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Annotated Project Document template for NAP/Readiness projects financed by the Green Climate Fund

Project title: Increased climate resilience planning for municipal water resources in Lebanon		
Implementing Partner (GCF Executing Entity): United Nations Development Programme (UNDP)		**Execution Modality:** Direct Implementation Modality (DIM)
UNDAF/Country Programme Outcome*: UNSF Outcome: Outcome 3.3. Lebanon has adopted measures to improve environmental governance*		
UNDP Strategic Plan Output: *1. The 2030 Agenda, Paris Agreement and other inter-governmentally-agreed frameworks integrated in national and local development plans, measures to accelerate progress put in place, and budgets and progress assessed using data- driven solutions.?*		
UNDP Social and Environmental Screening Category: LOW		**UNDP Gender Marker:** *GEN2*
Quantum Project ID: 01000610		**Quantum Output ID: 1088010**
UNDP- PIMS ID number: 5976		**GCF ID number: LBN-RS-003**
Planned start date: 7 April 2023		**Planned end date: 6** July 2027 (with additional grace period of 3 months)
LPAC meeting date: *14 June 2023*		
Brief project description: Lebanon submitted its first Nationally Determined Contribution (NDC) in 2015 and submitted an updated first NDC in 2020, which prioritizes climate change adaptation (CCA) and highlights several key actions on biodiversity, forestry, and agriculture, water resources, the coastal zone, health, and disaster risk management. The Adaptation Communication, submitted as part of the updated NDC resonates strongly with the findings of NAP process consultations held in 2017 by the government and the Third		

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National Communication (NC). The Ministry of Environment (MoE) started a national dialogue for developing a national adaptation framework in 2017 to address adaptation in a comprehensive, coherent, and strategic manner and to increase resilience in vulnerable communities. This is because adaptation plans and strategies that have been developed previously in Lebanon by various entities are sector-specific, scattered and lack integration. Based on this, MoE aims to develop a medium and long-term approach to reducing the country's vulnerability to climate impacts, facilitate the integration of climate adaptation into on-going planning processes while optimizing the use of existing plans in preparing the ground for the preparation of Lebanon's National Adaptation Plan (NAP).

The project's overall objective is to support the Government of Lebanon in strengthening the NAP process and increasing the resilience of water resource planning in urban areas in Lebanon. The project aims at addressing the existing barriers including: i) Limited mainstreaming of CCA into national and local planning and budgeting; ii) Weak institutional and technical capacity and staffing in sectoral Ministries, iii) Lack of reliable data and climate change related information on water resources for municipal use; and iv) Limited implementation of existing action plans for water.

The United Nations Development Programme (UNDP), as the Delivery Partner (DP), will implement the project in close coordination with MoE, MoEW, the Ministry of Interior and Municipalities (MoIM), the Meteorological Office, the Ministry of Public works and Transport, the Ministry of Industry, as well as the Council for Development and Reconstruction which acts as the primary land planning entity in Lebanon. In addition, the project will coordinate with UN-Habitat, UNICEF, Global Water Partnership-MED and other national and international partners active in the field and the selected locations.

The project will directly benefit the communities and local authorities of the City of Tyre and the Nahr-el Kalb Watershed, with a rebound effect across other coastal cities and watersheds. In addition, by strengthening coordination mechanisms, information sharing, institutional arrangements, and capacity building, the government and the climate change community will benefit from this integrated NAP project.

FINANCING PLAN	
GCF grant	USD 1,936,960.36
Co-Financing (delete if not applicable)	N/A
(1) Total Budget administered by UNDP	**USD** 1,936,960.36

SIGNATURES

Mr. Mohammed Salih Officer-in-Charge DS	**Agreed by UNDP** DocuSigned by: 4C17B57AEAA5467...	**Date/Month/Year:** 16-Aug-2023

Disbursement: The UNDP CO is aware of the conditions of disbursement ascribed to the first and subsequent tranches of the GCF funding as specified in the FWA (and in particular Clause 4 of the FWA). To the extent that these obligations reflect actions of UNDP, UNDP must ensure that the conditions are

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met and there is continuing compliance, as well as understanding that availability of GCF funding is contingent on meeting all conditions listed in the FA.

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II. DEVELOPMENT CHALLENGE

1. **Overview of climate change impacts and underlying vulnerability in Lebanon**: Analysis of historical climatic records of Lebanon from the early 20th century with future emissions trajectories indicates that the expected warming in Lebanon has no precedent. Climate projections show an increase of 1.7°C by mid-century and up to 3.2°C by 2100 and a decrease in precipitation of 4 to 11%, with drier conditions by the end of the century (up to 5.8 mm decrease in average monthly precipitation). Projections also show increasing warming trends, reaching up to 43 additional days with maximum daily temperature higher than 35°C and an increase in number of consecutive dry days with less than 1.0 mm of rainfall by the end of the century, causing the seasonal prolongation and geographical expansion of drought periods. This combination of significantly less wet and substantially warmer conditions will result in a hotter and drier climate.

2. Climate change will affect Lebanon's water supply in several ways. A decrease in precipitation and increase in temperatures will mean higher rates of water lost to evapotranspiration (projected to increase between 3 to 36%), a significant decrease in snow cover and the consequent recharge of groundwater. In addition, expected sea-level rise in the Mediterranean Sea will affect Lebanon's coastal cities which host more than 80% of its population, through direct damage to infrastructure or increased salination of coastal aquifers. These factors will have serious impacts on Lebanon's water availability, with an estimated yearly net loss of 450 million m3 of water. Urban areas will be in the front line facing such challenges, as they already experience extreme pressure on water availability, both in quantity and quality, exacerbated by climate change, the unprecedented influx of displaced persons from Syria, groundwater over extraction and pollution challenges. According to the National Water Sector Strategy (NWSS) 2020, urban population growth has been mainly linked to the extensive migration of people from rural areas in Lebanon and across the border from Syria to urban areas, mostly in coastal cities, which is creating an additional stressor to an already vulnerable urban water system. As described in the NWSS, current domestic water consumption has been estimated at 125 liters per capita per day, which is being provided through the Water Establishments (intermittently), groundwater pumping (legally and illegally) and water reservoirs. Although there is no estimation of current water supply in the strategy, a target of supplying 200 liters per capita per day by 2035 has been set under current climatic and socio-economic-conditions. Projected changes in climate such as increased evapotranspiration and drought and decrease in precipitation, are expected to further widen the gap between water supply and demand, especially with an expected increase in rural urban migration and population growth. Water extraction is expected to increase (under various scenarios) and available water will decrease unless adaptation actions are taken.

3. As for wastewater, the NWSS reports that there are 78 existing wastewater treatment plants in Lebanon with different operational statuses, 11 more plants are currently under construction, and 270 more plants are being proposed for the short and medium terms. Constructing more treatment plants in densely populated areas and increasing the treatment capacity of the existing treatment plants is highlighted as the highest priority action in the NWSS.

4. Nahr El Kaleb Watershed and the City of Tyre (Sour) are among the regions currently suffering from water access challenges and have been prioritized by the NWSS. The Nahr El Kaleb Watershed, which includes the Jeita spring catchment, is in the western part of Mount Lebanon

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and is the primary water source for Greater Beirut. Furthermore, water in the basin is mainly used for domestic and agricultural purposes, and the basin is a touristic and recreational area. The city of Tyre (or Sour) is located along the southern coast and is one of the main urban areas in Lebanon, with highly stressed aquifers, weak infrastructure, and a high level of water pollution.

5. Lebanon is one of the most urbanized countries in the Arab States region and the world. In 2012, Lebanon's population was estimated to be 5,187,027 people (3rd NC, 2016), of which 90% reside in urban areas (ACAPS, 2013) along the coastline. An estimated 64% of the population resided in the metropolitan areas of Beirut and Tripoli, with most urban expansion concentrated in and around the main coastal cities (Beirut, Tripoli, Saida and Tyre). Population growth and the increase in consumption rates are causing a rapid increase in the demand for water for domestic use in urban areas, which is estimated to reach an average of 420 million m3 in 2030 (UN-Habitat, 2018).

6. Lebanon's water resources are under stress, as total renewable resources were 839 m^3/capita/year in 2015, less than the international benchmark of 1,000 m^3/capita/year (MoEW, 2016). According to the NWSS (2019), water withdrawal was estimated at 970 Mm^3, of which almost 60% was for agricultural use and 30% was for municipal use. At the same time, the 2nd NC (NWSS, 2019, MoE/UNDP/GEF, 2011) identifies the water sector as one of the most vulnerable sectors to climate change. Water related climate change impacts include reduced snow cover and water supply, increased and prolonged drought conditions. Decreases in precipitation will also exacerbate existing challenges to water availability for agriculture, commercial and residential uses. This will have adverse impacts on rivers and groundwater recharge and will affect water availability during the summer season and during drought periods. The updated draft NWSS also included a section on the impacts of climate change on water resources (section III A.2), anticipating a shorter rainy season, higher rain intensity, reduced infiltration towards aquifers, reduced snowpack, and increased evapotranspiration which will lead to an increase in water demand for irrigation and domestic use. The updated strategy also calls for the establishment of a data management system to "improve the knowledge of global climate change impact on Lebanese water resources for better adaptation strategies".

7. The GoL estimates that, as of 2018, the country hosts 1.5 million Syrians who have fled the conflict in Syria (including 950,334 million registered refugees with UNHCR), along with 28,800 Lebanese refugees from Syria and a pre-existing population of an estimated 180,000 Palestine refugees (Lebanon Crisis Response Plan 2017-2020, 2019). The Syrian refugee crisis has strained the Lebanese economy, social services and resource base (including water resources) that may increase the vulnerability and negatively affect the adaptive capacity of at-risk communities and urban areas (Ministry of Environment, 2016).

8. In addition to the threats posed by the climate change and its underlying water shortages, Lebanon is currently experiencing a multi-faceted social and economic crisis, which is likely to be exacerbated by climate change in the long run. The economic crisis, driven by the recent financial collapse, COVID-19 pandemic, and the Beirut Port explosion on August 4th, 2020, has left the country under a large budget deficit, with high unemployment and poverty rates and infrastructure damage estimated at between US$ 3.8 and 4.6 billion. In addition, since 2011, the unfolding humanitarian crisis driven by conflict in Syria has stretched an already fragile public infrastructure with demands exceeding the capacity of institutions to meet the required needs.

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9. These economic conditions and observed effects of climate change have compounded one another to increase the country's vulnerability. Climate change has also affected the quantity and quality of water available for agricultural, industrial, and household use, consequently affecting the already vulnerable local production sectors and deteriorating hygiene and sanitation conditions of local and displaced populations. These circumstances place a significant strain on the capacity of Lebanon's social and environmental systems. More specifically, the current crisis is severely compromising the capacity of Lebanese communities to access safe water in their homes. While public service providers (Water Establishments and municipalities) are interrupting water supply services due to financial constraints and inability to procure fuel, households are increasingly relying on expensive and unreliable water tankers to compensate for the shortages.

