



United Nations Development Programme
Country: Lebanon
PROJECT DOCUMENT

Project Title **National Action Programme to Mainstream Climate Change into Lebanon's Development Agenda**

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

Expected Output(s): **Mainstream climate change concepts into national and sectoral development plans**

Implementing Entity: **United Nations Development Agency**
Execution Entity: **Ministry of Environment**

Brief Description

The proposed project is in line with the Government of Lebanon's plan of action, as mentioned in the first national communication report to the UNFCCC, and reiterated in the Second National Communication report to the UNFCCC. Furthermore, the proposed project builds on the on-going renewable energy and energy efficiency objectives of the Ministry of Energy and Water and the Sustainable Energy Strategy project of the Ministry of Finance as well as Ministry of Agriculture's adaptation efforts. Overall, this project will work to meet the national priority of achieving the 12% renewable energy mix target by 2020 to move towards a Low Carbon/Emission Economy, as well as provide a directive for national adaptation activities leading to a national low emission climate resilient development strategies.

Programme Period:	2013 - 2015
ATLAS Award ID:	00073118
ATLAS Project ID	00086066
Start date:	15 March 2013
End Date	14 March 2015
PAC Meeting Date	27 December 2012
Management Arrangements	Support to NIM

Total resources required	\$500,000
Total allocated resources:	\$500,000
• Regular	_____
• Other:	_____
○ Donor	Lebanon Recovery Fund
○ Donor	_____
○ Donor	_____
○ Government	_____

Agreed by CDR: Mr. Nabil el-Jisr, President



Agreed by Ministry of Environment: H.E. Mr. Nazem El-Khoury, Minister

15 April 2013

Agreed by UNDP: Mr. Robert Watkins, Resident Representative

12 April 2013

I. SITUATION ANALYSIS

1. Climate change is one of the greatest environmental challenges facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and an increased frequency and intensity of extreme weather events. Strong linkages exist between climate change and poverty reduction, rural development and agriculture, and disaster management. Literature has already proven that climate change impacts are highest in developing countries and will hit the poorest part of the population most as they are less able to cope or to adapt. These linkages between climate change and development are increasingly recognised.
2. Climate change is largely the result of human induced GHG emissions that are driven by socio-economic development patterns characterised by economic growth, technology, population and governance. These patterns in turn determine the vulnerability to climate change and the human capacity for mitigation¹ and adaptation². However, the diversity of sectoral actors and the interconnectedness of climate and development present a challenge to the international, regional, and national climate policy.
3. In Lebanon, the cost of climate change impact is estimated to be around 90 million USD per year³.
4. In 1994, Lebanon has ratified the United Nations Framework Convention on Climate Change and following the First National Communication, the country has voluntarily dedicated itself to devise strategies for the reduction of its national GHG emissions and to increase its adaptive capacity to climate change.
5. The ministerial declaration of the previous government⁴ stipulates the establishment of a National Committee on Climate Change and Desertification NCCCD, and the Government of Lebanon has committed to reach 12% renewable energy in its energy mix by 2020.
6. In addition, the Ministry of Energy and Water, in its policy paper for the electricity sector⁵, plans to increase the electricity generation capacity while giving priority to renewable energy sources and promoting energy efficiency measures.
7. However, given that major economic sectors are involved in mitigation and adaptation efforts, climate change issues related efforts are scattered and are often duplicated among the various involved bodies. It is well known that, due to their nature, climate change related actions pose several difficulties that could be summarised as below:
 - a. Difficulty in societal reach in transforming the existing production and consumption patterns to reduce emissions
 - b. Scientific uncertainty about the sensitivity of the climate system; regional climate impacts; and the consequences for ecosystems
 - c. Distributional and equity linkages concerning climate change, and responses to climate change, and its impact on different groups in different ways
 - d. Political will/determination engagement:

¹ IPCC, Fourth Assessment Report (2007): Mitigation is the technological change and substitution that reduces resource inputs and emissions per unit of output. It means implementing policies to reduce GHG emissions and enhance sinks.

² IPCC, Fourth Assessment Report (2007): Adaptation is taking initiatives and measures to reduce the vulnerability of natural and human systems against actual or expected climate change effects which could be anticipatory and reactive, private and public, and autonomous and planned.

