2.2.2 Lebanon's technology needs assessment prepared for priority sectors.<br><br>2.2.3 An action plan to improve preparation of GHG inventory and reporting of mitigation and adaptation actions designed<br><br>2.2.4 Participation of BUR lead compiler in ICA and FSV sessions of the UNFCCC.   |  |
|  | 2.3 Financial, technology and capacity building support received by Lebanon reported.  |   | 2.3.1 Overview of financial support received compiled.<br><br>2.3.2 Information on technology and capacity building support received presented.   |  |
| <b>Outcome 3</b><br>National greenhouse gas inventory updated and capacity to collect information enhanced.                                      | 3.1 GHG inventory updated for the year 2015 (3BUR) and 2016 (4NC) and information on the period 1994 – 2016 updated  | GHG inventory for 2012 (TNC) and 2013 (2BUR) with trend analysis 1994-2013 (2BUR)                   | 3.1.1 Activity data for all sectors collected and GHG emissions calculated using IPCC 2006 guidelines.<br><br>3.1.2 5 sectoral experts trained on the use of IPCC 2006 guidelines.<br><br>3.1.3 Trend analysis and recalculation for the time series 1994 to 2016 conducted.<br><br>3.1.4 Key category analysis performed<br><br>3.1.5 Cross sectoral and sector specific QA/QC plan designed and implemented.<br><br>3.1.6 Chapter on GHG Inventory developed as part of the 3BUR, and for the 4NC | Source of data: official reports and communications from MoEW, MoE, MoInd, MoA and CDR and relevant academic institutions and organizations.<br><br>Methodology: IPCC 2006 guidelines<br><br>Risks: (1) Coordinating stakeholders from a diverse set of economic sectors may cause delays, (2) potential lack of qualified personnel, (3) potential lack in availability and/or accessibility of data, (4) difficulty in using 2006 guidelines<br><br>Assumptions: (1) Institutions and enterprises will be willing and able to share data with the project team, (2) 4NC/3BUR will benefit from knowledge gained with TNC and |

|  | Objective and Outcome Indicators  | Baseline <sup>1</sup>   | End of Project Target  | Data Collection Methods and Risks/Assumptions <sup>2</sup>   |
|--|---|---|--|--|
|  |   |   |  | 2BUR.  |
| <b>Outcome 4</b><br>Vulnerability and impacts of climate change assessed, and plans and programmes proposed to facilitate adaptation prepared, including MRV of adaptation | 4.1 Risk and vulnerability assessment conducted, including recommended adaptation measures on priority sectors  | Climate change scenarios generated under TNC<br><br>Gaps and constraints in key V&A sectors under TNC   | 4.1.1 Updated climate projections under the recent relevant models for the region reported.<br>4.1.2 2 experts trained on using and interpreting climate models<br>4.1.3 A stock-taking exercise of risk and vulnerability of priority sectors conducted.<br>4.1.4 2 Case studies on impacts of climate change and adaptation measures developed and reported. | Sources of data: National and regional reports of climate models, academic papers, official reports, and other reports made available by relevant academic institutions and organizations.<br>Methodology: no methodology identified yet.<br>Risks: (1) Coordinating stakeholders from a diverse set of economic sectors may cause delays, (2) potential lack of qualified personnel, (3) unavailability of regional climate change model, (4) unavailability of adequate meteorological data, (5) delay to generate regional climate change scenarios |
|  | 4.2 Policy frameworks for effective integration of adaptation measures into national sectoral strategies including INDC identified and progress achieved analysed and reported. |   | 4.2.1 Progress made in the implementation of adaptation measures and policies, presented<br>4.2.2 Response measures in the context of Disaster Risk Reduction and Management and climate change adaptation analysed and integrated.  | Assumptions: (1) 4NC/3BUR will benefit from knowledge gained with TNC and 2BUR (2) V&A experts require upgraded software, newer input data   |
| <b>Outcome 5</b><br>Policies and measures to mitigate climate change assessed, and capacity to collect and analyse and report data strengthened                            | 5.1 Emission reduction activities undertaken in Lebanon since the submission of the 2BUR Report calculated and presented  | Mitigation actions and respective emission reductions reported under 2BUR in 2017<br><br>Mitigation options and scenarios presented in 2016 under | 5.1.1 Sectoral mitigation actions identified and related emission reductions measured<br>5.1.2 Country-appropriate improvements related to MRV arrangements for reporting mitigation actions recommended.  | Sources of data: official reports from MoF, CDR, MoEW, MoA, MoInd, MoPWT, MoIM, and MoE and relevant academic institutions and organizations.<br><br>Methodology: any available UNFCCC or IPCC or equivalent methodology made available  |
|  |   |   |  | Risks: potential lack of detailed data   |

|  | Objective and Outcome Indicators   | Baseline <sup>1</sup>   | End of Project Target  | Data Collection Methods and Risks/Assumptions <sup>2</sup>   |
|--|--|---|--|--|
|  | 5.2 Mitigation options analysis to identify emission trajectories and reduction potential across various sectors undertaken. | TNC   | 5.2.1 A minimum 5 sectoral mitigation policies and measures proposed<br>5.2.2 GHG emission trajectories developed for 2050<br>5.2.3 2 experts trained on mitigation analysis and modelling   | for key categories sectors.<br>Assumptions: (1) Enterprises and government agencies will be willing and able to share data on expansion plans with the project team, (2) information on implemented mitigation measures are available (3) 4NC/3BUR will benefit from knowledge gained with TNC and 2BUR. |
| <b>Outcome 6</b><br>The Third Biennial Update report and Fourth National Communication compiled and submitted to the UNFCCC including reporting and evaluation | 6.1 3BUR and 4NC are compiled and submitted to the UNFCCC  | TNC submitted in 2016 to the UNFCCC<br><br>2BUR submitted in 2017 to the UNFCCC | 6.1.1 3BUR and 4NC designed and published<br>6.1.2 Webpage related to UNFCCC reports is strengthened and updated information based on 3BUR and 4NC is published.<br>6.1.3 Results of both reports are disseminated and communicated at a national level. | Assumptions: All previous TNC sections completed   |
|  | 6.2 Project financial and progress reports are prepared and submitted.   |   | 6.2.1 Project financial and progress reports are prepared and submitted.<br>6.2.2. End of Project report and lessons learned are compiled.   |  |

#### IV. FINANCIAL PLANNING AND MANAGEMENT, TOTAL BUDGET AND WORK PLAN

The total cost of the project is *USD 852,000*. This is financed through a GEF grant of *USD 852,000* and *USD 60,000* in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Parallel co-financing: The actual realization of project co-financing will be monitored and will be reported to the GEF. The planned parallel co-financing will be used as follows:

| Co-financing source | Co-financing type | Co-financing amount | Planned Activities/Outputs        | Risks                   | Risk Mitigation Measures |
|---------------------|-------------------|---------------------|-----------------------------------|-------------------------|--------------------------|
| <i>Government</i>   | <i>In kind</i>    | <i>60,000</i>       | <i>office space, ICT services</i> | <i>No Risk expected</i> | -                        |

| Total Budget and Work Plan               |  |                                  |          |
|--|--|----------------------------------|----------|
| Atlas <sup>4</sup> Proposal or Award ID: | 00111417   | Atlas Primary Output Project ID: | 00110472 |
| Atlas Proposal or Award Title:           | Lebanon's Fourth National Communication and Third Biennial Update Report under the UNFCCC        |                                  |          |
| Atlas Business Unit                      | LBN10  |                                  |          |
| Atlas Primary Output Project Title       | <b>Lebanon's Fourth National Communication and Third Biennial Update Report under the UNFCCC</b> |                                  |          |
| UNDP-GEF PIMS No.                        | 6207   |                                  |          |
| Implementing Partner                     | <i>Ministry of Environment (MoE)</i>   |                                  |          |