NATIONAL AND SECTORAL POLICIES AND INSTITUTIONAL ARRANGEMENTS

10. Lebanon presented its Intended Nationally Determined Contribution (INDC) in October 2015, building on existing government-led policies, strategies, and measures to reduce emissions and increase adaptation efforts. In 2020, and in accordance with Articles 4.9 and 4.11 of the Paris Agreement (and Law 115/2019), Lebanon updated its Nationally Determined Contribution (NDC) in 2020 to respond to the call for enhancement and meet the goals of the Agreement. Lebanon also included an Adaptation Communication in its updated NDC.

11. The updated NDC puts forward an ambitious mitigation target with clear sector-specific objectives and provides more clarity on Lebanon's adaptation guiding principles and priorities (Figure 1), which include enhancing the resilience of the infrastructure and urban and rural areas, strengthening the agricultural sector's resilience, sustainable use of natural resources, developing sustainable water services, managing terrestrial and marine biodiversity, reducing the vulnerability of the coastal zone, ensuring public health and safety and reducing disaster risk. While the NDC includes Lebanon's first Adaptation Communication, this is more of a high-level statement of ambition and not an adaptation plan or policy. Indeed, Lebanon does not have a national climate change adaptation policy, strategy, or action plan yet to deal directly with climate change adaptation. Strategies and policies relevant to adaptation are still scattered at the sectoral level (e.g., water, agriculture) and include sector-specific actions that can contribute to increasing the adaptive capacity and reducing vulnerability to climate change (see below Table **1**) for further details on national and sectoral policies, the baseline situation, and barriers that this project will address).

12. MoE, though the Environmental Technology Department, hosts the UNFCCC focal point as well as the GCF NDA focal point. The MoE leads all technical work including official assessment and reporting, and policy formulation related to climate change. The Ministry also coordinates tasks among public institutions, private and academic organizations, and NGOs to design and implement adaptation and mitigation projects. A series of technical inter-institutional workshops take place annually to build stakeholders' technical and coordination capacity. While these cooperation schemes exist, a formal organizational structure and institutional arrangements to coordinate CCA actions across institutions and sectors are still lacking.

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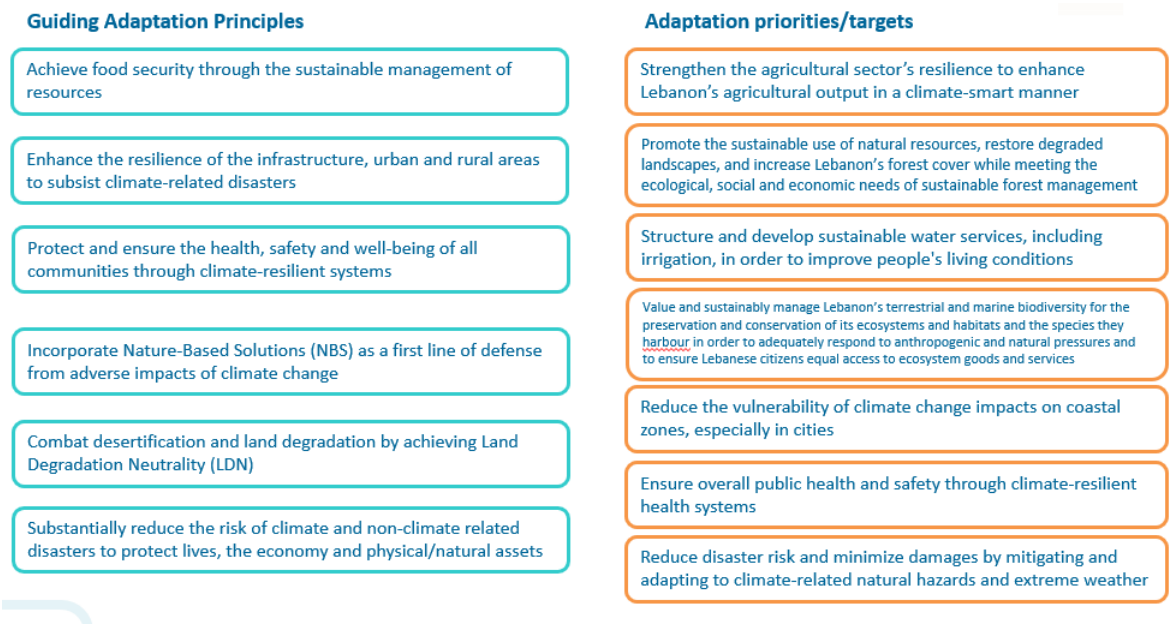


Figure 1 Lebanon's NDC2020 guiding adaptation principles and priorities.

13. In the absence of a national climate change policy and action plan, aside from the NDC, sectoral policies, strategies, and action plans provide sector-specific directions and actions that contribute to increasing the country's adaptive capacity and reducing its vulnerability to climate change. The Table below presents an overview of the existing policies that can be used as elements of the NAP while highlighting the need for a comprehensive national policy, strategy, and action plan to harmonize these sectoral policies and actions.

Table 1 Government Strategies, Policies and Plans relevant to climate change adaptation (Source: Own elaboration and MoE (2020).

Policy/plans	Year	Description
National Sustainable Development Strategy (NSDS)	NA	The NSDS, which is currently under preparation in cooperation with the Council of Ministers, clearly highlights the importance of adaptation and points out necessary action in nearly all of its sectoral chapters.
National Biodiversity Strategy and Action Plan (NBSAP)	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.
National Water Sector Strategy (NWSS)	2010	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.
Updated draft National Water Sector Strategy (NWSS)	2019	The strategy calls for improving the knowledge of global climate change impact on Lebanese water resources for better adaptation strategies. The updated NWSS is still pending official endorsement and currently undergoing a Strategic Environmental Assessment.
Updating of the National Adaptation Plan to Climate Change in the Water Sector	2015	The document provides a recommended framework for a National Action Plan in the Water sector.

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National Forest Programme (NFP)	2015	The program 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.
Ministry of Agriculture Strategy	2020	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.
Paris Pact on Water and Adaptation: Strengthening Adaptation Aquifers in Basins of Rivers, Lakes	2015	The Paris Pact, which was proposed during COP21 in Paris, was officially endorsed by the Lebanese MoEW 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.
Regional Strategy on Health and the Environment	2015	Developed by WHO and the Ministry of Public Health, identifies climate change as a priority area for action and presents specific actions to be taken by Lebanon on climate change and health.
Technology Needs Assessment	2012	Among the priority sectors, the TNA identifies priority actions for the water and agriculture sectors, as its primary focus. In each sector, an analysis of barriers for implementation and a cost-benefit analysis (CBA) are presented for each identified technological action. For the water sector, the identified measures relevant for urban areas included water user' associations (WUA) and early warning systems for water supply management (river flow) through snowpack monitoring (EWS-SPM). Other measures considered, and relevant for water efficient supply and use included rainwater harvesting (from hills or earth lakes, ground or roads, and greenhouse tops), efficient water use irrigation and use of treated wastewater in irrigation.
INDC	2015	It outlines an overview of adaptation for the country, and mentions some key adaptation measures in the biodiversity, forestry and agriculture, and water sectors.
Paris Agreement	2019	Lebanon ratified the Paris Agreement in 2019 (law 115/2019), which sets adaptation planning and communication as a priority, in accordance with paragraph 11 of Article 7 of the Paris Agreement, and paragraph 11 of Decision 9/CMA.1.
NDC update/Adaptation Communication	2020	The updated NDC provides details on key adaptation principles and priorities, which includes as priority 3 "Structure and develop sustainable water services, including irrigation, in order to improve people's living conditions" and priority 5 "Reduce the vulnerability of climate change impacts on coastal zones, especially in cities".
Land Degradation and Desertification action plan under UNCCD	2017	The plan, which is currently being developed by the Ministry of Agriculture, aims at helping Lebanon reach land degradation neutrality by 2030, in line with the recommendations of the UNCCD framework. The plan is expected to include detailed adaptation measures with regards to land degradation and desertification.
Government's Financial Recovery Plan	2020	Under the financial recovery plan, Lebanon is working towards the establishment of the Lebanon Green Investment Facility (LGIF) to provide climate and green finance through accessible and affordable finance instruments for both the public and private sectors, as well as to provide needed technical assistance to various entities to create bankable projects.
Lebanon reform recovery and reconstruction framework	2020	The 3F plan follows the guiding principle of "Build back better, greener, and smarter" which includes structural improvements to infrastructure, climate change adaptation, climate smart practices, and greening though the use,

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		when possible, of use non-traditional approaches to pilot, innovate, and experiment.

CAPACITY AND INVESTMENT GAPS IN NATIONAL ADAPTATION PLANNING

14. MoE has begun a national dialogue for developing a National Adaptation Framework for Lebanon's National Adaptation Plan (NAP) to address adaptation in a comprehensive, coherent, and strategic manner that increases resilience in vulnerable communities. The MoE seeks the development of a medium and long-term approach to reduce vulnerability to climate impacts and facilitate the integration of climate adaptation into ongoing planning processes while optimizing the use of existing plans and being consistent with Lebanon's economic and social recovery and reform plans in laying the ground for the preparation of Lebanon's NAP. One of the first steps towards building the Framework and NAP is to develop a CCA strategy and NAP roadmap, which will also inform the next iteration of Lebanon's NDC. The NAP roadmap needs to set out clear and logically sequenced activities to prepare Lebanon's NAP through the NAP Process, specific roles, and responsibilities of stakeholders, required inputs and resources, timeline, and a process for monitoring, evaluating and updating the NAP.

15. As part of the NAP consultation process, the GoL has identified water resources in urban areas as one of the priority sectors for adaptation in line with the NDC and NWSS. Through the consultations, the representatives of key ministries have expressed the need to focus on the water sector, mainly domestic/commercial use of water in urban areas, as it presents a critical investment gap. Although irrigation and agriculture are the largest consumers of water and highly vulnerable to climate change, there has been a range of adaptation support provided by international organizations and other development partners to address their water needs and climate risks. In contrast, there is noticeably limited support available or planned for the climate change adaptation of urban areas, particularly for water resources management to implement the updated NWSS.