³ World Bank (2004)

⁴ Decree 2839, dated 9/11/2009

⁵ Policy Paper for Electricity Sector, Ministry of Energy and Water, June 2010

- (1) Long time frames fit poorly with a four year electoral cycle and the possible change of ministers and senior officials.
- (a) Democratic countries face difficulties due to:
- The tendency for politicians to hesitate to introduce reforms that may antagonize voters
 - The influence of powerful economic lobbies that can mobilize to protect their interests and resist change
 - The existence of multiple “veto points” that slow decision making
- e. Difficulty in access of data and representativeness of value due to aggregate information, discontinuity in time and space, incomplete/inexistent data, and reluctance in collaboration.
- f. Difficult / slow Communication and overlapping responsibilities between governmental institutions
- g. Lack of law enforcement and monitoring structure
8. With the recent Council of Ministers’ decision during its session dated March 28, 2012, the National Council for the Environment (NCE) has been enacted (the Decree 8157/2012). The NCE is made of 14 members representing 7 ministries (the Ministry of Environment – Head of the NCE; and the ministries of Finance, Interior and Municipalities, Agriculture, Public Works and Transport, Energy and Water, and Industry) and 7 non-public entities (Order of Physicians, Order of Engineers and Architects, The Bar Association, Association of Banks, Association of Insurance Companies, representative of NGOs, representative of the Academic sector).
9. Therefore, there is a crucial necessity to form a new entity that will mainstream⁶ climate change concepts into national and sectoral development plans and to establish an organized and effective national coordination system between all concerned stakeholders. It would help to enhance the climate change regime by increasing policy coherence, minimising duplications and contradictory policies and capturing the opportunities for sectoral development by introducing proper governance⁷ regime in Lebanon that would lead to the development of low emission climate resilient strategies.

⁶ Mainstreaming is seen as making more efficient and effective use of financial and human resources than designing, implementing and managing climate policy separately from ongoing activities.

⁷ Governance is the exercise of political, economic, and administrative authority to manage a nation’s affairs. It is the complex mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights and mediate their differences.

II. STRATEGY

10. In order to improve climate change governance and meet the challenges that will face Lebanon as a result of climate change, there is a need to mainstream climate change concepts into national and sectoral development plans and to coordinate on-going climate change initiatives that are scattered. To achieve this, the proposed project presents a comprehensive coordination mechanism involving strategic planning, and close and effective communication with national, regional and international partners, as well as the recommendation of financial mechanisms needed at the national level.
11. With the recent Council of Ministers' decision during its session dated March 28, 2012, the Decree (8157/2012) establishing the **National Council for the Environment (NCE)** has been enacted. The NCE is made of 14 members representing 7 ministries (the Ministry of Environment – Head of the NCE; and the ministries of Finance, Interior and Municipalities, Agriculture, Public Works and Transport, Energy and Water, and Industry) and 7 non-public entities (Order of Physicians, Order of Engineers and Architects, The Bar Association, Association of Banks, Association of Insurance Companies, representative of NGOs, representative of the Academic sector).
12. Given the above, and knowing that proper climate change governance needs to build on on-going and planned national activities, the proposed project seeks to strategically align all national activities by coordinating and bringing them under the NCE. To achieve this, the proposed project aims to engage ministries and governmental institutions in planning and elaborating effective national adaptation (and pilot demonstration of adaptation technologies) and mitigation action plans (including NAMAs). The project will also address the institutional and legal barriers for the development of the national and international financial mechanisms and will improve the engagement of Lebanon in the international climate change arena.

Output 1: Engagement of ministries and governmental and national institutions in continuous planning/decision making on climate change issues

13. This output involves the establishment of a network of climate change focal points among ministries, embedded in the NCE (as mandated by the NCE Decree 8157/2012) governmental, academic and private institutions to facilitate the interaction and coordination between the different actors involved in climate change issues. This will lead to the establishment of the Government Group (GG) and the Research and Technical Support Group (RTSG).
14. This output also involves the provision of capacity building and information dissemination to governmental focal points in order to promote public sector capacity and capability to tackle climate change issues in their sectoral plans and policies.
15. The engagement process will include:
 - Focal points designation
 - Focal points training
 - Inter-ministerial and inter-institutional agreements preparation
16. Training and capacity building of other ministries in issues related to climate change is also envisaged. Needs for any legislative changes will be reviewed and changes proposed to the NCE (such changes include tariff restructuring (for e.g., RE and EE). It will also serve to undertake the assessment on how to reach the 12% RE national target as an integrated and holistic approach.