<sup>4</sup> See separate guidance on how to enter the TBWP into Atlas

| GEF Outcome/Atlas Activity                                   | Responsible Party/ Implementing Agent | Fund ID       | Donor Name    | Atlas Account Code     | ATLAS Budget Description          | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD)    | See Budget Note: |
|--|---------------------------------------|---------------|---------------|------------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|------------------|
| OUTCOME 1: National Circumstances                            |                                       | 62000         | GEF           | 71300                  | Local Consultants                 | 7,500               | 7,500               |                     |                     | 15,000         | 1                |
|  |                                       |               |               | 71400                  | Contractual Services - Individual | 8,000               | 14,000              | 16,000              | 16,000              | 54,000         | 2                |
|  |                                       |               |               | 75700                  | Trainings, workshops, conferences | 500                 | 500                 | 3,150               | 1,900               | 6,050          | 3                |
|  |                                       |               |               | <b>TOTAL OUTCOME 1</b> |                                   | <b>16,000</b>       | <b>22,000</b>       | <b>19,150</b>       | <b>17,900</b>       | <b>75,050</b>  |                  |
| OUTCOME 2: Gaps, Constraints and Support Needed and Received |                                       | 62000         | GEF           | 71300                  | Local Consultants                 |                     | 5,000               | 20,000              |                     | 25,000         | 2                |
|  |                                       |               |               | 71400                  | Contractual Services - Individual | 8,000               | 14,000              | 16,000              | 16,000              | 54,000         | 1                |
|  |                                       |               |               | 71600                  | Travel                            | 3,200               | 5,200               |                     |                     | 8,400          | 4                |
|  |                                       |               |               | 72800                  | IT equipment                      | 3,000               |                     |                     |                     | 3,000          | 5                |
|  |                                       |               |               | 75700                  | Trainings, workshops, conferences |                     | 2,700               |                     |                     | 2,700          | 3                |
| <b>TOTAL OUTCOME 2</b>                                       |                                       | <b>14,200</b> | <b>26,900</b> | <b>36,000</b>          | <b>16,000</b>                     | <b>93,100</b>       |                     |                     |                     |                |                  |
| OUTCOME 3: GHG Inventory                                     |                                       | 62000         | GEF           | 71300                  | Local Consultants                 | 0                   | 43,000              | 29,000              |                     | 72,000         | 2                |
|  |                                       |               |               | 71400                  | Contractual Services - Individual | 16,000              | 26,500              | 26,500              | 26,200              | 95,200         | 1                |
|  |                                       |               |               | <b>TOTAL OUTCOME 3</b> |                                   | <b>16,000</b>       | <b>69,500</b>       | <b>55,500</b>       | <b>26,200</b>       | <b>167,200</b> |                  |
| OUTCOME 4: Vulnerability and Adaptation Assessment           |                                       | 62000         | GEF           | 71300                  | Local Consultants                 | 25,000              | 10,900              |                     | 10,000              | 45,900         | 2                |
|  |                                       |               |               | 71400                  | Contractual Services – Individual | 16,000              | 27,000              | 32,000              | 32,000              | 107,000        | 1                |
|  |                                       |               |               | <b>TOTAL OUTCOME 4</b> |                                   | <b>41,000</b>       | <b>37,900</b>       | <b>32,000</b>       | <b>42,000</b>       | <b>152,900</b> |                  |
| OUTCOME 5: Mitigation Analysis                               |                                       | 62000         | GEF           | 71300                  | Local Consultants                 | 30,500              | 30,500              |                     |                     | 61,000         | 2                |
|  |                                       |               |               | 71600                  | Travel                            |                     |                     | 4,980               |                     | 4,980          | 4                |
|  |                                       |               |               | 71400                  | Contractual Services – Individual | 16,000              | 27,000              | 32,000              | 32,000              | 107,000        | 1                |
|  |                                       |               |               | 72100                  | Contractual Services - company    |                     |                     | 13,500              |                     | 13,500         | 2                |
|  |                                       |               |               | <b>TOTAL OUTCOME 5</b> |                                   | <b>46,500</b>       | <b>57,500</b>       | <b>50,480</b>       | <b>32,000</b>       | <b>186,480</b> |                  |
| OUTCOME 6: Publication of the 3BUR and 4NC including         |                                       | 62000         | GEF           | 71300                  | Local Consultants                 |                     | 8,000               | 3,000               | 8,000               | 19,000         | 2                |
|  |                                       |               |               | 74100                  | Professional Services             |                     |                     |                     | 5,000               | 5,000          | 6                |
|  |                                       |               |               | 74200                  | Audio Visual & Print Prod Costs   | 2,500               |                     |                     | 2,500               | 5,000          | 7                |



| GEF Outcome/Atlas Activity | Responsible Party/ Implementing Agent | Fund ID | Donor Name | Atlas Account Code     | ATLAS Budget Description   | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD)    | See Budget Note: |
|----------------------------|---------------------------------------|---------|------------|------------------------|--|---------------------|---------------------|---------------------|---------------------|----------------|------------------|
| Monitoring and evaluation  |                                       |         |            | 71600                  | Travel   | 3,000               |                     |                     | 3,000               | 6,000          | 4                |
|                            |                                       |         |            | 75700                  | Trainings, workshops, conferences                                      |                     | 820                 |                     | 2,000               | 2,820          | 3                |
|                            |                                       |         |            | 74200                  | Audio visual and printing production                                   | 2,000               | 2,000               | 2,000               | 2,000               | 8,000          | 8                |
|                            |                                       |         |            | 71400                  | Contractual Services – Individual                                      | 8,000               | 14,000              | 16,000              | 16,000              | 54,000         | 1                |
|                            |                                       |         |            | <b>TOTAL OUTCOME 6</b> |  | <b>15,500</b>       | <b>24,820</b>       | <b>21,000</b>       | <b>38,500</b>       | <b>99,820</b>  |                  |
| Project Management         |                                       | 62000   | GEF        | 71400                  | Contractual Services - Individual                                      | 8,000               | 14,000              | 16,000              | 16,000              | 54,000         | 1                |
|                            |                                       |         |            | 74500                  | Miscellaneous Expenses   |                     | 1,000               |                     | 1,000               | 2,000          | 9                |
|                            |                                       |         |            | 72800                  | IT equipment   | 3,000               |                     |                     |                     | 3,000          | 5                |
|                            |                                       |         |            | 72500                  | Supplies   | 1,000               |                     | 1,000               | 250                 | 2,250          | 10               |
|                            |                                       |         |            | 64397/74596            | Services to projects - CO staff/<br>Services to projects - GOE for CO' | 4,050               | 4,050               | 4,050               | 4,050               | 16,200         | 11               |
|                            |                                       |         |            | <b>TOTAL OUTCOME 7</b> |  | <b>16,050</b>       | <b>19,050</b>       | <b>21,050</b>       | <b>21,300</b>       | <b>77,450</b>  |                  |
| <b>TOTAL</b>               |                                       |         |            |                        |  | <b>165,250</b>      | <b>257,670</b>      | <b>235,180</b>      | <b>193,900</b>      | <b>852,000</b> |                  |

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

|                    | Amount Year 1  | Amount Year 2  | Amount Year 3  | Amount Year 4  | Total          |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| GEF                | 165,250        | 257,670        | 235,180        | 193,900        | 852,000        |
| Government in Kind | 15,000         | 15,000         | 15,000         | 15,000         | 60,000         |
| <b>TOTAL</b>       | <b>180,250</b> | <b>272,670</b> | <b>250,180</b> | <b>208,900</b> | <b>912,000</b> |

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

| Budget note number | Comments   |
|--------------------|--|
| 1                  | Cost of the project SC staff, who will be responsible for providing technical expertise in addition to the daily administrative coordination. The PMU will collect information, analyse results, compile GHG inventory and mitigation actions, identify gaps and constraints and support needed, track support received and draft all chapters of the 4NC and 3BUR. The PMU will also ensure continuous coordination with all partner ministries and relevant stakeholders.  |
| 2                  | Cost of professional local consultants rated as 400-600 USD per man-day and/or company for provision of consultancy services at local level. Rates are suggested based on the current market prices and varies with qualifications and experience of candidates/companies. Consultants/companies will be hired to work on the preparation of the GHG inventory (experts in transport, industrial processes, agriculture, forestry and waste), compilation of mitigation actions implemented in each sector, elaboration of mitigation options in each sector, updating the management information system (MISCA), updating the Technology Needs Assessment for priority sectors, assess linkages between climate change and Disaster Risk Reduction, provision of targeted trainings, in addition to designing, translating and editing the final reports. |
| 3                  | Costs of organization of stakeholders' consultation meetings, roundtables, trainings, awareness and dissemination events.  |
| 4                  | International travel related to the participation of experts and key governmental employees in trainings on GHG inventory using 2006 IPCC guidelines, mitigation modelling and vulnerability assessment. In addition, costs related to the participation of the lead inventory compiler to participate in FSV sessions under the UNFCCC.   |
| 5                  | Cost of 2 Laptop units for PMU with the related accessories.   |
| 6                  | Audit costs estimated at 5,000 USD   |
| 7                  | Cost of translation of executive summary and policy briefs.  |
| 8                  | Printing and publication of materials (reports, papers, infographics). All project outputs will be released for dissemination.   |
| 9                  | Miscellaneous expenses related to daily work of the project.   |
| 10                 | Cost of office supplies and its maintenance necessary to support project activities.   |
| 11                 | Direct project cost will be charged according to the GEF rules on DPCs (Annex G). DPC are the costs of administrative services (such as those related to human resources, procurement, finance and other functions) provided by UNDP in relation to the project. DPC will be charged based on UNDP Universal Pricelist (UPL) or the actual corresponding service cost in line with GEF rules on DPCs. The amounts indicated here are estimations, however as part of the annual project operational planning the direct project costs would be defined and the amounts included in the yearly budgets. The DPC accounts can only be used for operational cost per transaction; it is not a flat fee.   |