16. Given the importance of water resources demand and supply adaptation in urban areas, the recently updated draft NWSS (2019) indicates the need to increase the resilience of urban communities to climate change's impacts on water resources. Given the importance of water resources demand and supply adaptation in urban areas, the recently updated draft NWSS (2019) indicates the need to increase the resilience of urban communities to climate change's impacts on water resources. Through a participatory process, the MoE, MoEW, and MoIM have identified two municipalities (Tyre and the Nahr El Kaleb Watershed) as target areas to demonstrate adaptation planning and actions related to water management aligned with local needs and priorities in urban areas. These actions will focus on addressing water demand and supply challenges through an inclusive and participatory process. Planning and activities at the local level will be vertically integrated with the NAP process at the national level and will guide any future amendments to the NWSS.

17. From this perspective, several recommendations have been made for the NAP Framework to ensure its focus on the water sector to capture actions for maintaining and upgrading water supply and distribution networks, mapping watersheds, and river basins, and implementing adaptation measures on priority watersheds, wadis, and coastal as well as inland aquifers across the country. Additionally, water supply and demand management enhancement are necessary, including a supply and demand analysis under different hydrologic and climatic conditions,

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reviewing, and modifying management processes of existing water supply systems, and implementation of water harvesting technologies for which a framework already exists. Equitable access to the sustainable water supply must also be ensured by increasing safe water supply to water-stressed communities. These priority areas for the water sector are also captured in the adaptation priorities (i.e., Adaptation Priorities 3 and 5 to increase the resilience of water services and coastal cities) under the updated NDC.

18. Without a climate change policy, strategy, or action plan for climate change adaptation, Lebanon remains unable to plan an effective or coordinated response to the observed and future impacts of climate change. This problem is particularly acute regarding water resources in urban areas, where the effects of climate change are exacerbated by the country's rapid population growth and economic stressors to create acute water shortages. Therefore, the proposed NAP project will build on the relevant capacities and mechanisms established by the relevant policies (i.e., NWSS, the NAP Framework recommendations) and baseline projects, as identified above, to develop a CCA strategy and roadmap for preparing Lebanon's NAP at the national level and strengthen vertical linkages between national and sub-national efforts to make water resources management in urban areas climate resilient.

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III. STRATEGY

Project rationale and theory of change

19. The analysis of baseline readiness and funded activities by the GCF and other development partners demonstrates limited investment and support for addressing the capacity gaps in national adaptation planning. Without a climate change policy, strategy, or action plan for climate change adaptation, Lebanon remains unable to plan an effective or coordinated response to the observed and future impacts of climate change. This problem is particularly acute regarding water resources in urban areas, where the effects of climate change are exacerbated by the country's rapid population growth and economic stressors to create acute water shortages. Therefore, the proposed NAP project will build on the relevant capacities and mechanisms established by the relevant policies (i.e., NWSS, the NAP Framework recommendations) and baseline projects, as identified above, to develop a CCA strategy and roadmap for preparing Lebanon's NAP at the national level and strengthen vertical linkages between national and sub-national efforts to make water resources management in urban areas climate resilient.

20. The primary goal of this NAP proposal is to increase the resilience of water resources in urban areas in Lebanon through more effective adaptation planning.

21. The theory of change for the proposed NAP project is based on the premise that: IF the project can establish through a multi-stakeholder process, a coordination mechanism for guiding the country's NAP process to prepare Lebanon's first CCA strategy and NAP roadmap and improve the capacity of decision-makers and local communities to mainstream CCA into national and local water-sector planning processes in urban areas with improved access to climate information and ability to access and obtain climate finance through the GCF, THEN the climate change resilience of Lebanon's water resources in urban areas will be increased, BECAUSE Lebanon will have strengthened its evidence-based adaptation planning and institutional coordination capacity.

BARRIERS TO EFFECTIVE CLIMATE CHANGE ADAPTATION PLANNING AND IMPLEMENTING COORDINATED ACTIONS

22. To achieve the proposed project's goal through its theory of change, several barriers need to be removed through the project interventions. The following barriers were identified and validated by stakeholders during the proposal formulation process (also discussed below, in the project's theory of change).

23. Barrier 1. Limited mainstreaming of CCA into national and local planning and budgeting: Planning in Lebanon is also executed in a highly centralized, 'pastiche' manner, due to the various planning actors, many ad-hoc developments, and primacy of the real-estate sector and the influence of politics. While climate change considerations have been included in the National Sustainable Development Strategy (NSDS), the Council for Development and Reconstruction (CDR) and the Ministry of Finance (MoF) has not included climate change into its development planning process. For Land Management, mainstreaming has been weaker, as coordination also includes the MoIM, Ministry of Agriculture (MoA) and MoE. For water resources, various analysis and action plans have been developed. However, implementation and follow up of relevant strategies and policies has been poor under the MoEW due to understaffing (TNC, 2016). At the local level, municipalities do not integrate and adopt CCA in their respective plans and strategies.

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24. Barrier 2. Weak institutional and technical capacity and staffing in sectoral Ministries (including MoEW, MoE): Due to poor staffing and high turnover rate in governmental institutions, the number of technical experts with knowledge of CCA is still limited and institutional capacity is still weak, especially among decision makers, private sector, as well as for municipalities/local community level. The weak institutional capacity at relevant Ministries (MoE, MoEW, etc.) has hindered the mainstreaming of CCA into these key Ministries (TNC, 2016), as well as the implementation of adaptation actions already identified in the key assessment reports. At the same time, there is a lack of financial support for the NAP process that has hindered the adaptation process. Since joining the UNFCCC and especially since it signed the Paris Agreement, Lebanon has attempted to build technical and institutional capacity across relevant entities. This includes the funding and preparation of three NCs, two biennial update reports (BURs), and a technology needs assessment (TNAs). However, weak institutional and technical capacity, and high staff turnover continues to be a barrier to effectively planned and well-coordinated adaptation action.

25. Barrier 3. Lack of reliable data and climate change related information on water resources for municipal use: Various analyses have been conducted through the Second and Third NCs (2011, 2016), TNA (2012), the National Economic, Environment and Development Studies (NEEDS) for Climate Change Project (2011) and Costs of Climate Change studies (2015). However, there is limited information on water resources, CCA, and urban areas, and information sharing among stakeholders is also limited. The TNC identified the lack of centralized data systems and poor maintenance of water monitoring systems as one of the barriers to implementing CCA in the water sector. There is no unified and agreed-upon set of data and statistics for the water sector. While the national figures set out by the MoEW are generally accepted, a challenge remains that water data is not centralized or harmonized, and for the same metric, estimates vary depending on the source. In addition, the limited data is usually available at a national level, without information at a watershed or municipality level. An enabling environment for data and information dissemination and sharing is mainly absent. These conditions hinder long-term projections and analysis of fundamental gaps and needs within the water sector at the national and sub-national levels, especially with the impending implications of climate change. Moreover, the country's knowledge of integrated water resources management and treating and reusing waste, grey water, and stormwater is notably limited.

26. Barrier 4. Limited implementation of existing actions plans for water: The SNC and TNC identify potential adaptation actions that would minimize the burden imposed by climate change on water resources. The TNA (2012) also identifies potential adaptation technologies that would enhance CCA for water resources. However, since the publication of these reports, few governmental initiatives have arisen with an attempt to strategically organize the development of the water sector, while increasing resilience to adverse impacts of climate change, taking into consideration the recommendations of these reports. Most of those identified actions have been implemented in a limited manner or not implemented at all.

Theory of Change

Adaptation planning support impacts

27. The Adaptation Planning support proposal will also address the following issues:

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- Address specific anticipated climate impacts and vulnerabilities, in time, through improved planning and engagement: Outcome 3.2 and its various outputs will improve the knowledge information base and generate evidence on the impacts of climate change in water supply for the two selected urban areas. This will enable stakeholders to identify and implement CCA actions (Output 3.2.2) according to those anticipated climate change threats.
- Complement other adaptation planning activities: The current proposal is the main project that will address adaptation planning activities. Specifically, Outcome 3.1 will support development of a CCA strategy and National Adaptation Plan Roadmap to facilitate the integration of CCA into new and existing policies, programmes and activities.
- Enable inclusive and gender responsive stakeholder engagement mechanisms. Outcomes 3.1 and 3.2 include technical and institutional capacity building activities of relevant stakeholders and institutions at the national and municipal levels, that ensure a balanced representation of women and men. Gender balance and representation will be ensured through applying UNDP's gender policy, ensuring that consultations are gender-balanced and therefore women's and men's perspectives will be reflected as per the UNDP guidelines. In addition, the project will strive to increase women's representation to 40% in relevant activities through encouraging public institutions and partner agencies (via official communications) to nominate women representatives for consultations, trainings and capacity building activities.
- Reduce vulnerability to impacts of climate change, including by building adaptive capacity and resilience: Outcome 3.2 will provide the information to inform decision to build adaptive capacity of water supply for urban areas, identifying CCA actions in to improve that adaptive capacity, while output 3.1.4 supports the development of local adaptation plans to integrate CCA activities sub-national development plans and programmes.
- Facilitate the integration of CCA into relevant new and existing policies, programmes and activities: Outcome 3.1 will support development of a CCA strategy and National Adaptation Plan Roadmap to facilitate the integration of CCA into new and existing policies, programmes and activities. Under Outcome 3.2, the project will support through output 3.2.2 the implementation of CCA actions in the management of water resources for municipal management.
- Integrate adaptation planning activities into specific or broader resilience planning to increase awareness and information on CCA. The project, through Activity 3.1.4.2 will support the integration of adaptation planning into local (municipal) planning, and output 2.1 will develop a CCA strategy and NAP roadmap that will outline the integration of adaptation into planning.

28. The overall theory of change is presented in Figure **2**, below. The overarching problem for adaptation planning in Lebanon that this project will address is that there is limited integration of CCA considerations into municipal water management, as well as a robust CCA institutional coordination and capacity for the NAP process. The goal of the project is therefore to increase the resilience of water resource planning in urban areas in Lebanon. The project's goal statement is: IF the project can establish through a multi-stakeholder process, a coordination mechanism for guiding the country's NAP process to prepare Lebanon's first CCA strategy and NAP roadmap and improve the capacity of decision-makers and local communities to mainstream CCA into national and local water-sector planning processes in urban areas with improved access to climate information and ability to access and obtain climate finance through the GCF, THEN the climate change resilience of Lebanon's water resources in urban areas will be increased, BECAUSE Lebanon will have strengthened its evidence-based adaptation planning and institutional coordination capacity.