Output 2: Identify and develop nationally appropriate mitigate actions (NAMAs) and pilot demonstration adaptation projects

17. This output builds on the assessment of the country's vulnerability and impacts of climate change and the identification and analysis of the key emitter sectors to consequently propose detailed viable actions (short, medium and long-term) to reduce national emissions, increase resilience, and adapt to climate change.
18. In this output, various scenarios, opportunities, and approaches will be investigated and viable modalities, policies/regulations and mechanisms will be developed to ultimately facilitate the development of integrated and comprehensive plans for NAMAs. This will be achieved through a systematic coordination process between the public sector (GG) and the academic and private sector (RTSG) with the assistance of the Coordination Unit (SO). Sectoral working groups will be established to allow a focused and continuous interaction between the stakeholders. The developed action plans will be consequently submitted to the CoM for approval following the endorsement of the NCE.
19. Pilot demonstration adaptation projects are envisaged based on the results obtained from the UNEP/UNDP/MoE Technology Needs Assessment project and other national assessments. The scope and number of pilot projects will be determined once the project is initiated and based on the prioritization set out by the NCE.

Output 3: Engagement of Lebanon in the international climate change arena and promoting new national and international climate financial mechanisms

20. This output includes all activities required to reinforcing the role of Lebanon in international climate change negotiations and to enable the country to play a proactive role within the Group of 77 and China, the Cartagena Dialogue as well as the Arab League. This will be achieved through the strengthening, work organization and capacity building, of the official delegation that represents Lebanon in the UNFCCC negotiations.
21. This output will also involve the preparation of national negotiating positions within the Ad Hoc Working Group on the Durban Platform for Enhanced Action (ADP), building blocks and the submission of these positions to the UNFCCC Secretariat.
22. Based on the UNFCCC negotiations and the international climate financing trends, the project will work on setting up an enabling environment in Lebanon that would promote financing mechanisms. This would include NAMA financing mechanisms, available national financing options and official development assistance or credit line programmes that fit into the low emission development strategy. This would bridge the gap in funding of climate change related development and strengthen the national financial institutions in climate issues.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Results and Resource Framework:

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable Goal:

Project title and ID (ATLAS Award ID): 00086066 and 73118

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Engagement of ministries and governmental institutions in continuous planning/decision making on climate change issues</p> <p><u>Baseline:</u> weak coordination among ministries on matters related to climate change</p>	<p>- Targets (year 1): Coordination scheme established and strengthened</p> <p>- Targets (years 1,2): Training of the focal points</p>	<ul style="list-style-type: none"> Assignment of focal points from ministries, academia, and the private sector to establish GG and RTSG Establishment of a cooperation scheme between ministries and governmental institutions for efficient communication and data sharing Training of designated focal points for skills and knowledge improvement 	<p>PMO</p>	<ul style="list-style-type: none"> TORs of Focal points Letters requesting designation of qualified and mandated representatives NCE endorsement and exchange of letters with and among ministries and other institutions Consultation with designated focal points on areas requiring training

<p>Output 2: Identification and development national sectoral NAMAs and pilot demonstration adaptation plans</p> <p><u>Baseline:</u> availability of few NAMAs and adaptation demonstration projects</p>	<p>- Targets (years 1,2): Situation Analysis conducted</p> <p>- Targets (years 2): Adaptation pilot projects underway</p> <p>- Targets (years 2): NAMAs prepared</p>	<ul style="list-style-type: none"> • Situation analysis and preparation of sector specific NAMAs • Situation analysis and selection of location of pilot demonstration adaptation project sites 	<ul style="list-style-type: none"> • Matching of international/regional training programmes • Commission studies • Review of existing and future national policies and plans • Climate proofing of the identified existing and future national policies and plans
<p>Output 3: Engagement of Lebanon in the international change arena and promoting new national and international climate financial mechanisms</p> <p><u>Baseline:</u> Weak role of Lebanon in the UNFCCC negotiations</p>	<p>- Targets (years 1,2): Participation in the Climate Change negotiations</p> <p>- Targets (years 1,2): Financial mechanisms promoted</p>	<ul style="list-style-type: none"> • Strengthening Lebanon's role in international climate change negotiations and obligations • Identifying new financing mechanisms for climate change 	<ul style="list-style-type: none"> • Role of coordination of the delegation work involved with the project • Appointed members of the delegation remain stable • Availability of funds