**Budget Revision and Tolerance:** As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

**Refund to Donor:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

**Project Closure:** Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.<sup>6</sup> On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

**Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review

<sup>6</sup> see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file<sup>7</sup>.

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

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<sup>7</sup> See

[https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PPM\\_Project%20Management\\_Closing.docx&action=default](https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default).

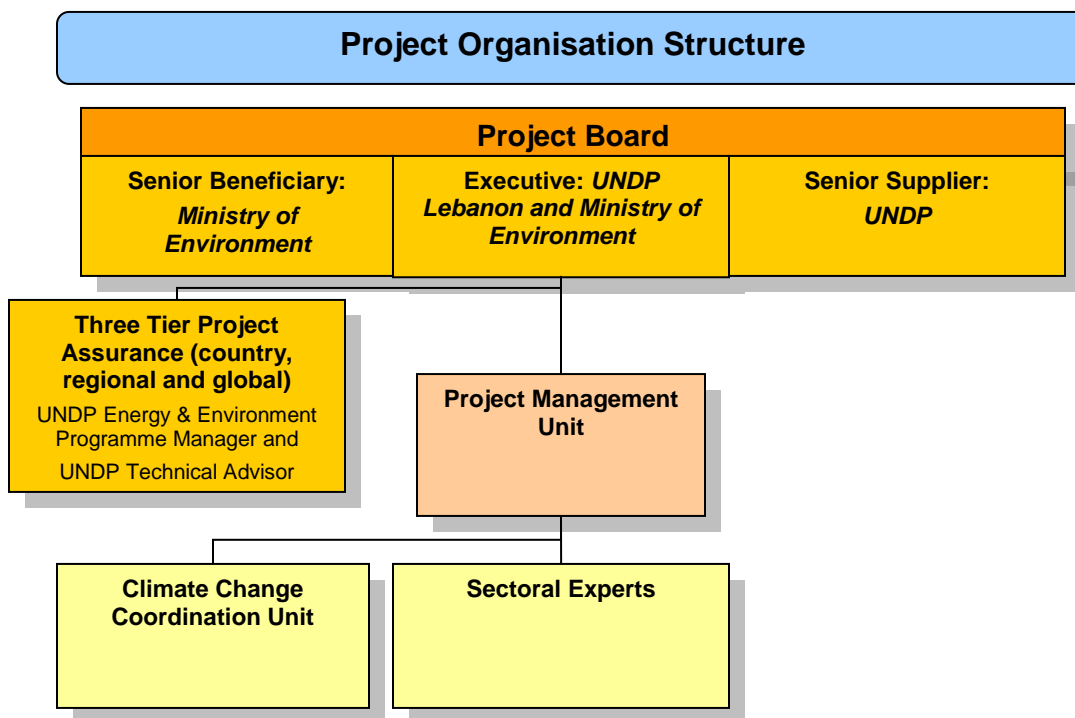
## V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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### Roles and responsibilities of the project's governance mechanism:

43. The project will be implemented following UNDP's support national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Lebanon, and the Country Programme. The Ministry of Environment will act as the National Implementing Partner. To ensure effectiveness and cost-efficiency of project implementation, the UNDP will be assigned as main executing unit for the project. UNDP will provide technical backstopping to the project and will ensure coordination of project activities with the Ministry of Environment and UNDP Country Office (CO) in Lebanon.
44. The **National Implementing Partner and senior beneficiary** for this project is the Ministry of Environment (MoE) 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). MoE 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. The Ministry of Environment will provide full support to the project through the department of Air Quality, Service of Environmental Technology and will facilitate coordination of project activities with other government institutions and decision makers. MoE will operate as the main interface at the country level with the government and private sector entities. Partnerships between key partners will be facilitated and new partnerships encouraged, especially in the areas not sufficiently addressed under the previous reporting documents. The Ministry will nominate a national focal point who will supervise and provide overall management support to the project
45. In addition, the Implementing Partner - Ministry of Environment is responsible for:
  - Approving and signing the multiyear workplan; and
  - Approving and signing the combined delivery report at the end of the year.

46. The project organisation structure is as follows:



47. 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 and addressing any project level grievances. 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 Board will be responsible for directing the project and will ensure adherence of planned activities to intend long-term and immediate objectives as well as timeliness and quality of deliverables produced. The Project board will meet once a year (more frequently if required) and will review project work plan and progress as well as approved budget and activity revisions.

48. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

49. The composition of the Project Board includes the following roles:

50. Executive: The Executive is an individual who represents ownership of the project who will chair the Project Board. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive will be UNDP Senior management represented by the Country Director.

51. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organise and chair Project Board meetings.

52. Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. The Senior Supplier is: UNDP Senior management represented by the Country Director.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

53. Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is: The Ministry of Environment represented by the National Focal Point.

54. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)



- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

55. The **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.
56. 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.
57. **The Project Manager** has the authority to run the project on a day-to-day basis on behalf of the project board within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The administrative and technical assistance to the project manager will be provided by a Project Officer, which will be based at the Ministry, together with the Project Manager. The terms of reference for the Project Manager and Officer are contained in Annex B.
58. **Project Assurance:** UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency.
59. Sectoral experts will be consulted and recruited to assist the Ministry of Environment and the PMU in the preparation of the outputs, to ensure a transparent, complete and accurate reporting, especially with limited technical and time resources. Inventory experts will be recruited to enhance the activity data and methodology for some key categories (energy, AFOLU, waste) using the 2006 IPCC guidelines, mitigation experts will be recruited to collect and report on the progress of emission reduction activities from various sectors (energy, AFOLU, waste), vulnerability and adaptation experts will be recruited to enhance the assessment of climate change impacts to Lebanon and update the technology needs assessment report. Other consultant with experience in IT, design, editing, translation and communication will also be recruited to ensure that all project activities are completed and deliverables submitted on time.
60. The work under this project will be coordinated through the National Council for the Environment (NCE) as the members have been officially nominated by their respective institutions to follow-up on environmental issues including climate change activities. The Project Management Unit will ensure the swift coordination of project outputs with the NCE to mainstream climate change in sectoral policies, strengthen the existing institutional arrangements and support the long term targets aimed at addressing the impacts of climate change.