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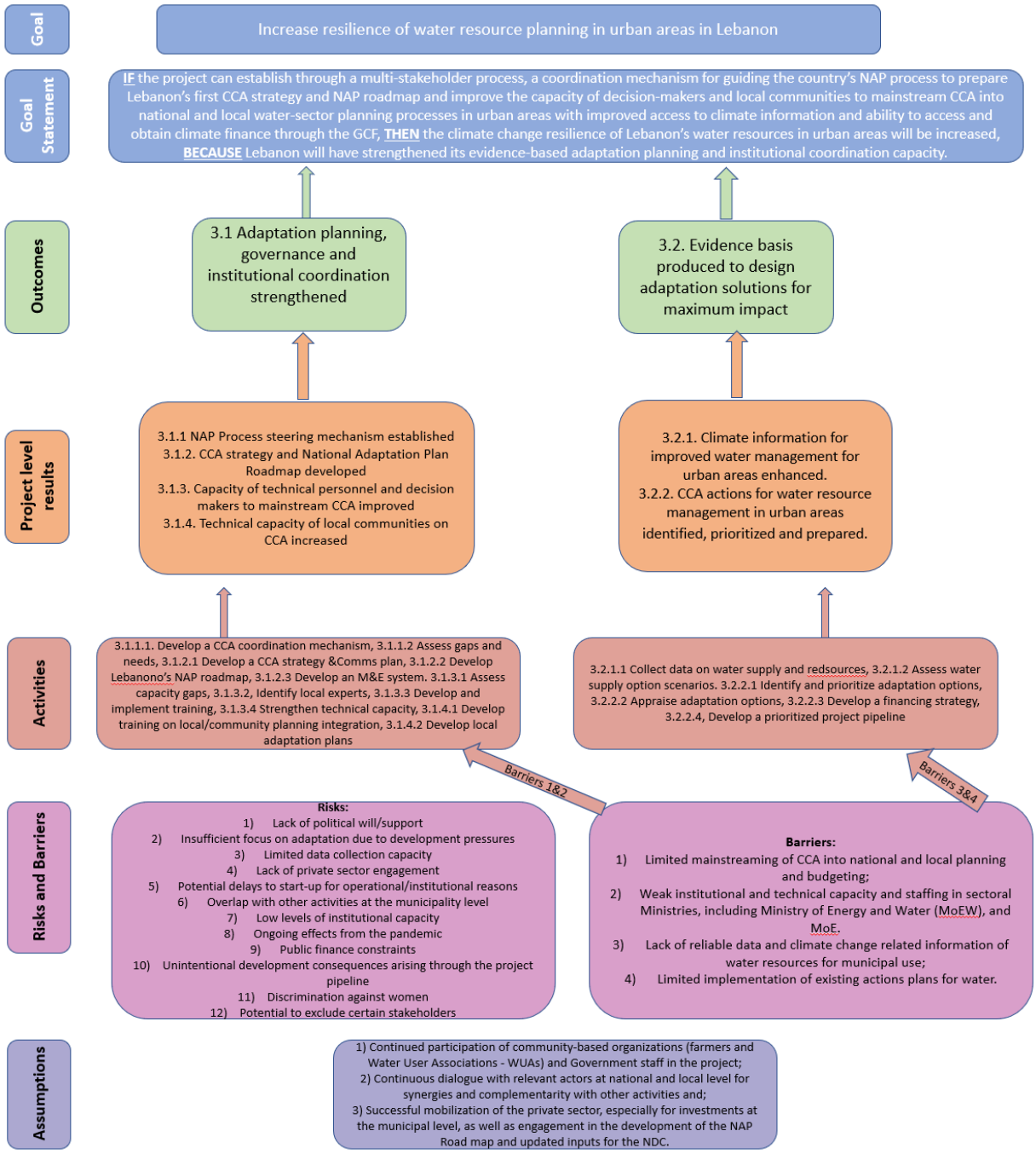


Figure 2 Theory of Change of "Increased climate resilience planning for municipal water resources in Lebanon"

29. The outcomes of the project are: 3.1 Adaptation planning governance and institutional coordination strengthened, and 3.2 Evidence basis produced to design adaptation solutions for maximum impact. These outcomes and the outputs that will enable their achievement are designed to be broad-based and strategic as Lebanon lacks an adaptation framework, as well as a sub-nationally oriented outcome which specifically target climate risks to water management in urban areas to demonstrate practical application and investment planning of climate change

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adaptation for urban resilience. A feedback institutional mechanism between the two outcomes will be driven by the NAP Steering Committee.

30. there is no institutional structure or system in place at present in Lebanon to formulate or implement a NAP. This leads to a situation where Barriers 1&2 arise. To overcome this, Outputs 3.1.1, "NAP Process steering mechanism established", and Output 3.1.2, "CCA strategy and NAP Roadmap developed", will be achieved. The achievement of these outputs should be seen as the necessary pre-condition to overcoming Barriers #1 and a contribution to overcoming Barrier #2 and ultimately achieving the overall result. This is because without establishing a governance process (through a coordination mechanism that will drive the steering process) and a roadmap to develop the NAP it will not be possible to overcome the barriers identified in the proposal or effectively achieve the project's outcome or overall goal. Outputs 3.1.3, "Capacity of technical personnel and decision makers to mainstream CCA improved", and Output 3.1.4, "Technical capacity of local communities on CCA increased", will then directly overcome Barrier #2 (and reinforce the actions taken to overcome Barrier #1) because they will increase technical capacity at the national level (especially relating to planning and budgeting and at the local and community level to understand climate change, adaptation actions and to develop local adaptation plans.

31. Activities under Outputs 3.2.1., "Climate information for improved water management for urban areas enhanced", will contribute directly to overcoming Barrier #3 and create the pre-conditions to overcome Barrier #4, while Output 3.2.2, "CCA actions for water resource management in urban areas identified, prioritized and prepared', will contribute directly to overcoming Barrier 4. Activities under Output3.2.1 will collect data regarding surface and groundwater and produce study reports, as well as undertake an options scenario analysis regarding future water supply. This will directly overcome the third barrier, while the range of tools and analytics to be used in activities under Output 3.2.2 such as cost-benefit analysis and developing a financial strategy will support the eventual implementation of adaptation actions in the water sector, overcoming the 4th Barrier identified in this proposal.

32. The main barriers identified during the stakeholder consultations and the 2017 NAP stocktaking analysis are:
    - Barrier 1. Limited mainstreaming of CCA into national and local planning and budgeting.
    - Barrier 2. Weak institutional and technical capacity and staffing in sectoral Ministries (MoEW, MoE, etc.).
    - Barrier 3. Lack of reliable data and climate change related information of water resources for municipal use.
    - Barrier 4. Limited implementation of existing actions plans for water.

33. There are a variety of inputs into the proposed project. Lebanon has an updated NDC, which contains an Adaptation Communication. This is an important input into the project because it establishes Lebanon's national climate change related priorities. The relevant ongoing and recently concluded projects that also contribute to this project can be found in the situation analysis. The 2nd and 3rd NCs are also important inputs which have been cited in this proposal and will continue to provide a knowledge basis in the project. It is likely that a process to prepare its 4th NC will start during this project's implementation. Similarly, the stocktaking report undertaken in 2017 (see below, Stakeholder Consultations) is an important input. Meanwhile, government sector policies and strategies, notably the NWSS and the draft update of this strategy

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are vital inputs that have shaped the project formulation and will also be important inputs during the project implementation.

34. The assumptions under which the theory of change is based is that there will be meaningful participation of community-based organizations (farmers and Water User Associations - WUAs) and Government staff in the project; there will be continuous dialogue with relevant actors at national and local level for synergies and complementarity with other activities and that there will be successful mobilization of the private sector, especially for investments at the municipal level, as well as engagement in the development of the NAP Road map and updated inputs for the NDC.

35. Some of the identified risks include the lack of political will to support the project, which will be mitigated by awareness raising and technical support for key decision makers, weak institutional capacity which will be mitigated by ensuring commitments from partner agencies and building connections with other programmes; the potential lack of private sector engagement, mitigated by identification of constraints on private sector participation during project preparation; delays in implementation of project activities partially due to COVID-19 pandemic, mitigated by close monitoring of activity schedules to identify delays and timely support to partners including remote working and virtual meetings if required; and lack of stakeholder engagement, which will be mitigated by continuous dialogue to mobilize specific stakeholders at the national and sub-national level. For further details on these risks, please see ANNEX F: UNDP Risk Log.

IV. RESULTS AND PARTNERSHIPS

Expected results:

36. This NAP project will work to achieve two GCF Readiness Outcomes: 3.1) Adaptation planning governance and institutional coordination strengthened; and 3.2) Evidence basis produced to design adaptation solutions for maximum impact. Activities are proposed to contribute to the achievement of these two outcomes and to address the barriers highlighted above.

Outcome 3.1. Adaptation planning governance and institutional coordination strengthened.

37. As there is no climate change adaptation coordination mechanism in Lebanon, there is an urgent need to establish one. This coordinating mechanism will be able to develop the necessary actions to establish a CCA Strategy and NAP Roadmap that can also be used to update Lebanon's NDC and GCF Country Programme. Under this component, there are four focus areas: i) Establishment of a NAP Process steering mechanism; ii) Development of CCA strategy and NAP roadmap; iii) Increasing the capacity of technical personnel and decision-makers to mainstream CCA; and iv) Increasing technical capacity of local communities on CCA. The project will guide decision-makers in creating synergies and a shared vision for climate-proofing the upcoming recovery and reform plans by developing the CCA strategy and NAP roadmap. The project will also support communities in increasing their resilience and adaptive capacity to climate change impacts by assessing and devising concrete local adaptation solutions. The NAP roadmap will develop a CCA vision, goals, and objectives and identify priority adaptation actions to be taken at the national and regional levels, including timeframe, responsible entities, and estimated budgets.

Output 3.1.1. NAP Process steering mechanism established.

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38. The MoE is initiating Lebanon's NAP process, but there is no political mandate yet (and therefore, no funding), which provides the necessary basis for setting up a CCA Strategy and NAP Roadmap to prepare the country's first NAP. To address this, the following activities are proposed.

• Activity 3.1.1.1. Develop a CCA coordination mechanism, across sectors and between agencies to enable an active participatory approach, including definition of roles and responsibilities for the development of the NAP roadmap. The process will build on the NDC Committee under the Adaptation Working Group that was established by the Council of Ministers in 2017 and which has the official mandate to follow-up the implementation of all NDC elements, including planning and implementation of adaptation measures. Additional actors such as the private sector, municipalities and NGOs will also be involved in the NAP consultative process and ensure gender balance. The coordination mechanism will ensure regular and periodic meetings of the NDC committee and other stakeholders to coordinate CCA activities in Lebanon.

• Activity 3.1.1.2. Assess and report on gaps and needs to inform and guide the NAP process based on a review of relevant data, sectoral activities, monitoring processes, roles of institutions, institutional arrangements, and available funding sources. Based on this assessment, prioritized sectors, themes, and adaptation activities will be defined for the short and medium term (3-5 years) under the CCA strategy and NAP roadmap (Output 3.1.2) in line with the national development agenda.