V. ANNUAL WORK PLAN

Years: 2013 - 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
				Budget Description	Amount (USD)
Output 1: Engagement of ministries and governmental institutions in continuous planning/decision making on climate change issues Baseline: weak coordination among ministries on matters related to climate change - Targets (year 1): Coordination scheme established and strengthened - Targets (years 1,2): Training of the focal points	Assignment of focal points from ministries, governmental institutions, academia, and the private sector to establish GG and RTSG Establishment of a cooperation scheme between ministries and governmental institutions for efficient communication and data sharing Training of designated focal points for skills and knowledge improvement	UNDP	LRF	71200 – International Consultants	20,000
				71300 – Local Consultants	10,000
Output 2: Identification and development national sectoral NAMAs and pilot demonstration adaptation	Situation analysis and preparation of sector specific NAMAs	UNDP	LRF	72700 – Hospitality/Catering	20,000
				75100 – F&A	3,500
				72100 – Contractual Services companies	240,000

<p>plans</p> <p><u>Baseline:</u> availability of few NAMAs and adaptation demonstration projects</p> <p>- Targets (years 1,2): Situation Analysis conducted</p> <p>- Targets (years 2): Adaptation pilot projects underway</p> <p>- Targets (years 2): NAMAs prepared</p> <p>Output 3: Engagement of Lebanon in the international climate change arena and promoting new national and international climate financial mechanisms</p> <p><u>Baseline:</u> Weak role of Lebanon in the UNFCCC negotiations</p> <p>- Targets (years 1,2): Participation in the Climate Change negotiations</p> <p>- Targets (years 1,2): Financial mechanisms promoted</p>	<p>Situation analysis and selection of location of pilot demonstration adaptation project sites</p>	<p>UNDP</p>	<p>LRF</p>	<p>75100 – F&A</p>	<p>16,800</p>
<p>Strengthening Lebanon's role in international climate change negotiations and obligations</p> <p>Identifying new financing mechanisms for climate change</p>				<p>71400 - Contractual Services Ind</p> <p>71600 – Travel</p> <p>72220 – Equipment and Furniture</p>	<p>107,000</p> <p>21,290</p> <p>9,000</p>
<p>Participation in the Climate Change negotiations</p>				<p>72405 – Information and Technology Equipment</p> <p>74100 – Audit</p> <p>74500 – Miscellaneous</p>	<p>10,000</p> <p>7,000</p> <p>23,000</p>
<p>TOTAL</p>				<p>75100 – F&A</p>	<p>12,410</p> <p>500,000</p>