61. Governance role for project target groups: All target groups will have a valuable role in supporting the preparation and dissemination of Lebanon's 4NC and 3 BUR through their capacity to endorse and disseminate information. Ministries of Agriculture, Energy and Water, Industries, Public works and Transport, Interior and Municipalities, and Finance will have an important role in the project through their involvement in the Climate Change Coordination Unit. Other governmental and non-governmental institutions, also represented in the CCCU, will be involved in the process of data collection and preparation of 4NC/3BUR, as they have valuable knowledge and experience related to the data collection process and procedures in Lebanon thus increasing effective and efficient implementation of planned project activities.
62. UNDP Direct Project Services as requested by Government: The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition, the Government of Lebanon may request UNDP direct services for specific projects, according to its policies and convenience. The UNDP and Government of Lebanon acknowledge and agree that those services are not mandatory, and will be provided only upon Government request. If requested the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex G). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost, duly identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397-Direct Project Costs – Staff" and "74596-Direct Project Costs – General Operating Expenses (GOE)". 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.
63. The UNDP Country Office will also provide, the following corporate management services for the activities of the project which include the following:
- a. Corporate executive management and resource mobilisation
  - b. Corporate accounting, financial management, internal audit, legal support and human resources management
  - c. Policy guidance and Bureau/Country Office management
  - d. Quality assurance and quality control
  - e. Policy advisory support
  - f. Thematic and technical backstopping
  - g. Resource management and reporting
- All these activities will be covered financially by IA fee (GMS), provided for the project separately and on the top of the project's budget.
64. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant 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. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>8</sup> and the GEF policy on public involvement<sup>9</sup>.
65. Project management: The Project Management Unit will be based at the Ministry of Environment to ensure proper coordination with the UNFCCC focal point and build synergies with the other climate change projects, namely the LECB and CBIT projects. The Ministry of Environment will provide office space and ICT services to the project team as part of its in-kind contribution. The Project is fully embedded within the governance systems of Lebanon and, as such, directly supports its structures, functions and strategic commitments. In this context, the 4NC/3BUR will implement its activities using

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<sup>8</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>9</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

the existing institutional, legal and administrative structures in Lebanon. Project activities related to cooperation, training and information sharing will aim to use already established, legitimate participatory bodies, as well as existing training and cooperation platforms.

## VI. MONITORING FRAMEWORK AND EVALUATION

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66. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.
67. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies<sup>10</sup>.
68. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements across all GEF-financed projects in the country.
69. M&E Oversight and monitoring responsibilities:
70. Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.
71. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually and provided to the UNDP Country Office for recording in the UNDP web-based monitoring tools, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.
72. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the End of project report.
73. Project Implementing Partner: The Implementing Partner, the Ministry of Environment, is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.
74. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country

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<sup>10</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

Office will initiate and organize key GEF M&E activities. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

75. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the UNDP ROAR. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Country Office and the Project Manager. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).
76. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.
77. Audit: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.<sup>11</sup>
78. Additional GEF monitoring and reporting requirements:
79. Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:
  - a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
  - b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
  - c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
  - d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
  - e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
  - f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the audit; and
  - g) Plan and schedule Project Board meetings and finalize the first year annual work plan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be prepared in one of the official UN languages, duly signed by designated persons, cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.
80. Annual progress: Status Survey Questionnaires to indicate progress and identify bottlenecks as well as technical support needs will be carried once a year, in line with GEF and UNFCCC reporting requirements for NCs and BURs.
81. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any

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<sup>11</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

82. End of Project: During the last three months, the project team will prepare the Project Terminal Report (Annex H). 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. The Project Terminal Report shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

83. M& E workplan and budget

| GEF M&E requirements   | Primary responsibility                                    | Indicative costs to be charged to the Project Budget <sup>12</sup> (US\$) |              | Time frame   |
|--|---|---|--------------|--|
|  |   | GEF grant   | Co-financing |  |
| Inception Workshop   | UNDP Country Office                                       | USD 4,000   | None         | Within two months of project document signature  |
| Inception Report   | Project Manager   | None  | None         | Within two weeks of inception workshop   |
| Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP             | UNDP Country Office                                       | None  | None         | Quarterly, annually  |
| Monitoring of indicators in project results framework  | Project Manager   | Per year:<br>USD 4,000  | None         | Annually   |
| GEF Project Implementation Report (PIR)  | Project Manager and UNDP Country Office and UNDP-GEF team | None  | None         | Annually. Not applicable for EAs.  |
| NIM Audit as per UNDP audit policies   | UNDP Country Office                                       | USD 5,000   | None         | Annually or other frequency as per UNDP Audit policies   |
| Lessons learned and knowledge generation   | Project Manager   | None  | None         | Annually   |
| Monitoring of environmental and social risks, and corresponding management plans as relevant | Project Manager<br>UNDP CO                                | None  | None         | On-going   |
| Addressing environmental and social grievances   | Project Manager<br>UNDP Country Office<br>BPPS as needed  | None for time of project manager, and UNDP CO                             | None         | Costs associated with missions, workshops, BPPS expertise etc. can be charged to the project budget. |
| Project Board meetings   | Project Board<br>UNDP Country Office<br>Project Manager   | None  | None         | Annually   |
| Supervision missions   | UNDP Country Office                                       | None <sup>13</sup>  | None         | Annually   |
| Oversight missions   | UNDP-GEF team   | None <sup>13</sup>  | None         | Troubleshooting as needed  |
| <i>Knowledge management</i>  | <i>Project Manager</i>                                    | <i>None</i>   | <i>None</i>  | <i>On-going</i>  |
| GEF Secretariat learning missions/site visits  | UNDP Country Office and Project Manager and UNDP-GEF team | None  | add          | To be determined.  |
| Project Terminal Report  | ▪ Project manager and team                                |   |              | At least three months before the end of the  |

<sup>12</sup> Excluding project team staff time and UNDP staff time and travel expenses.

<sup>13</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.



| GEF M&E requirements   | Primary responsibility | Indicative costs to be charged to the Project Budget <sup>12</sup> (US\$) |              | Time frame |
|--|------------------------|---|--------------|------------|
|  |                        | GEF grant   | Co-financing |            |
|  | ▪ UNDP CO              |   |              | project    |
| TOTAL indicative COST<br>Excluding project team staff time, and UNDP staff and travel expenses |                        | <i>USD 25,000</i>   | <i>None</i>  |            |

## **VII. LEGAL CONTEXT**

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84. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and UNDP, signed on 10 February 1986. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”
85. This project will be implemented by the Ministry of Environment (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.
86. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

## **VIII. RISK MANAGEMENT**

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87. Consistent with the Article III of the SBAA, 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. To this end, the Implementing Partner shall:
- 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;
  - assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
88. 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 the Implementing Partner’s obligations under this Project Document.
89. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
90. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
91. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
92. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and

Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

93. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
94. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
95. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
96. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
97. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
98. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.
99. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
100. Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
101. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
102. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
103. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient

and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

## **IX. MANDATORY ANNEXES**

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- A. Multi year Workplan
- B. Terms of Reference for project manager and project officer
- C. UNDP Project Quality Assurance Report
- D. UNDP Risk Log
- E. Standard letter of Agreement between UNDP and the Government for the provision of support services.
- F. Final report of Lebanon National Communications and Biennial Update Reports project
- G. UNDP Social and Environmental and Social Screening Template (SESP) – Exempt
- H. Results of the capacity assessment of the project implementing partner and HACT micro-assessment

**Annex A. Multi Year Work Plan:**

| Task   | Year 1 |    |    |    | Year 2 |    |    |    | Year 3 |    |    |    | Year 4 |    |    |    |
|--|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|  | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 |
| 1.1. National circumstances relevant to the preparation of the national communications updated   | X      | X  |    |    | X      |    |    |    |        |    |    |    |        |    |    |    |
| 1.2 Information on environmental governance, climate change mainstreaming and the impact of UNFCCC negotiations on national policies updated.  | X      | X  |    |    | X      |    |    |    | X      |    |    |    | X      |    |    |    |
| 1.3 Information on development priorities and objectives, and progress on mainstreaming reported   | X      | X  |    |    |        | X  |    |    |        |    |    |    |        | X  |    |    |
| 1.4 Information on institutional structure and MRV arrangements for updated and strengthened.  | X      |    |    |    |        | X  |    |    | X      |    |    |    | X      | X  |    |    |
| 2.1 Gaps and constraints and related support needed and received for capacity building, technology transfer and finance identified.  |        | X  | X  |    |        | X  | X  |    | X      | X  |    |    |        |    |    |    |
| 2.2 Needs for improvement of reporting on MRV, GHG inventory, mitigation policies and actions, financial, technology and capacity-building needs and support received, adaptation analysis and monitoring. and the implementation of the UNFCCC will be identified, including the principles of Doha Work Programme under Article 6. |        | X  | X  |    |        |    | X  | X  |        |    |    |    |        |    |    |    |
| 2.3 Report on financial, technology and capacity building support received by Lebanon.   |        | X  |    |    |        |    | X  | X  |        |    |    |    | X      | X  |    |    |
| 3.1. The national GHG inventory updated to include the years 2015 and 2016   | X      | X  | X  |    |        | X  | X  | X  | X      | X  | X  |    | X      | X  |    |    |
| 4.1. Risk and vulnerability assessment conducted, including recommended adaptation measures on priority sectors  |        |    |    |    | X      | X  | X  | X  |        |    |    |    |        |    |    |    |
| 4.2 Policy frameworks identified for effective integration of adaptation measures into national sectoral strategies  |        |    |    |    |        | X  | X  | X  | X      |    |    |    | X      | X  |    |    |
| 5.1 Emission reduction activities undertaken in  |        | X  | X  |    |        |    |    | X  | X      |    |    |    |        |    |    |    |