39. The NAP process steering mechanism is a fundamental enabler for preparing the CCA strategy and NAP roadmap under Output 3.1.2 and establishing a systematic capacity development process at the national and sub-national levels (Outputs 3.1.3 and 3.1.4) to remove Barriers 1 and 2.

Output 3.1.2. CCA strategy and NAP Roadmap developed.

40. To deliver this output, the project will build on Output 3.1.1 to:

• Activity 3.1.2.1. Develop the CCA Strategy and communication plan and disseminate among high level policy makers, ministries, and relevant stakeholders. As part of the development of the CCA Strategy, a series of participatory workshops will be implemented to account for the input of all relevant stakeholders. A communication and outreach strategy for medium and long-term adaptation planning will be developed and implemented.

• Activity 3.1.2.2. Develop Lebanon's NAP Roadmap, for adaptation implementation with clear activities, responsibilities, and timeframe, as well as a mechanism to regularly update the NAP process including institutional arrangements, roles and responsibilities and timeframe. The NAP Roadmap will be disseminated among high level policy makers, ministries, and relevant stakeholders. Regional and international partners will be identified to finance the implementation of the NAP Roadmap. The NAP elements will be integrated into future revisions of Lebanon's NDC and GCF Country Programme, including information on gaps and constraints, priority actions, a timeframe for implementation, and associated costs. Building on the best practices and lessons learned by the NDC preparation and submission process in Lebanon, the NAP Roadmap will be presented to the official inter-ministerial NDC committee, headed by the MoE for review and discussion. The final document will be sent officially to relevant line ministries for validation and then will be forwarded to the Council for Ministers for endorsement.

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• Activity 3.1.2.3. Develop a monitoring and evaluation system to facilitate the monitoring and evaluation of the NAP Roadmap. The system will facilitate coordination, monitoring, and evaluation of the NAP Roadmap implementation, including institutional arrangements and reporting software. As part of outreach efforts, this activity will provide annual reports on the advancement of the NAP process and CCA, as well as maintenance of a NAP information page on the MoE website. The generated data and information will be made available on the LEWAP platform, where they will be publicly available for use and reference.

41. The development of the CCA strategy and NAP Roadmap will remove Barrier 1 by providing further guidance and direction with clear priorities, responsibilities, and budgets on the design and implementation of CCA activities at the national and local levels.

Output 3.1.3. Capacity of technical personnel and decision makers to mainstream CCA improved.

42. Various analyses have highlighted the weak technical capacity and understaffing of sectoral ministries to enable CCA mainstreaming, as well as the implementation of CCA actions. There is no strategic document for capacity building or awareness raising and no known initiatives for capacity building on CCA. Activities under this output seek to improve the capacity of technical and high-level officials to mainstream CCA into their activities at the national and sectoral levels, providing the knowledge and tools to do that. For this purpose, a national capacity-building programme will be developed to address the gaps in the knowledge and capacity of decision – makers, technical and non-technical personnel. The programme will consider gender to seek gender-balanced training at all levels. To deliver this output, the following activities will:

• Activity 3.1.3.1. Assess technical and institutional capacity gaps and needs of 100 technical experts in sectoral ministries to provide recommendations for capacity building. The assessment will determine the capacity gaps and needs that will serve as the basis for the activities in Activity 3.1.3.3 and 3.1.3.4, as there is no strategic document for capacity building or awareness raising, and there are no known initiatives for capacity building on CCA.

• Activity 3.1.3.2. Identify local subject experts to support capacity-building activities, including pursue of partnerships with local Universities and research centers (i.e. American University of Beirut (AUB)-Issam Fares Institute for Public Policy and International Affairs, Université Saint Joseph (USJ), Lebanese University (LU), Université Saint-Esprit de Kaslik (USEK), Notre Dame University-Water Center, University of Balamand-Institute of Environment) to secure the long-term sustainability of these capacity building efforts.

• Activity 3.1.3.3. Develop and implement training activities for 20 technical experts and decision makers, (40% female participants), to address the lack of the awareness on CCA and how it can be incorporated into their decision-making process. This includes a) Developing a Project Executive level course for technical experts and decision-makers; and b) implementing training activities on CCA mainstreaming and field visits. Participants will include officially nominated senior officials and climate change focal points in line institutions related to CCA, such as the MoEW, MOE, MoIM, Ministry of Social Affairs, Council for Development and Reconstruction. Additional participants /decision makers at the sub-national level can be added depending on need and participant availability.

• Activity 3.1.3.4. Strengthen the capacity of 40 non-technical personnel. As with the Project Executive level capacity building, training courses on general awareness raising for non-technical

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personnel (40% female participants), NGOs and the private sector will be developed. This will take place through the following sub-activities: a) Development of general courses on CCA; b) Mainstreaming CCA in curricula of university specialized diplomas and certificates; and c) Implementation of training activities and field visits.

43. Strengthening institutional and technical capacities of ministry staff and decision makers will increase their interest and ability to engage in decision-making and programming related to CCA, and will provide them with the required knowledge, tools, and recognition to lead on CCA mainstreaming in their respective institutions. These activities will contribute to overcoming Barriers 1 and 2.

Output 3.1.4. Technical capacity of local communities on CCA increased.

44. To complement the activities under this component, this output will focus on two aspects of local development planning for adaptation: i) Improvement of technical capacities at the local/community level; and ii) Vertical integration of local adaptation processes to NAP, through the development of the technical knowledge on CCA and how to integrate the outcomes of that improved knowledge into the national adaptation process. In the context of the NAP process, vertical integration will create intentional and strategic linkages between national and local adaptation planning. In the case of Lebanon, this integration will be done through Regional Technical Offices (RTOs) under the Union of Municipalities (UoM) and comprises local experts and technical persons. The mandate of the RTOs is to mobilize public and civil local actors to collectively address local needs based on available resources. The RTO is a tool that aims to strengthen local governance, enhance service delivery, and mainstream planned interventions. The activities include:

- Activity 3.1.4.1. Develop local participatory training activities on how to integrate CCA into local community planning. This includes local technical trainings, complemented by field demonstrations of adaptation activities implemented under other donors, site visits, and classroom-based training sessions. The course curriculum will be a mix of generic training modules on CCA with specific modules based on needs of local communities (i.e., urban water management) and complemented with specialized courses. Communities will be engaged through regular consultations held in close coordination with the Municipalities of Tyre and the federation of Municipalities of Nahr el Kaleb Watershed. Focal points from both municipalities/federation of municipalities will be officially assigned by the respective Mayors/Heads to follow-up on the project activities and facilitate liaison with community leaders and local CSOs.

- Activity 3.1.4.2. Develop local adaptation plans and support institutional arrangements that facilitate coordination and dialogue between national and sub-national levels.

45. Strengthening technical capacities of RTOs will further ensure that CCA knowledge is effectively transferred between the national to local levels and will provide RTO staff with the knowledge and tools to guide the communities they support in the planning and implementation of adaptation activities. These activities will support overcoming barrier 2.

Outcome 3.2. Evidence basis produced to design adaptation solutions for maximum impact.

46. The focus of this outcome is to support the development of robust analysis and adaptation options at the municipal/local level as well as local capacity for CCA. For that purpose, two sites

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(Tyre and the Nahr -al Kalb River Valley) have been selected by stakeholders as highly vulnerable sites to develop specific analysis on water resource management in urban areas that incorporates the impacts of climate change. Tyre is an urban coastal city densely populated with poor infrastructure and planning. It is also a UNESCO World Heritage site with its citadel and archeological sites on the sea and is characterized by rich biodiversity with a land and marine nature reserve, hosting marine turtles, migratory birds, and freshwater springs. The Nahr el Kaleb watershed is the primary source of fresh water for over 40% of Lebanon's population through the Jeita Grotto. However, the watershed has been mismanaged with various pollution sources from the agricultural, residential, and industrial areas scattered across the basin. The watershed is also home to some monuments and archeological sites dating back to 630 BC. To achieve this outcome, activities under the following outputs will be implemented.

Output 3.2.1 Climate information for improved water management for urban areas enhanced.

47. The proposed project has selected two sites to conduct assessments—the city of Tyre and the Nahr El Kaleb River Valley. Tyre is the fifth largest city in Lebanon, with a population of 174,000 people. The Jeita Spring is located northeast of Beirut, in the Nahr El Kaleb River Valley. Approximately 63% of Beirut's fresh-water demand is supplied by Jeita Spring. The selection of these sites will provide a range of lessons and experiences that could later be applied to medium and large urban settings. The purpose of this output is to provide updated information on water supply (surface and groundwater) that accounts for the impacts of climate change. This will enable the provision of reliable data and climate change-related information for municipal water resource management for Tyre and the Nahr El Kaleb River Valley. Activities under this output are:

• Activity 3. 2.1.1. Collect data regarding current supply of surface and groundwater recourses in the Nahr al-Kalb River Valley and Jeita Spring and for the City of Tyre. Once the data is collected, it will be linked to a centralized database, operational at the level of MoEW.

• Activity 3. 2.1.2. Assess option scenarios (adaptation options) for water supply and demand that account for future climate change in the two selected areas. This activity will first model future water supply and demand, based on a 'business as usual' baseline scenarios and recent and future trends of economic and population growth, consumer behavior and water efficiency as well as account for different climate change impact scenarios to forecast trends for water under both a high supply and low supply (and corresponding water demand) scenarios. The design and development of the scenarios will be determined once a data assessment is performed in both pilot areas to identify data availability and quality and accordingly, select the most appropriate model and collect complementary data. The data assessment exercise and the scenario development will be conducted in close coordination with municipalities, research institutions, governmental entities and CSOs to ensure a complete assessment and validate assumptions and projections. Prioritization criteria will be used to facilitate the choice of scenarios and reach agreement between stakeholders. Based on these scenarios, adaptation options/measures will be modeled to measure the impact on future water supply and demand. This will be based on an extensive literature review and stakeholder consultations to compile lists of water efficiency measures that could potentially be applied (in coordination with Activity 3.2.2.1). The performance of each measure will be assessed based on its costs and likely lifetime savings to be considered for deployment in Beirut (and Nahr El Kaleb River valley) and Tyre (coordinated with Activity 3.2.2.2).

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48. The generation of new climate information related to long term projections will provide more robust evidence on the impact and implication of climate change on water resource management in the 2 selected areas. The generated new data will also be linked to a centralized database at MoEW, providing further information on water resources use at municipal/watershed levels, thus addressing Barrier 3.

Output 3.2.2. CCA actions for water resource management in urban areas identified, prioritized, and prepared.