VI. MANAGEMENT ARRANGEMENTS

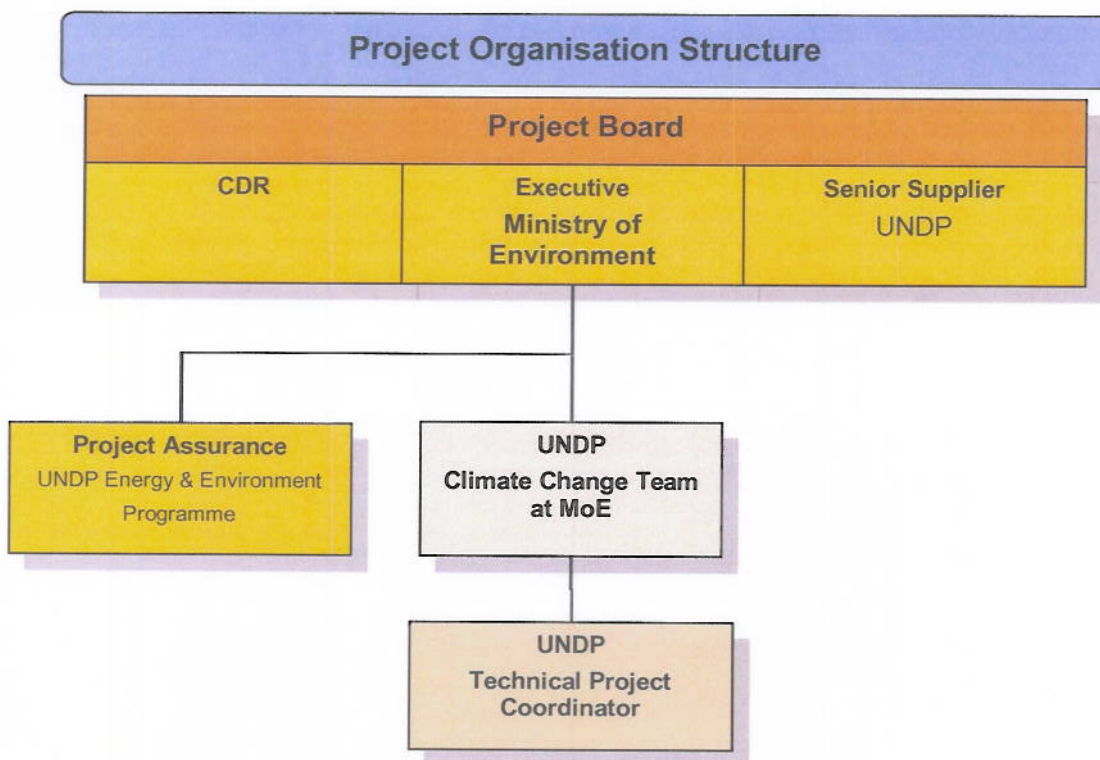
i. Execution Modality

The Project will be executed under the UNDP Support to National Implementation Modality (NIM), whereby UNDP will act as both the implementing agency and the Ministry of Environment act as the executing agency. A letter of agreement will be signed with the Ministry of Environment and UNDP detailing the collaboration arrangements between the two partners and defining the exact roles and responsibilities of each agency.

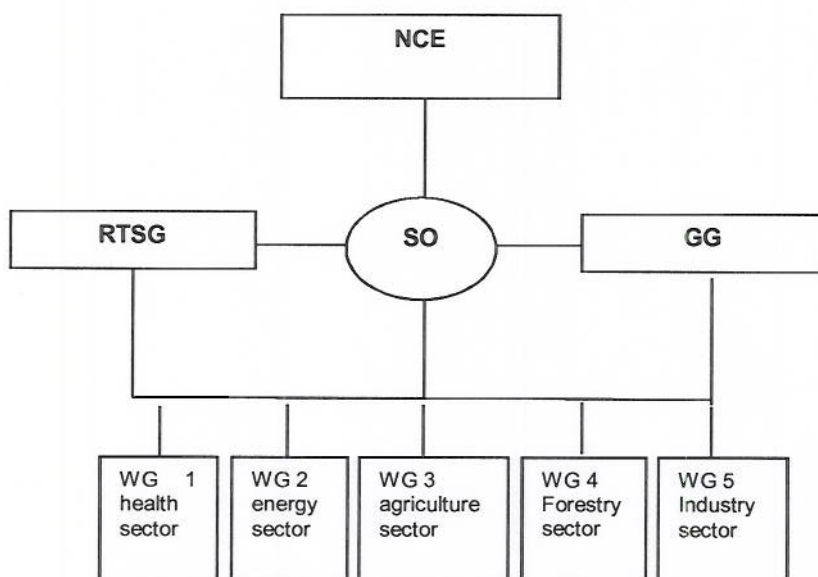
The project will establish a technical steering committee to provide expertise and ensure the various studies carried out and recommendations are in line with national priorities and are well coordinated with other on-going activities within the sector. The steering committee will consist of concerned national counterparts and stakeholders.

For the day-to-day management of the project, the UNDP CO will recruit a technical project staff (service contract) who will work in coordination with the existing UNDP climate change team at the Ministry of Environment. The work will be integrated within the on-going climate portfolio and will also support the NCE during climate meetings.

The UNDP will monitor the progress towards intended results, and will ensure high-quality managerial, technical and financial implementation of the project, and will be responsible for monitoring and ensuring proper use of administrated funds to the assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.