| Task   | Year 1 |    |    |    | Year 2 |    |    |    | Year 3 |    |    |    | Year 4 |    |    |    |
|--|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|  | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 | Q1     | Q2 | Q3 | Q4 |
| Lebanon since the submission of the 2BUR identified and reported.  |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 5.2. A mitigation options analysis conducted to identify emission trajectories and reduction potential across various sectors. |        |    |    |    |        | X  | X  | X  | X      | X  |    |    | X      | X  |    |    |
| 6.1. 3BUR and 4NC will be compiled, endorsed and submitted.  |        |    | X  | X  |        | X  | X  |    |        |    | X  | X  |        | X  | X  |    |
| 6.2. Project regularly monitored, financial audit conducted, and lessons learned compiled                                      | X      | X  | X  | X  | X      | X  | X  | X  | X      | X  | X  | X  | X      | X  | X  | X  |

## **Annex B. Terms of Reference for Project Manager and Project Officer**

### **TORs for Project Manager**

Under the supervision of the Climate Change Advisor and with the overall guidance of the Energy and environment Programme Manager, the Project Manager will be responsible for the day-to-day follow-up of project activities, provision of guidance to consultants, and coordination with other national relevant projects. Specific tasks are as follows:

In addition, mitigation, vulnerability and adaptation for the different sectors will be compiled and analysed by the project team. All chapters of both 3BUR and 4NC will be also drafted by the project team. In addition, the project manager will be responsible to follow-up on the ICA and FSV processes.

### **Management and Coordination Tasks**

- Ensure timely reporting as per UNDP and GEF reporting requirements, in addition to regular reporting to the MoE;
- In-line with UNDP management procedure, monitor project progress against annual and quarterly work plan and budget plan, follow-up on resources as required to ensure that the project objectives are met on an annual basis;
- Prepare detailed work plan with clear objectives, activities, deliverables, budget, final outputs and detailed schedule of milestones for the project on an annual basis;
- Determine the scope of the work and elaborate the terms of reference for the recruitment of experts and consultants with the guidance of UNDP and assist in the recruitment process based on the UNDP procedures;
- Manage local project team and resources, assign tasks and roles as necessary, manage the material and financial resources provided for the project such as equipment, budget, balance sheets, etc. And prepare budget revisions as necessary;
- Follow-up the work of national experts and institutions; coordinate all project activities with UNDP, MoE and relevant stakeholders;
- Manage and monitor the project risks, submit new risks to the project director and board for consideration and decision on possible actions if required, update the status of these risks by maintaining the project risks log;
- Be responsible for managing issues and requests for change by maintaining an Issue Log.
- Prepare the quarterly progress report (progress against planned activities, update risks and issues, expenditures, etc.)
- Prepare and submit the final project review/completion reports
- Perform additional tasks, within scope of work and as required by Climate Change Advisor and/or Programme Manager

### **Technical Tasks**

- Prepare GHG inventory including collection of data, key category analysis, recalculation and trend analysis.
- Compile and analyse mitigation, vulnerability and adaptation of the different sectors
- Provide guidance to the national experts to ensure that the outcome is relevant to the required tasks;
- Review the submitted deliverables and ensure that they are in compliance with the UNFCCC guidelines;
- 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;
- Draft Lebanon's Second Biennial Update Report, in compliance with the UNFCCC guidelines;
- Participate in UNFCCC International Consultation and Analysis (ICA) and the Facilitated Share

of Views (FSV)

- Identify and pursue parallel activities, including preparation of proposals and other resource mobilization activities as required.

### **Competencies**

#### **Professionalism**

- Strong understanding of Lebanon's environment and development issues as well as the main components under investigation;
- Substantial knowledge of methodologies for inventories; UNFCCC reviewer is a plus.
- Adequate experience in working and liaising with public administration, development partners, United Nations system, NGOs, academia, and the private sector;
- Experience in international donors practices is a plus;
- Knowledge of the donor agency's procedures is a plus;
- Conscientious and efficient in meeting commitments, observing deadlines and achieving results.

#### **Functional skills and abilities**

- Strong commitment to problem solving;
- Building easy relations with partner institutions and beneficiaries; Ability to deal with various partners and coordinate with them;
- Motivated and organized;
- Excellent communication, interpersonal and liaison skills;
- Ability to work under stress;
- Strong Leadership, managerial and team building skills;
- Strong exposure and knowledge of Microsoft office applications, mainly, Excel, Word, Power Point;
- Strong analytical, drafting, writing and presentation skills in English and Arabic

### **Qualifications**

#### **Education:**

University Degree (Bachelor or equivalent) or Graduate Degree (Masters or equivalent) in Environmental Sciences/Studies, Environmental Health/Management/Technology, Development Sciences or any closely related fields.

#### **Experience:**

- Minimum 10 years of relevant professional experience with a University Degree or 7 years with a Graduate Degree;
- 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 projects is a plus;
- Previous experience related to Climate Change is a plus.

**Language Requirements:** Fluency in both spoken and written English and Arabic. French is a plus.

## **TORs for Project Officer**

Under the guidance and supervision of the Project Manager (PM), and in coordination with the Climate Change Advisor, the Project Officer shall carry out the following tasks:

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### **Technical Tasks:**

- Assist in preparing scope, detailed work plan with clear objectives, activities, deliverables, budget, ToRs, final outputs and detailed schedule of milestones.
- Coordinate and track all project activities including tasks of the consultants and companies, contractual arrangements, payment terms and requirements, etc.
- Undertake research related to the implementation of the project activities including QA/QC
- Review the submitted drafts and final reports of consultants and ensure that they are in compliance with the UNFCCC guidelines and the TORs
- Prepare the GHG inventory for the agriculture and industrial sectors and any other sector if required
- Assist in drafting the BUR including national circumstances, national GHG inventory, mitigation actions, MRV arrangements, and support needed and received
- Assist in liaising with institutions and experts in order to improve data availability and institutional arrangements to increase transparency and improve quality of BURs.
- Maintain and improve the existing climate change reporting mechanisms with governmental institutions and private sector
- Disseminate results of BUR to relevant stakeholders and policy makers
- Assist in the preparation for the UNFCCC International Consultation and Analysis (ICA) and the Facilitated Share of Views (FSV)
- Follow up on National Communication and BUR related tracks of UNFCCC negotiations when required and as instructed by the Project Manager
- Assist in the planning and implementation of Lebanon's National Adaptation Plan
- Identify and pursue parallel activities related to climate change, when required

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### **Coordination and Administrative Tasks**

- Centralize and build a database of all project information and reports provided by consultants, surveyors, and other data sources.
- Archive and maintain an up-to-date filing structure for all documents activities of the project.
- Draft inception, progress and final reports in line with MoE, GEF and UNDP reporting requirements.
- Prepare manuals, communications, press releases and awareness material when required.
- Prepare for meetings and presentations and draft minutes of all events as needed.
- Draft correspondence in English and/or Arabic, and follow up on correspondence.
- In consultation with the PM, respond to the needs of the Ministry of Environment in any additional tasks which fall within the scope of the project
- Assist in the preparation of proposals and other resource mobilization activities
- Perform additional tasks, within scope of work and as required by the Project Manager.

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### **Competencies**

#### **Professionalism and technical skills**

- Strong understanding of Lebanon's environment and climate change issues.
- Substantial knowledge of methodologies for BURs, National Communications, MRV arrangements and other UNFCCC related topics.
- Working and liaising with public administration, development partners, United Nations system NGOs, academia, and the private sector.
- Conscientious and efficient in meeting commitments, observing deadlines and achieving results.

#### **Functional skills and abilities**

- Commitment to problem solving and critical thinking;

- Strong research and analytical skills;
- Excellent communication and organizational skills;
- Ability to work under stress;
- Team player and facilitating teamwork;
- Proactive, motivated and meticulous with an ability to be flexible and adaptive;
- Strong exposure and knowledge of Microsoft office applications, mainly, Excel, Word, Power Point.