49. Given the limited funding and implementation of CCA actions at the local level, the project will support the development of investment plans and specific projects on adaptation for water management in urban areas through a consultative process with relevant stakeholders at the municipal level. Selected prioritized adaptation options will be appraised and further developed to attract more targeted finance for their implementation, including the participation of the private sector. This activity will coordinate with Output 3.1.4 to coordinate adaptation options. The proposed activities are:

- Activity 3.2.2.1. Identify prioritize adaptation options of water resource management in urban areas that account for climate change based on the results of the vulnerability assessment and using multi-criteria analysis (MCA) exercise with specific criteria (such as cost, importance of economic impact, improvement of resilience to climate change, technology suitability and capability, social suitability/stakeholder acceptability, human and information requirements, environmental impact and legal and institutional requirements).
- Activity 3.2.2.2. Appraise selected adaptation options using Cost-benefit analysis (CBA) and Cost Effectiveness Analysis (CEA).
- Activity 3.2.2.3. Develop a financial strategy, based on the prioritization and appraisal of adaptation options, to assess funding needs and identify adequate funding sources to support adaptation investments, including the role of private sector; to mobilize funding for developed sectoral project proposals based on prioritized CCA measures. The strategy will include a system to iteratively update the strategy.
- Activity 3.2.2.4. Develop a prioritized pipeline of adaptation projects idea notes (2-3 idea notes) for submission to the GCF. Please note that the prioritized pipeline will be fully harmonized with and designed to support the implementation of the Lebanon GCF Country Programme, which is currently under development.

Expected Beneficiaries

50. The main beneficiaries of the activities under Outcome 3.1 will be officials from MoE (7-10 experts, including 5-6 women, 2-4 men) the NDA (2-4 including 1-3 women-1 man) and MoEW (7-10 including 4-5 women, 3-5 men). Communities and local NGOs will be beneficiaries of the activities implemented under Output 3.1.4. The primary beneficiaries of the activities under Outcome 3.2 will be officials from Tyre Municipality and in the Nahr El Khaleb Watershed. The project aims to target at least 49% of the primary beneficiaries as women.

51. Secondary beneficiaries of activities under Outcome 3.1 will be staff and other stakeholders from sector ministries - MoIM, Ministry of Social Affairs, and Council for Development and Reconstruction (2 beneficiaries including 1 woman per ministry). The tertiary beneficiaries of the

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overall project will be the people of Lebanon, especially those living in or around Tyre Municipality (255,700 residents) and the Nahr El Khaleb Watershed (260,500 residents).

Partnerships

52. Since 2019, the following four GCF projects (three readiness and one funded activity) have been funded. The proposed NAP will build on the baseline readiness capacities already developed (e.g., increased capacity of the NDA and enabling conditions for private sector engagement and investment) (Table **2**).

- "Strengthening and enhancing Lebanon's institutional arrangements and capacity to enable and optimize access to the GCF" is a readiness project implemented by South Center, as the DP. The project aims to develop a strategic framework for the NDA to effectively engage with the GCF and relevant stakeholders to access and obtain GCF finance. The key outputs include Lebanon's GCF Country Programme, No Objection procedure, and a stakeholder engagement framework.
- "Development of Energy Efficiency Standards and Labelling program for electric motors, transformers, washing machines and TVs in Lebanon" is a readiness project implemented by UNEP-CTCN acting as the DP. The project aims to improve legislation and increase awareness and investment in energy-efficient equipment in Lebanon.
- "Leveraging the Private Sector for Increased Climate Investment and Strengthened Partnerships in the West Asia Region " is a regional readiness project implemented by the Islamic Development Bank (IsDB) as the DP. The project aims to establish an enabling environment for increased private sector engagement in Iraq, Jordan, Lebanon, Oman, and the State of Palestine through a regional portfolio approach.
- The global project, Global Subnational Climate Fund (SnCF Global) (FP 151, and FP152), implemented by Pegasus Capital Advisors (PCA) and the International Union for Conservation of Nature (IUCN), includes Lebanon as one of the beneficiary countries. The project aims to catalyze climate adaptation and mitigation solutions at the sub-national level through a transformation finance model to increase private and public investment.

Table 2 Baseline GCF readiness activities, their contribution to national adaptation planning and complementarity

Readiness Project (DP: Status)	**Goal**	**Key Results**	**Complementarity and Remaining Capacity Gaps in National Adaptation Planning**
Strengthening and enhancing Lebanon's institutional arrangements and capacity to enable and optimize access to the GCF (DP: South Center, Status: Implementation complete.	To develop a strategic framework for the NDA to effectively engage with the GCF and relevant stakeholders to access and obtain GCF finance.	- Lebanon's GCF Country Programme. - No Objection procedure. - Stakeholder engagement framework. - Knowledge exchange for the NDA on private sector engagement. - Three GCF concept notes for prioritized ideas under the Country Programme.	The key results of this readiness, notably the GCF Country Programme, lay an essential foundation for Lebanon's climate finance readiness. The GCF Country Programme will provide the overall directions for Lebanon's GCF programming activities for climate change adaptation. A CCA strategy and NAP Roadmap for preparing Lebanon's NAP are needed to refine the Country Programme and project pipeline.

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Development of Energy Efficiency Standards and Labelling program for electric motors, transformers, washing machines and TVs in Lebanon (DP: UNEP-CTCN, Status: Under implementation)	To create enabling environment for increased adoption of efficient appliances/equipment and increased investment in energy efficient products in Lebanon.	- A general legislative framework for Minimum Energy Performance Standards (MEPS). - MEPS, labels and Monitoring, Verification and Enforcement plans for electric motors, washing machines, TVs and electric transformers.	No direct complementarity with the national adaptation planning.
Leveraging the Private Sector for Increased Climate Investment and Strengthened Partnerships in the West Asia Region (DP: IsDB, Status: Under implementation)	To increase private sector engagement and investment in climate change mitigation and adaptation including through public private partnerships in Iraq, Jordan, Lebanon, Oman, and the State of Palestine, following a regional portfolio approach.	- Support to private sector Direct Access applicants. - Public-private sector coordination plan. - Resource mobilization strategy for a green investment facility. - A GCF concept note with a pre-feasibility study, demonstrating private sector engagement/investment per country. - Regional knowledge management mechanism.	The private-sector DAE support, green investment facility, and private-sector engagement plan through the IsDB-led readiness project will establish an enabling environment for increasing private-sector engagement and investment in climate change adaptation, particularly for the water sector in urban areas, to bridge the current investment gap.

53. The support provided through these baseline readiness projects for national adaptation planning to address the above-identified capacity gaps is limited. However, the GCF Country Programme and private-sector engagement effort through these baseline readiness projects provide the proposed NAP project with an essential planning tool and platform for coordinating stakeholder engagement and investment in climate change adaptation.

54. In addition, the proposed NAP project will also build on and coordinate with relevant non-GCF projects concerning climate change adaptation of water resources currently under implementation in Lebanon, as listed below:

- UN-Habitat-led “Increasing the resilience of both displaced persons and host communities to climate change-related water challenges” regional project through the Adaptation Fund.
- IFAD-led “Climate Smart Agriculture: Enhancing Adaptive Capacity of the Rural Communities in Lebanon (AgriCAL)” project through the Adaptation Fund.
- The 4th National Communication (4NC), 3rd Biennial Update Report (3BUR) and “Establishing Lebanon's transparency framework” CBIT projects, implemented by the UNDP with funding from the Global Environment Facility.
- NDC Partnership’s technical support to accelerate the implementation of Lebanon’s NDC which prepared seven sectoral partnership plans, including the water sector, in 2019 and updated them in 2022 to identify support needs to accelerate its NDC implementation.

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- The "Improved Water Resources Monitoring System/Integrated Water Resources Management at regional level in Lebanon," implemented by FAO and supported by the SDC, provides tools to monitor water resources in North Lebanon and supports institutional decision-making and resources planning and effective data sharing amongst stakeholders and informed decisions transfer to end users.
- The Lebanese Water Actors Platform (LEWAP) is a platform established in 2017 with the support of the ADF for information exchanges and sharing experiences among actors in Lebanon's water and sanitation sector. The Platform's objectives include collecting, processing, and disseminating information about water and sanitation in Lebanon, supporting international cooperation initiatives, and facilitating multi-actor information exchanges on key themes of the sector. Improved knowledge management practices increase the effectiveness of national adaptation planning and priority action implementation.
- The ReWater MENA project implemented by the IWMI and supported by the Government of Sweden aims at reusing wastewater in agriculture and cities through participatory stakeholder engagement.
- The MENA Drought project, implemented by the USIAD, developed a drought assessment and prediction tool, and designed an integrated action plan for drought.
- The Clima-Med project supported the transition of Lebanon and seven other countries in the Southern Mediterranean towards sustainable, low-carbon and climate-resilient development. It was launched in 2018 and was implemented until 2020 with a total budget of 6.9 million Euros from the EU. Clima-Med focused, among others, on identifying concrete pilot actions to be implemented by national and local authorities, facilitating climate investments, and setting up finance mechanisms at national and local levels to concretely accomplish those actions. Clima-Med's local financing mechanisms for adaptation activities directly benefit the climate change adaptation of the water sector at the local level.
- The “Strengthening Disaster Risk Management Capacities-Phase 3” project, implemented by the UNDP (USD 1.7 million) between 2016 and 2019, supported the GoL in establishing effective national institutional arrangements for Disaster Risk Management (DRM), including disaster risk information and disaster risk management systems, to increase societal resilience against disasters, especially for refugee-hosting, and high-risk local authorities. The project established a DRM Unit within the Prime Minister’s office to strengthen and institutionally anchor DRM and crisis coordination capacities within the Government.
- The NDCSP, implemented by UNDP between 2018-2020, supported the updating of Lebanon’s NDC.

22. Established capacities and mechanisms and the information and knowledge generated through the above-listed projects provide foundations for Lebanon's NAP process and for ensuring the water sector's climate change resilience in urban areas. For example, recommended actions and best practices from the ReWater MENA, AgriICAL, and Water Resource Monitoring projects will directly inform the NAP process and the development of local adaptation plans. The results of drought assessments and prediction tools developed by the MENA drought project will benefit the vulnerability assessment of municipalities, including Nahr El Kaleb and Tyre. Moreover, the 4NC/3BUR/Transparency Framework projects will also collect information on the national conditions of men and women in climate change planning, implementation, and reporting. These projects will develop a deeper understanding of gender dynamics focusing on institutions and their coordination mechanisms, including gender trends, structures of decision-making bodies, current coordination mechanisms, and gender diversity in participating institutions.