The project will utilize the NCE as a platform to initiate its activities. The project workflow structure is presented below:



- a) The National Council for the Environment (NCE): Review and approve proposed policies and workplans and forwards them to the CoM for its approval. Discuss any on-going or planned initiatives that have a climate change dimension in order to maximize efforts for financing and ensure full coordination between the different institutions.
- b) The governmental group (GG): Set priorities within each respective ministry, incorporate climate related factors into plans/strategies and implement/execute the approved CC projects and action plans
- c) The research /technical support group (RTSG): Promote research and development on low carbon technologies to reduce GHG, and adaptation needs
- d) The ad hoc working groups (WG) consist of the GG & RTSG members or their technical designees, in addition to other technical experts as needed: Identify opportunities and intervention areas focusing on specific issues and sectors of the economy
- e) Secretariat Office (SO): Consists of the UNDP climate change team including the personnel to be recruited within this project. Coordinate activities between the NCE, GG, RTSG, and WG groups

ii. UNDP Support Services and Management Services

The UNDP country office will provide, at the request of the designated institution, the following support services, covered by ISS charges/additional charges, for the activities of the programme/project:

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

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

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

iii. Audit

The audit of NIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

iv. Visibility

UNDP will ensure that LRF and respective donors to the project will receive visibility the maximum visibility possible and in conformity with the LRF Visibility Guidelines.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorisation must be granted by the UNDP Resident Representative on a case by case basis.

VII. MONITORING FRAMEWORK AND EVALUATION

i. Overall Monitoring Framework

UNDP will undertake periodic monitoring of the implementation progress through regular meetings with the project team. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion and to ensure smooth implementation of project activities. Furthermore, UNDP will be responsible for financial monitoring and reporting on all disbursements of the project.

Monitoring will be a continuous and systematic process review of the various activities and will be intended to

- measure input, output, and performance indicators;
- provide regular and up-to-date information on the progress towards meeting the overall Project Objectives;
- alert the implementing partners with problems in implementation, and provide basis on which performance may be improved, and
- determine whether the relevant stakeholders are responding as expected.

ii. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

iii. Annually

Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

iv. **Quality Management for Project Activity Results**

Below is a preliminary Quality Management table for the project. This table shall be further refined during the initiation phase of the project.

OUTPUT 1: Engagement of ministries and governmental institutions in continuous planning/decision making on climate change issues		
Activity Result 1	Assignment of focal points from ministries, governmental institutions, academia, and the private sector to establish GG and RTSG	Start Date: Q2 2013 End Date: Q3 2013
Purpose	<i>Establishing a network of climate change focal points among stakeholders</i>	
Description	<ul style="list-style-type: none"> - Develop appropriate ToRs for the focal points - Define exact tasks of the different groups - Adopt a model for organizing working procedures under the umbrella of the project 	
Quality Criteria	Quality Method	Date of Assessment
Organizational functional model adopted	Approval of model by concerned parties	End of third quarter
Activity Result 2	Establishment of a cooperation scheme between ministries and governmental institutions for efficient communication and data sharing	Start Date: Q3 2013 End Date: Q1 2014
Purpose	<i>Ensure the smooth technical and operational management of the project and build capacity of the team members in addition to the project stakeholders on the project objectives</i>	
Description	<ul style="list-style-type: none"> - Procuring needed international/national contractual services - Conducting series of training and workshops 	
Quality Criteria	Quality Method	Date of Assessment
International/national contractees assigned and operating	Positive evaluation by project team and concerned parties	End of fourth quarter of 2013
International/national trainings for team members conducted (technical, legal, data management)	Positive evaluation of trainings	End of first quarter of 2014
OUTPUT 2: Identify and develop nationally appropriate mitigation actions (NAMAs) and pilot demonstration adaptation projects		
Activity Result 3	Situation analysis and preparation of sector specific NAMAs	Start Date: Q3 2013 End Date: Q3 2014
Purpose	<i>Reduce GHG emissions through preparation of sector specific NAMAs that are MRV-able and fundable.</i>	
Description	<ul style="list-style-type: none"> - Procuring needed services to conduct sector specific analysis and prioritization - Preparation of 2 sector specific NAMAs 	
Quality Criteria	Quality Method	Date of Assessment
Specialized international/national contractor assigned	Positive evaluation by project team and concerned parties	End of Q3 2013
2 MRV-able sector specific NAMAs prepared	All data required by the UNFCCC Registry are available	End of Q3 2014