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### **Qualifications**

- Education:**
- Bachelor Degree in Environmental Sciences (Geography, Environmental Health, Environment
  - Management, Environmental Technology, Environmental Policy), climate science or related field;
  - Master degree in above mentioned fields is an asset.
- Experience:**
- 5 years of relevant experience for a Bachelor Degree; 3 years of relevant experience for a Masters Degree;
  - UN experience is an asset;
  - Experience and demonstrated ability in project implementation and in providing technical assistance.
- Language Requirements:** Fluency in both spoken and written English and Arabic. French is a plus.

## Annex C. UNDP Project Quality Assurance Report

| PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL  |  |   |  |  |   |
|--|--|---|--|--|---|
| OVERALL PROJECT  |  |   |  |  |   |
| EXEMPLARY (5)<br>●●●●●   | HIGHLY SATISFACTORY (4)<br>●●●●○   | SATISFACTORY (3)<br>●●●○○   | NEEDS IMPROVEMENT (2)<br>●●○○○   | INADEQUATE (1)<br>●○○○○  |   |
| At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.  | All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary. | At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above. | At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement. | One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement. |   |
| DECISION   |  |   |  |  |   |
| <ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>   |  |   |  |  |   |
| RATING CRITERIA  |  |   |  |  |   |
| STRATEGIC  |  |   |  |  |   |
| <p><b>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> <p>3: The project has a clear theory of change designed based on the experiences of the previous projects and new development of relevant sectors. The project is aligned with the UNDP Strategic Plan Output 2.5.1 - Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation, and the Country Programme Document (CPD) Output 4.1 - Low emission climate resilient actions initiated as the project will strengthen capacities for accelerating the transition to energy efficiency and clean energy and will raise awareness on climate change mitigation and adaptation.</p> |  |   |  | 3  | 2 |
|  |  |   |  | 1  |   |
| <p><b>2. Is the project aligned with the thematic</b></p>  |  |   |  | 3  | 2 |
|  |  |   |  | 1  |   |

|  |   |   |   |   |  |  |  |                 |  |
|--|---|---|---|---|--|--|--|-----------------|--|
| <p><b>focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to one of the three areas of development work<sup>14</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>15</sup>; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i></li> <li>• <b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</li> </ul> <p>3: The project responds to the development work for “Sustainable development pathways” and addresses the most of the proposed new and emerging areas through the policy-level interventions for climate mitigation and adaptation.</p>   | <p><b>Evidence</b></p>  |   |   |   |  |  |  |                 |  |
| <b>RELEVANT</b>  |   |   |   |   |  |  |  |                 |  |
| <p><b>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i></li> <li>• <b>1:</b> The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.</li> </ul> <p>3: The project will engage a broad spectrum of stakeholders related to climate change through the organization of consultation sessions and organization workshops, focus group meetings, and one-on-one interview while building on the work done under previous national communications.</p> <p>*Note: Management Action must be taken for a score of 1, or select not applicable.</p> | <table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;"><i>Select (all) targeted groups: (drop-down)</i></td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>Evidence</b></td> </tr> </table> | 3 | 2 | 1 |  | <i>Select (all) targeted groups: (drop-down)</i> |  | <b>Evidence</b> |  |
| 3  | 2   |   |   |   |  |  |  |                 |  |
| 1  |   |   |   |   |  |  |  |                 |  |
| <i>Select (all) targeted groups: (drop-down)</i>   |   |   |   |   |  |  |  |                 |  |
| <b>Evidence</b>  |   |   |   |   |  |  |  |                 |  |
| <p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project’s theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.</li> <li>• <b>1:</b> There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.</li> </ul>   | <table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>Evidence</b></td> </tr> </table>  | 3 | 2 | 1 |  | <b>Evidence</b>                                  |  |                 |  |
| 3  | 2   |   |   |   |  |  |  |                 |  |
| 1  |   |   |   |   |  |  |  |                 |  |
| <b>Evidence</b>  |   |   |   |   |  |  |  |                 |  |

<sup>14</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>15</sup> sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience



|  |  |   |   |   |  |                 |  |
|--|--|---|---|---|--|-----------------|--|
| <p>3: The project design is fully backed by the experiences and lessons learned through the previous projects.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>   |  |   |   |   |  |                 |  |
| <p><b>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated into the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></li> <li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered</li> </ul> <p><b>3:</b> The project mainstreams the gender approach to address gender equity and women empowerment. The detailed strategy, stipulated in the prodoc, is as follows:</p> <p>The present project is designed to seize the opportunity of the preparation of the 3BUR and the 4NC to collect information and better understand the national conditions of men and women in the context of climate change planning, implementation and reporting. Therefore, not only will the activities analyze gender and climate change (using gender-disaggregated data where possible) from several aspects as mentioned in outputs 1.3.1, 1.3.2 and 4.1.3, they will also allow a deeper understanding of gender dynamics with a focus on institutions and their coordination mechanisms (gender trends, structures of decision making bodies, current coordinating mechanisms, gender diversity in participating institutions). This will allow for targeted assessments and consequently an accurate gap and needs a valuation, followed by recommendations for enhanced gender-responsiveness in governmental institutions. Based on the assessments presented in the 3BUR and <b>4NC, guidelines or steps could be developed to be streamlined in the institutions as a tool for sustainable gender-mainstreaming. Furthermore, the update on vulnerability, impacts, and adaptation will incorporate a gender perspective where information is made available.</b></p> <p><b>In addition, similarly to all previously communicated UNFCCC reports, gender balance will be considered in project management with regard to the technical team to be hired to prepare the 4NC and 3BUR. The UNDP country team supports the government of Lebanon in its respective efforts to incorporate respective gender-related activities into project design and implementation. Additionally, gender mainstreaming has been prioritized in the 2017-2020 United Nations Strategic Framework for Lebanon.</b></p> <p><b>The guidance on gender integration through the NCs and BURs developed by the Global Support Programme through UNDP and in collaboration with UNEP and GEF will be applied: <a href="http://www.un-gsp.org/news/gender-responsive-national-communications-toolkit">http://www.un-gsp.org/news/gender-responsive-national-communications-toolkit</a>.</b></p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> | <table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"><b>Evidence</b></td> </tr> </table> | 3 | 2 | 1 |  | <b>Evidence</b> |  |
| 3  | 2  |   |   |   |  |                 |  |
| 1  |  |   |   |   |  |                 |  |
| <b>Evidence</b>  |  |   |   |   |  |                 |  |
| <p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as</li> </ul>  | <table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2"><b>Evidence</b></td> </tr> </table> | 3 | 2 | 1 |  | <b>Evidence</b> |  |
| 3  | 2  |   |   |   |  |                 |  |
| 1  |  |   |   |   |  |                 |  |
| <b>Evidence</b>  |  |   |   |   |  |                 |  |

|  |                 |    |
|--|-----------------|----|
| <p>appropriate. (<i>all must be true to select this option</i>)</p> <ul style="list-style-type: none"> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</li> </ul> <p>3: The analysis has been conducted on the roles of partners and south-south cooperation and the respective strategies are stipulated in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>   |                 |    |
| <b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b>  |                 |    |
| <p><b>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.</li> <li>• <b>1:</b> No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</li> </ul> <p>3: The project contributes to the realization of human rights through supporting Lebanon's commitment to the UNFCCC and the attainment of SDGs.</p> <p>*Note: Management action or strong management justification must be given for a score of 1</p>  | 3               | 2  |
|  | 1               |    |
|  | <b>Evidence</b> |    |
| <p><b>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>).</li> <li>• <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>1:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.</li> </ul> <p>3: The project has no potential environmental adverse impacts. Moreover, the project directly contribute to the enhancement of environmental sustainability through supporting the Government of Lebanon in achieving its global environment concerns and commitments to international conventions, and to integrate climate change considerations in national development planning and policy through ensuring continuity of the institutional and technical capacity building, partly initiated and consequently sustained by reporting instruments under the United Nations Framework Convention on Climate Change (UNFCCC).</p> <p>*Note: Management action or strong management justification must be given for a score of 1</p> | 3               | 2  |
|  | 1               |    |
|  | <b>Evidence</b> |    |
| <p><b>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential</b></p>  | Ye              | No |