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Gender equality and Women's Empowerment:

55. Gender mainstreaming in Lebanon is a new concept and has become an urgent and necessary process with the rapidly changing climate. Women are inevitably more affected by the effects of climate change since they are often at an economic disadvantage compared to men. The lack of institutional awareness on the relationship between gender and climate change has caused climate change-related policies, strategies, actions to lack gender-responsiveness. In addition, there currently are no progress indicators to track gender-responsiveness and monitor gender mainstreaming, and there is a lack of gender-related disaggregated data especially for vulnerability assessments. However, under the National Determined Contribution Support Project (NDCSP) implemented by UNDP in Lebanon since 2018, a gender and climate change analysis has been carried out, in close cooperation with the National Council for Lebanese Women (NCLW), to provide sectoral entry-points to increase the gender-inclusiveness and responsiveness of climate change policies, strategies, planning and reporting aspects. This is a timely opportunity to synchronize efforts and concurrently, include climate change and gender components into respective action plan.

56. The social and gender considerations for the adaptation planning support in the current proposal will be guided by the following principles:

- National Coordination. At the project's coordination level, the Project Board will promote gender equality, including equal opportunity policies and gender balanced human resource management. The active participation of the National Council for Lebanese Women (NCLW) will provide an active voice on gender in the Project Board. The NCLW will also provide support for Establishment of a NAP Process steering mechanism (Output 1.1) and the Development of CCA strategy and National Adaptation Plan Roadmap (Output 1.2).
- Participatory. The NAP stocktaking report (2017) identified and provided a stakeholder and institutional mapping with a list of stakeholders, including women groups, that will inform the activities under Outcome 1. The stakeholder and institutional mapping will be updated for Outcome 2, as the project will focus on Tyre and the Nahr-al Kalb River Valley.
- Consideration of vulnerable groups, communities, and eco-systems. Women and vulnerable groups will be considered in the Establishment of a NAP Process steering mechanism (Output 1.1), the Development of CCA strategy and National Adaptation Plan Roadmap (Output 1.2), the identification and prioritization of adaptation options (Activity 2.2.1), the development of a prioritized pipeline of adaptation projects (Activity 2.2.4) and the increased technical capacity of local communities on CCA (Output 2.3).
- Transparency. There will be an open and clear disclosure of information, plans, processes, and actions. Under the development of the development of CCA strategy and National Adaptation Plan Roadmap (Output 1.2), the Project Board will provide timely, accurate, relevant, and accessible information to enable different stakeholders to engage with relevant adaptation processes and actions under the Adaptation planning project execution. Annual project reports covering the calendar year for each year of project implementation will be publicly available.
- Gender sensitivity. The increased technical capacity of local communities on CCA (Output 3.1.4) will seek gender-balanced trainings, and the participation of women and minority groups in these trainings.
- Local monitoring mechanisms. Under the Monitoring and Evaluation system outlined in *Monitoring and Evaluation (M&E) Plan* (including the collection of gender and minority

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disaggregated data and performance indicators), sub-national monitoring mechanisms will enable communities and local stakeholders in the two cities to strengthen their ownership of and support the NAP.

Stakeholder engagement and south-south cooperation:

60. To support the development of a National Adaptation Plan (NAP), a stocktaking report, which included a gap and barrier analysis, was developed in 2017. The report identified information, institutional and technical capacity and organizational gaps and barriers to advance the NAP process. A national workshop was organized on July 3-6, 2017, to analyze the gaps, needs and barriers on the NAP process. During the 2-day workshop, a total of 50 participants from Government, NGOs, private sector, international organizations, and other stakeholders relevant to the NAP process discussed the gaps and needs on adaptation in Lebanon. Participants identified and agreed on a set of barriers hindering the development and implementation of CCA including unavailability and inconsistency in data, difficulty is assessing and using climate change models, lack of institutional capacity to report and monitor as well as weak institutional coordination and unclear mandates between different agencies. Stakeholders also agreed to move climate change adaptation planning and implementation further on a national and local level. In addition, as part of the NDC partnership, a more recent consultation meeting was organized in July 2019 with stakeholders to validate the gaps and identify new constraints when appropriate. In addition, Lebanon joined the NDC partnership in March 2019 and a first consultation meeting was organized on 31 July 2019 in Beirut to identify and validate adaptation and mitigation priority areas as well as main gaps and constraints 6. Lebanon is currently in the process of preparing Partnership Plans, which includes the water sector. Finally, as part of the consultation meetings conducted for the update of the NDC, a meeting on CCA was organized on November 4, 2020 with main stakeholders including the Ministry of Energy and Water, Ministry of Agriculture, the Council for Development and Reconstruction, the UNFCCC focal point, the NDA, and representatives of NGOs and academic/research institutions, which confirmed the identified barriers and reiterated the needs for a national adaptation roadmap and improved CCA mainstreaming. The results of all these national discussions form a vital part of the basis of the current project proposal.

61. Further consultations to address water resources demand and supply adaptation in urban areas, were conducted by and with the MoE, the Directorate General of Water Resources, the MoIM, identifying two municipalities (Tyre and the Nahr El Kaleb watershed) to serve as target areas to demonstrate adaptation planning and actions related to water management aligned with local needs and priorities in urban areas.

62. For project implementation, the proposed project incorporates robust mechanisms for meaningful stakeholder consultation and participation. This includes the elaboration of a stakeholders' engagement strategy to guarantee the participation from all government stakeholders at the national and municipal level, the private sector, civil society, and academy to encourage consensus on the vision, goals, and direction of the project. It also includes mechanisms for increasing participation on the part of women and other vulnerable groups.

South-South and Triangular Cooperation (SSTrC):

57. 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

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meeting sustainable development goals, UNDP will play a key role as the catalyst of such cooperation in this project.

58. The project presents a great opportunity for lessons learned and sharing best practices to build capacities. Under the guidance and exchanges facilitated by the UNDP Global NAP Adaptation Team, South-South cooperation and peer-to-peer exchange will be enhanced through planned capacity building activities including the adaptation planning, vulnerability assessments and use of latest IPCC scenarios, Monitoring Evaluation and Learning and Communication. 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 implementation of the project. This initiative will also allow Lebanon to take the lead in showcasing good practices to other Parties.

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

Innovativeness, Sustainability and Potential for Scaling Up:

60. 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 creating a platform to sustain a long-term climate change adaptation strategy. Not only will broad stakeholder involvement promote appropriate policy proposals, but it will also generate improved knowledge, methodologies, and human and institutional capacities that are necessary for building the resilience of water resources in Lebanon.

61. Institutional sustainability of the project will be ensured through the documentation of the data, approaches, methodologies, and tools used, especially regarding vulnerability assessment, and their sharing with relevant institutions to partner institutions. Efforts will be made to further integrate adaptation measures into sectoral policies and development plans, based on the experience gained from the participatory process of the current project.

62. The project will build on the outputs of CBIT, which will lay down the infrastructure and necessary next steps for Lebanon to transition to the new transparency framework while mainstreaming MRV procedures in all ministries, governmental and non-governmental institutions. This will contribute to a more sustainable generation of knowledge within the country. The long-term transparency strategy developed under CBIT will ensure the project's sustainability since it will guide stakeholders and the MRVCE into the next needed steps beyond the project. It will be used as a reference point for all climate reporting activities in the near and distant future. The knowledge platform and MRV network of partners will also build and retain capacities of government staff over time to reduce dependence on external support. Moreover, building on the staff's existing tasks reduces the need for additional experts and ensures institutional memory.

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63. While it cannot ensure that funding will be continued beyond the project, the current NAP readiness project will use all the necessary tools for the operationalization of the various institutional mechanisms that will prevail beyond the timeline of the project. 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. Activities are also planned in synergy with other running projects like the GEF CBIT project, climate promise 2.0 and other regional projects and initiatives like the EU ClimaMed, CEDRO, FAO Salma, etc. which will optimize the use of different funding sources and deepen the proposed analyses.

64. Moreover, through regional platforms, the outputs and lessons-learned of the project's results and best practices can be shared with other countries in the region and it can be replicated and customized to countries with similar or different national circumstances.

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): *SDG13- take urgent action to combat climate change and its impacts*
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: *UNSDCF Outcome indicator 3.1 – Integrated policy/strategy/plan which increases national ability to adapt to the adverse impacts of climate change, and fosters climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production.* **CPD Output** 3.1 (IRRF output 4.1). Natural resources protected and managed to enhance sustainable productivity and livelihoods.
This project will be linked to the following output of the UNDP Strategic Plan: *2.3.1 Data and risk-informed development policies, plans, systems, and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict*

Outcomes	Baseline	Targets	Outputs	Activities (Brief description)	Deliverables
Outcome 3.1: Adaptation planning governance and institutional coordination strengthened.	There is no National Adaptation Plan, Strategy, or a NAP roadmap in Lebanon, due to the absence of CCA coordination mechanism and weak institutional capacities.	Coordination mechanism established and capacity of sectoral ministries and local communities improved for the development and implementation of a CCA Strategy and NAP Roadmap.	**Output 3.1.1:** NAP Process steering mechanism established	**Activity 3.1.1.1:** Develop a CCA coordination mechanism, across sectors and between agencies to enable an active participatory approach, including definition of roles and responsibilities for the development of the NAP roadmap. Activity 3.1.1.1a: Issue a Ministerial decree or council of Ministers Decision establishing the NAP coordination mechanism, hosted within the NDC Committee under the Adaptation Working Group. Activity 3.1.1.1.b: Develop Operational manual that regulates the coordination mechanism. Activity 3.1.1.1c: Conduct six (6) biannual meetings of NAP Process steering mechanism.	**Deliverable 3.1.1.1a** Ministerial decree or Council of Ministers' decision, establishing the NAP Process steering mechanism based on the NDC Committee by. **Delivery schedule: Month 24 (M24)** **Deliverable 3.1.1.1b** An operational manual that regulates the coordination mechanism developed. **M46** **Deliverable 3.1.1.1c** Six (6) biannual meeting minutes with a participation list disaggregated by sex and age and other key demographic factors and institution **M46**
				Activity 3.1.1.2: Assess and report on gaps and needs to inform and guide the NAP process based on a review of relevant data, sectoral activities, monitoring processes, roles of institutions, institutional arrangements and available funding sources. Activity 3.1.1.2a: Conduct a (1) workshop with relevant stakeholders to assess gaps and needs of institutions and local governments to advance the NAP Process. Activity 3.1.1.2b: Prepare a Gap Assessment report based on the workshop results. Activity 3.1.1.2c: Prepare a Needs assessment report based on the workshop results and the Gap assessment report	**Deliverable 3.1.1.2a** A workshop completion report on gaps and needs with a participant list disaggregated by sex and age and other key demographic factors and institution **M8** **Deliverable 3.1.1.2b** A Gap Assessment report **M10** **Deliverable 3.1.1.2c** A Needs Assessment report **M12**