Activity Result 4	Situation analysis and selection of location of pilot demonstration adaptation project sites	Start Date: Q3 2013 End Date: Q3 2014
Purpose	<i>Increase resilience through the implementation of pilot adaptation projects in the agriculture/water sector.</i>	
Description	<ul style="list-style-type: none"> - Selection of pilot implantation sites - Implementation of the pilot projects 	
Quality Criteria	Quality Method	Date of Assessment
The pilot sites selected	Approval of NCE and concerned parties	End of Q4 2013
Pilot sites equipped	Equipped sites functioning	End of Q3 2014
OUTPUT 3: Engagement of Lebanon in the international climate change arena and promoting new national and international climate financial mechanisms		
Activity Result 5	Strengthening Lebanon's role in the international climate change negotiations and obligations, including climate finance	Start Date: Q2 2013 End Date: Q4 2014
Purpose	<i>Enhance the presence and involvement of Lebanon in international climate change negotiations and obligations, with emphasis on funding opportunities</i>	
Description	<ul style="list-style-type: none"> - Preparation of national negotiating positions - Setting enabling environment to promote climate change financial flow 	
Quality Criteria	Quality Method	Date of Assessment
Quantity and quality of submissions to the UNFCCC on the negotiations	Consensus by concerned parties	End of Q4 of 2013 and of 2014
Financial mechanisms/financial flow channels identified and contacts established	positive evaluation by project team and concerned parties	End of Q4 2014

VIII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986.

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

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

IX. RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Low level of national cooperation	Q4 2012		P = 3 I = 5	Work with the Minister of Environment to engage national institutions and other Ministries accordingly				
2	Lack of bilateral financing for climate change	Q4 2012		P = 3 I = 3	Identify and document any potential financing or lack off. Engage with donors as much as possible.				
3	NCE not functional or slow to be established	Q4 2012		P = 3 I = 5	Work with the Ministry of Environment to promote and operationalize the NCE				

ANNEX 1 – TERMS OF REFERENCE

Under the guidance and supervision of the climate change portfolio manager, the Project Coordinator will be responsible for the day-to-day follow-up of project activities, provision of guidance to consultants, and coordination with other national relevant parties. Specific tasks are as follows:

I. Functions/Key Results Expected

Coordination Tasks

- Working according to UNDP management procedures while being in-line with and understanding the directives of the MoE and the NCE;
- Ensure timely reporting as per UNDP and LRF reporting requirements, in addition to regular reporting to the MoE and NCE;
- Monitor project progress against annual and quarterly work plan and budget plan;
- Prepare detailed work plan with clear objectives, activities, deliverables, budget, final outputs and detailed schedule of milestones;
- Assist in determining the scope of the work and elaborating the TORs for the recruitment of experts and consultants;
- Manage the material and financial resources provided for the project such as equipment, budget, balance sheets, etc.;
- Follow-up the work of national experts and institutions;

Technical Tasks

- Provide guidance to the international/national experts to ensure that the outcome is relevant to the required tasks;
- Review the submitted draft and final reports and ensure that they are in compliance with the project outputs and the ToRs;
- Establish a network of stakeholders and clarifying roles and extent of involvement of stakeholders;
- Identify and pursue parallel activities, including preparation of proposals and other resource mobilization activities as required.

II. 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;
- 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 and analytical skills
- Building easy relations with partner institutions and beneficiaries
- Motivated and organised
- Excellent communication skills

- Excellent organizational skills
- Ability to work under stress
- Ability to deal with various partners and coordinate with them
- Leadership skills
- Strong exposure and knowledge of Microsoft office applications, mainly, Excel, Word, Power Point.
- Strong writing and presentation skills

III. Qualifications

Education

- University Degree (Bachelor of equivalent) or 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

- 6 years of relevant professional experience with a University Degree or 4 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 major a plus.

Language Requirements

- Fluency in both spoken and written English and Arabic. French is a plus.

ANNEX 2 – 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 programme or project "National Action Programme to Mainstream Climate Change into Lebanon's Development Agenda", ID 00086066, "the Programme" or "the Project".

2. In accordance with the provisions of the letter of agreement signed on 15 April 2013 and the programme support document or project document, the UNDP country office shall provide support services for the Project "National Action Programme to Mainstream Climate Change into Lebanon's Development Agenda", ID 00086066 as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Method of reimbursement of UNDP (Biannually)
1. Financial Services	Project duration	4 days	GLJE
2. Human Resources Services	Project duration	1 day	GLJE
3. Procurement services	Project duration	5 days	GLJE
4. Travel Services	Project duration	1.5 days	GLJE
5. General Administration Services	Project duration	0.5 day	GLJE
6. Revenue Management Services	Project duration	1 day	GLJE

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

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