|   |            |           |
|---|------------|-----------|
| <p><b>social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p> <p>SESP not required</p>   | s          |           |
| SESP Not Required   |            |           |
| <b>MANAGEMENT &amp; MONITORING</b>  |            |           |
| <p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.</li> </ul> <p>3: Yes. Please refer to the result framework in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> | 3          | 2         |
| 1<br><b>Evidence</b>  |            |           |
| <p><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p> <p><b>Yes: Please refer to the M&amp;E plan in the project document.</b></p>   | Yes<br>(3) | No<br>(1) |
| <p><b>12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>).</li> <li>• <b>2:</b> The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p>3: Yes. Please refer to the relevant section in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>   | 3          | 2         |
| 1<br><b>Evidence</b>  |            |           |
| <p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks?</b></p>   | 3          | 2         |
| 1   |            |           |

|  |                        |                   |
|--|------------------------|-------------------|
| <p><b>(select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.</li> </ul> <p>3: The project has identified potential risks and stated the plans to manage and mitigate each risk.</p> <p>*Note: Management Action must be taken for a score of 1</p>   | <p><b>Evidence</b></p> |                   |
| <p><b>EFFICIENT</b></p>  |                        |                   |
| <p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</b></p> <p>Yes: The project ensures the cost-efficiency through the effective partnership. Currently, around several plans and projects related to climate change are being implemented in Lebanon. The synchronization of efforts between initiatives and across platforms could result in a more mainstreamed and effective implementation of the project outputs and climate change mitigation and adaptation as a whole to scale-up the project outputs.</p>  | <p>Yes<br/>(3)</p>     | <p>No<br/>(1)</p> |
| <p><b>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</b></p> <p>Yes: Throughout the last 10 years, climate change reporting has significantly improved due to the successful partnerships that have been established between the MoE, UNDP, line ministries and other climate change-related projects in the country. In addition, the involvement of academia, the private sector and civil society organizations have been sustained throughout this period to ensure efficient collaboration and synergies between all actors of climate change in Lebanon.</p> <p>These synergies will be sustained and enhanced under this project to complement previous and current activities that are being implemented by other ministries and international organizations related to climate change. Partnerships with projects funded by the EU, the GEF, the Adaptation Fund and other bilateral and multilateral funds have been and still are essential for scaling-up climate action and further mainstreaming climate change in the central government, local authorities and private sector plans. These partnerships will be maintained and new collaborations will be established between the 4NC/3BUR project and other upcoming projects.</p> <p>In addition, cooperation will be enhanced with all ongoing relevant projects within the UNDP Energy and Environment programme in terms of information sharing, networking and combining activities for more effective impact. These strategic partnerships are fundamental for the implementation of participatory planning and implementation mechanisms and for creating a platform to support a national climate change strategy in the long term. Outreach to other UN agencies will also be ensured, particularly those working on climate related projects.</p> | <p>Yes<br/>(3)</p>     | <p>No<br/>(1)</p> |
| <p><b>16. Is the budget justified and supported by valid estimates?</b></p>  | <p>3</p>               | <p>2</p>          |
|  | <p>1</p>               |                   |

|   |                 |                 |
|---|-----------------|-----------------|
| <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.</li> <li>• <b>2:</b> The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</li> <li>• <b>1:</b> The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul> <p>3: The project budget has been planned and justified with valid estimates.</p>   | <b>Evidence</b> |                 |
| <p><b>17. Is the Country Office fully recovering the costs involved with project implementation?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>• <b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p>3: Yes. Direct project cost will be charged according to the GEF rules on DPCs. DPC will be charged based on UNDP Universal Pricelist (UPL) or the actual corresponding service cost in line with GEF rules on DPCs. The amounts indicated here are estimations, however as part of the annual project operational planning the direct project costs would be defined and the amounts included in the yearly budgets. The DPC accounts can only be used for operational cost per transaction; it is not a flat fee.</p> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p> | 3   2<br>1      | <b>Evidence</b> |
| <b>EFFECTIVE</b>  |                 |                 |
| <p><b>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i></li> <li>• <b>2:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.</li> <li>• <b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p>3: The project will be implemented following UNDP’s support national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Lebanon, and the Country Programme. The Ministry of Environment will act as the National Implementing Partner. To ensure effectiveness and cost-efficiency of project implementation, the UNDP will be assigned as main executing unit for the project. UNDP will provide technical backstopping to the project and will ensure coordination of project activities with the Ministry of Environment and UNDP Country Office (CO) in Lebanon.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>       | 3   2<br>1      | <b>Evidence</b> |
| <p><b>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of</b></p>   | 3   2<br>1      |                 |

|  |                        |                   |
|--|------------------------|-------------------|
| <p><b>exclusion and discrimination?</b></p> <ul style="list-style-type: none"> <li>• <u>3</u>: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</li> <li>• <u>2</u>: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</li> <li>• <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.</li> </ul> <p>3: The present project is designed to seize the opportunity of the preparation of the 3BUR and the 4NC to collect information and better understand the national conditions of men and women in the context of climate change planning, implementation and reporting. Therefore, not only will the activities analyze gender and climate change (using gender-disaggregated data where possible) from several aspects as mentioned in outputs 1.3.1, 1.3.2 and 4.1.3, they will also allow a deeper understanding of gender dynamics with a focus on institutions and their coordination mechanisms (gender trends, structures of decision making bodies, current coordinating mechanisms, gender diversity in participating institutions). This will allow for targeted assessments and consequently an accurate gap and needs a valuation, followed by recommendations for enhanced gender-responsiveness in governmental institutions. Based on the assessments presented in the 3BUR and 4NC, guidelines or steps could be developed to be streamlined in the institutions as a tool for sustainable gender-mainstreaming. Furthermore, the update on vulnerability, impacts, and adaptation will incorporate a gender perspective where information is made available.</p> <p>In addition, similarly to all previously communicated UNFCCC reports, gender balance will be considered in project management with regard to the technical team to be hired to prepare the 4NC and 3BUR. The UNDP country team supports the government of Lebanon in its respective efforts to incorporate respective gender-related activities into project design and implementation. Additionally, gender mainstreaming has been prioritized in the 2017-2020 United Nations Strategic Framework for Lebanon.</p> | <p><b>Evidence</b></p> |                   |
| <p><b>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</b></p> <p>Yes: The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&amp;E requirements are met in a timely fashion and to high-quality standards. Additional mandatory GEF-specific M&amp;E requirements (as outlined below) will be undertaken in accordance with the GEF M&amp;E policy and other relevant GEF policies .</p> <p>In addition to these mandatory UNDP and GEF M&amp;E requirements, other M&amp;E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&amp;E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&amp;E requirements across all GEF-financed projects in the country.</p>  | <p>Yes<br/>(3)</p>     | <p>No<br/>(1)</p> |
| <p><b>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b></p> <p>Yes: The project Gender Marker is 2.</p>  | <p>Yes<br/>(3)</p>     | <p>No<br/>(1)</p> |
| <p><b>Evidence</b></p>   |                        |                   |



|   |     |          |     |  |
|---|-----|----------|-----|--|
| *Note: Management Action or strong management justification must be given for a score of “no”   |     |          |     |  |
| <p><b>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a realistic work plan &amp; budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources.</li> <li>• <b>2:</b> The project has a work plan &amp; budget covering the duration of the project at the output level.</li> <li>• <b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul> <p>3: Yes. Please refer to the work plan in the project document.</p>  | 3   | 2        |     |  |
|   |     | 1        |     |  |
|   |     | Evidence |     |  |
| <b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>  |     |          |     |  |
| <p><b>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul> <p>2: The project has been developed by UNDP in close collaboration with the national partners, such as MoE and the Climate Change Coordination Unit.</p>  | 3   | 2        |     |  |
|   |     | 1        |     |  |
|   |     | Evidence |     |  |
| <p><b>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2.5:</b> A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.</li> <li>• <b>2:</b> A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</li> <li>• <b>1.5:</b> There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.</li> <li>• <b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul> <p>3:<br/>The project's long-term objective is to support the Government of Lebanon in mainstreaming climate change concepts into national and sectoral development plans by strengthening the institutional and technical capacity partly initiated and consequently sustained by reporting instruments under the UNFCCC and in parallel to the other projects running at the Ministry of Environment such as the NDC Support Programme and the Capacity Building Initiative for Transparency Project. This, in turn, will improve climate change governance, achieve the country's global environment concerns and commitments to international conventions and meet the challenges that will face Lebanon as a result of climate change.</p> <p>The project's immediate objective is to assist the Government of Lebanon to perform the activities necessary to prepare the Third Biennial Update Report and Fourth National Communication to the Conference of Parties in accordance with guidelines of the UNFCCC and for the fulfilment of its obligations to the Convention under Decision 17 / CP. 8, Decision 2/ CP.17 and other related guidance.</p> | 3   | 2.5      |     |  |
|   |     | 2        | 1.5 |  |
|   |     | 1        |     |  |
|   |     | Evidence |     |  |
| <p><b>25. Is there is a clear strategy embedded in the project specifying how the project will use national</b></p>   | Yes | No       | (1) |  |



|   |                 |           |
|---|-----------------|-----------|
| <p><b>systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</b></p> <p>Yes: The National Implementing Partner and senior beneficiary for this project is the Ministry of Environment (MoE) 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). MoE 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. The Ministry of Environment will provide full support to the project through the department of Air Quality, Service of Environmental Technology and will facilitate coordination of project activities with other government institutions and decision makers. MoE will operate as the main interface at the country level with the government and private sector entities. Partnerships between key partners will be facilitated and new partnerships encouraged, especially in the areas not sufficiently addressed under the previous reporting documents. The Ministry will nominate a national focal point who will supervise and provide overall management support to the project</p> <p>In addition, the Ministry of Environment is responsible for:</p> <ul style="list-style-type: none"> <li>• Approving and signing the multiyear work plan;</li> <li>• Approving and signing the combined delivery report at the end of the year; and,</li> </ul>                                    | (3)             |           |
| <p><b>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</b></p> <p>Yes:</p> <p>With regards to replicability and scaling-up, this will be ensured through the involvement of stakeholders throughout the project. Broad consultation processes will take place among government, academic institutions, the private sector and civil society organizations ensuring the input of state-of-the-art expertise and consensus to design interventions. Strategic partnerships among stakeholders are instrumental for implementing participatory planning and create a platform to sustain a long-term climate change strategy. Not only will broad stakeholder involvement promote appropriate policy proposals, it will also generate improved knowledge, methodologies, and human and institutional capacities that are necessary for the continued success of the NC process.</p> <p>Institutional sustainability of the project will be ensured through the documentation of the data, approaches, methodologies and tools used in the 4NC and 3BUR, especially regarding inventory and vulnerability assessment, and their sharing with relevant institutions to partner institutions. Efforts will be made to further institutionalize the development of NCs and BURs as well as to integrate adaptation and mitigation measures into sectoral policies and development plans, based on the experience gained from the participatory process of the 4NC and 3BUR preparation.</p> | Yes<br>s<br>(3) | No<br>(1) |

## Annex D. UNDP Risk Log

| # | Description   | Date identified | Type        | Impact & Probability   | Countermeasures / Mngt response  | Owner                | Submitted, updated by | Last update | Status |
|---|---|-----------------|-------------|--|--|----------------------|-----------------------|-------------|--------|
| 1 | Government bodies do not pay sufficient attention to climate change issues due to other pressing concerns |                 | Strategic   | 4NC and 3BUR will not be given proper importance nor will its finding and recommendation be given due attention.<br><br>P = 3<br>I = 2 | UNFCCC focal point, UNDP and the project team shall provide additional information on importance of climate changes and their link with GHG levels and also on importance of mitigation activities and their cause-effect link with adaptation measures.   | UNDP<br>Project Team | Project manager       |             |        |
| 2 | Government institutions, public and private companies may be unwilling to provide data                    |                 | Operational | Data gathering and processing will be made very difficult.<br><br>P = 2<br>I = 4   | Representatives of all relevant institutions/companies will be involved in the process from the very beginning.<br><br>Support from the ministries of environment will be given to the project implementation and communicated properly to relevant stakeholders.  | UNDP<br>Project Team | Project manager       |             |        |
| 3 | Potential lack of qualified personnel to use the right tools and methodologies                            |                 | Operational | Completion of 4NC and 3BUR will require additional time and effort from the project team.<br><br>P = 3<br>I = 4                        | The project team shall provide necessary technical assistance and capacity building activities in data to bring experts up to speed with the latest guidelines and models.<br><br>Strengthening technical capacities and knowledge of the relevant institutions and their experts will be conducted during the project tenure via various trainings, information and lessons | UNDP<br>Project Team | Project manager       |             |        |

| # | Description                                       | Date identified | Type        | Impact & Probability  | Countermeasures / Mngt response   | Owner             | Submitted, updated by | Last update | Status |
|---|---|-----------------|-------------|---|---|-------------------|-----------------------|-------------|--------|
|   |   |                 |             |   | <p>learnt exchange.</p> <p>International experts will be recruited as needed.</p>   |                   |                       |             |        |
| 4 | Lack of data to assess impact of climate changes. |                 | Operational | <p>Completion of V&amp;A chapter will require additional time and effort from the project team.</p> <p>P = 3</p> <p>I = 2</p> | The project team will put additional effort in collecting information with necessary assessment provided where necessary. | UNDP Project Team | Project manager       |             |        |

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

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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 Fourth National Communication and Third Biennial Update Report under the UNFCCC” Project ID 00110472. 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. Payroll management services and Medical Clearance Services for all staff, external access to ATLAS for project managers and other staff
- iv. Procurement of services and equipment, including disposal
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Organization of training activities, conferences, and workshops, including fellowships
- vii. Shipment, custom clearance, vehicle registration, and accreditation
- viii. Security management service and Malicious Acts Insurance Policy

4. 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 paragraph 3 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.

5. 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.

6. 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.

7. 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.

8. 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.

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

10. 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  
Celine Moyroud  
*Country Director*

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For the Government  
H.E. Mr. Tarek El Khatib  
Minister of Environment  
Date:

## 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 00110472 “Lebanon’s Fourth National Communication and Third Biennial Update Report under the UNFCCC”, the “project”.

2. In accordance with the provisions of the letter of agreement signed on May 2019 and the *project document*, the UNDP country office shall provide support services for the Project ID 00110472 as described below.

3. Support services to be provided:

| Support services                   | Schedule for the provision of the support services              | Estimated cost to UNDP for providing such support services | Method of reimbursement to UNDP   |
|------------------------------------|---|--|---|
| 1. Financial Services              | Project Duration in accordance with the project annual workplan | 4,797.00   | The reimbursement of UNDP will be done on quarterly basis through GLJE  |
| 2. Human Resources Services        |   | 2,618.33   |   |
| 3. Procurement services            |   | 7,322.65   |   |
| 4. Travel Services                 |   | 525.23   | The cost shall be charged to specific budget lines within the approved budget limits and solely for the activities and services falling within the period of project duration |
| 5. General Administration Services |   | 525.23   |   |
| 6. Security services               |   | 411.57   |   |
| <b>TOTAL</b>                       |   | <b>16,200.00</b>   |   |

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

| Support services                | Description (but not limited to)   |
|---------------------------------|--|
| 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>- Medical clearance</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 and arrangements</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> <li>- External access to Atlas</li> <li>- Organization of training activities, conferences, and workshops</li> </ul>   |
| Security services               | <ul style="list-style-type: none"> <li>- Security clearance</li> <li>- Security plan and management</li> <li>- Malicious Acts Insurance Policy</li> </ul>  |



## Annex F. FINAL REPORT OF LEBANON NATIONAL COMMUNICATION'S / BIENNIAL UPDATE REPORT'S PROJECT

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<br>including GEF grant<br>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   |  |
| ...              |  |

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?

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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?

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Additional remarks

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*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).

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

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

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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)

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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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**E. 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  |  |

## **Annex G: UNDP Social and Environmental and Social Screening Template (SESP) - Exempt**

In line with the risk-based exemption criteria, this project is exempt from the SESP requirement, and therefore the SESP screening is not required.

## **Annex H: Results of the capacity assessment of the project implementing partner and HACT micro-assessment**

The capacity assessment of the project Implementing partner and HACT micro-assessment is not completed, as the implementation modality for the project is 'Support to NIM', without advances to the Implementing Partner (the government), based on the Letter of Agreement.