Outcomes	Baseline	Targets	Outputs	Activities (Brief description)	Deliverables
			Output 3.1.2: CCA strategy and National Adaptation Plan Roadmap developed	**Activity 3.1.2.1:** Develop the CCA Strategy and communication plan and disseminate among high level policy makers, ministries and relevant stakeholders. Activity 3.1.2.1a: Conduct two (2) consultation workshops with relevant stakeholders to feed into the CCA strategy. Activity 3.1.2.1b: Prepare a CCA strategy document through stakeholder validation. Activity 3.1.2.1c: Prepare a communication and outreach strategy for the dissemination of the CCA strategy.	**Deliverable 3.1.2.1a** Two (2) consultation workshop completion reports with participants lists disaggregated by sex and age and other key demographic factors and institution **M18** **Deliverable 3.1.2.1b** A stakeholder validated CCA Strategy document with a stakeholder validation report and a list of participants disaggregated by sex and age and other key demographic factors and institution **M21** **Deliverable 3.1.2.1c** A communication and outreach strategy document **M24**
				Activity 3.1.2.2.: Develop Lebanon's NAP Roadmap, for adaptation implementation with clear activities, responsibilities, and timeframe, as well as a mechanism to regularly update the NAP process including institutional arrangements, roles and responsibilities and timeframe. Activity3.1.2.2a: Conduct two (2) consultation workshops with relevant stakeholders to feed into the NAP roadmap. Activity3.1.2.2b: Prepare a NAP roadmap document and recommendations for revising/updating the NDC through stakeholder validation. Activity3.1.2.2c: Organize a dissemination event for CCA strategy and Roadmap.	**Deliverable 3.1.2.2a** Two (2) consultation workshop completion reports with participants lists disaggregated by sex and age and other key demographic factors and institution **M14** **Deliverable 3.1.2.2b** A stakeholder validated NAP Roadmap document and inputs for revising the NDC with a stakeholder validation report and a list of participants disaggregated by sex and age and other key demographic factors and institution **with M18** **Deliverable 3.1.2.2c** A dissemination event completion report for CCA Strategy / NAP Roadmap with a list of participants disaggregated by sex and age and other key demographic factors and institution **M22**
				Activity 3.1.2.3.: Develop a monitoring and evaluation system to facilitate the monitoring and evaluation of the NAP Roadmap. Activity 3.1.2.3a: Prepare annual progress reports (1 every year) to report on the advancement of the NAP process. Activity 3.1.2.3b: Develop a NAP information page on the MoE website.	**Deliverable 3.1.2.3a** Two (2) annual progress reports (including minutes, monitoring tools, monitoring plan etc.) on the advancement of the NAP process **M22** **Deliverable 3.1.2.3b** A NAP information page on the MoE website **M22**
			Output 3.1.3: Capacity of technical personnel and decision makers to	**Activity 3.1.3.1:** Assess technical and institutional capacity gaps and needs of 100 technical experts in sectoral ministries to provide recommendations for capacity building.	**Deliverable 3.1.3.1** An institutional capacity gaps and needs assessment document **M12**
				Activity 3.1.3.2: Identify local subject experts to support the capacity building activities.	**Deliverable 3.1.3.2** A roster of local subject matter experts with data bank of CVs (Excel Spreadsheet and Folder with CVs) **M12**

Outcomes	Baseline	Targets	Outputs	Activities (Brief description)	Deliverables
			mainstream CCA improved	**Activity 3.1.3.3:** Develop and implement training activities for 20 technical experts/decision makers (40% women) Activity 3.1.3.3a: Develop a Project Executive level course for technical and decision makers Activity 3.1.3.3b Conduct 1 CCA mainstreaming training workshop based on the executive course for 20 technical experts and decision makers	**Deliverable 3.1.3.3a** An executive level course and materials and available online/in digital format. **M24** **Deliverable 3.1.3.3b** A (1) CCA training workshop completion report, including pre-and post-training knowledge assessment results, and a list of participants disaggregated by sex and age and other key demographic factors and institution **M42**
				Activity 3.1.3.4: Strengthen the capacity of 40 non-technical personnel from sector ministries, NGOs and private sector at the national level (at least 40% of the participants will be women). Activity 3.1.3.4a Develop a training course for non-technical personnel. Activity 3.1.3.4b Mainstream CCA module as part of a university curriculum. Activity 3.1.3.4c Implement training activities and field visits for non-technical personnel.	**Deliverable 3.1.3.4a** A (1) training course and associated materials developed and made available **M18** **Deliverable 3.1.3.4b** (1) Module on CCA included in at least 2 relevant courses in curriculum with participating universities **M24** **Deliverable 3.1.3.4c** A (1) CCA training workshop completion report, including pre-and post-training knowledge assessment results, and a list of participants disaggregated by sex and age and other key demographic factors and institution **M42**
			Output 3.1.4: Technical capacity of local communities on CCA increased	**Activity 3.1.4.1:** Develop local participatory training activities on how to integrate CCA into local community planning, including local technical trainings in two target sites. [training will include field demonstrations, site visits, and classroom-based training sessions]	**Deliverable 3.1.4.1** A (1) training completion reports including training materials, pre- and post-training knowledge assessment results, and a list of participants disaggregated by sex and age and other key demographic factors and institution **M36**
				Activity 3.1.4.2: Develop local adaptation plans and support institutional arrangements that facilitate coordination and dialogue between national and sub-national levels.	**Deliverable 3.1.4.2** A (1) local adaptation plan for each of the municipalities (i.e., the city of Tyre and the Nahr -al Kaleb River Valley) supported (total of two (2) plans), including an operational manual for regulating the coordination mechanism developed **M36**
Outcome 3.2: Evidence basis produced to design adaptation solutions for maximum impact	There is a lack of integration of climate change considerations into the projections of water supply and demand for the Nahr al-Kalb river valley and Jeita Spring and	Improved integration of climate data and information for water supply and demand projections for municipal use in the Nahr al-Kalb River Valley and Jeita Spring and for the city of Tyre	**Output 3.2.1:** Climate information for improved water management for urban areas enhanced.	**Activity 3.2.1.1:** Collect data regarding current supply of surface and groundwater resources in the Nahr al-Kalb River valley and Jeita Spring and for the city of Tyre	**Deliverable 3.2.1.1** Two (2) study reports on water supply for Nahr al-Kalb River valley and Jeita Spring and for the city of Tyre **M36**
				Activity 3.2.1.2: Assess options scenarios for water supply and demand that account for future climate change for the two selected urban areas	**Deliverable 3.2.1.2** A (1) water supply and demand study report for each of the two selected urban areas **M46**
			Output 3.2.2:	**Activity 3.2.2.1:** Identify and prioritize adaptation options of water resource management in urban areas that account for climate change using MCA.	**Deliverable 3.2.2.1**

Outcomes	Baseline	Targets	Outputs	Activities (Brief description)	Deliverables
	for the city of Tyre and lack of funding for CCA implementation.	and a pipeline of prioritized CCA projects developed	CCA actions for water resource management in urban areas identified, prioritized and prepared.		A (1) report describing an identified list of adaptation options, including the methodology, tools and criteria used to screen adaptation options **M24**
				Activity 3.2.2.2: Appraise selected adaptation options using CBA and CEA.	**Deliverable 3.2.2.2** A (1) report presenting the economic evaluation of selected adaptation options, including the methodology, tools and criteria used to assess adaptation options **M30**
				Activity 3.2.2.3: Develop a financial strategy to assess funding needs and identify adequate funding sources to support the necessary adaptation investments (prioritized options under Activity 3.2.2.2), including the role of private sector, through stakeholder validation.	**Deliverable 3.2.2.3** A (1) stakeholder validated financial strategy document **M36**
				Activity 3.2.2.4: Develop a prioritized pipeline of adaptation projects ideas based on the prioritized options and financial strategy.	**Deliverable 3.2.2.4** At least two (2) to three (3) project idea notes developed to update the GCF Country Programme. **M42**

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VI. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored and reported 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. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements. Additional M&E requirements will be undertaken in accordance with the GCF initial approach to monitoring and evaluation policy and other relevant GCF policies.

In addition to these mandatory UNDP and GCF 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.

M&E oversight and monitoring responsibilities:

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-NCE Regional Technical Advisor of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Bi-Annual Project Report, and that the monitoring of risks occur on a regular basis.

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 project terminal evaluation report and the management response.

Project Implementing Partner: The UNDP CO, as the Implementing Partner for the project, is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The UNDP CO will strive to ensure project-level M&E is undertaken effectively, and is aligned with national systems so that the data used by and generated by the project supports national systems.

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 Office will initiate and organize key M&E activities including the Annual Project Report, the independent terminal evaluation.

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The UNDP Country Office will also ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

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; 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 Bi-Annual Project Report and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. Annual Project Report quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will support GCF staff (or their designate) during any missions undertaken in the country and support any ad-hoc checks or ex post evaluations that may be required by the GCF.

The UNDP Country Office will retain all project records for this project for up to seven years after project financial closure in order to support any ex-post reviews and evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GCF.

UNDP - Nature, Climate and Energy Unit (UNDP-NCE): Additional M&E and implementation oversight, quality assurance and troubleshooting support will be provided by the UNDP-NCE Regional Technical Advisor and the UNDP-NCE Directorate as needed.

Additional GCF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within one month after the project document has been signed by all relevant parties to, amongst others:

A project inception workshop will:

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;

e) Identify how project M&E can support national monitoring of SDG indicators as relevant;

f) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log;

g) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the periodic audit; and

h) Plan and schedule Project Board meetings and finalize the first-year annual work plan.

The Project Manager will prepare the inception workshop report no later than two weeks after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-NCE Regional Technical Adviser and approved by the Project Board.

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GCF Annual Progress Report (due no later than 60 days following 31 December for each year of project implementation): The Project Manager, the UNDP Country Office, and the UNDP-NCE Regional Technical Advisor will provide objective input to the annual progress reports in each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance so that progress can be included in the report.

The Annual Progress Report will also be shared with the Project Board. The UNDP Country Office will coordinate the inputs of other stakeholders to the report as appropriate.

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 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.

Project Completion Report: The Project's Completion Report along with the final budget and expenditure report and corresponding deliverables will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Mandatory GCF M&E Requirements and M&E Budget:

GCF M&E requirements	**Primary responsibility**	**Indicative costs to be charged to the Project Budget[1] (US$)**		**Time frame**
		GCF grant	**Co-financing**	
Inception Workshop	UNDP Country Office	USD 3,000	*add*	*Within 30 days of ProDoc signing by the UNDP CO RR*
Inception Report and baseline assessments	Project Manager	None	None	Within 2 weeks of conducting Inception Workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Annually
Risk management (including Atlas Risk logs)	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework *(including hiring of external experts, project surveys, data analysis etc…)*	Project Manager	Per year: USD 10,000	*None*	Annually

[1] Excluding project team staff time and UNDP staff time and travel expenses.

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GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US$)		Time frame
		GCF grant	Co-financing	
GCF Annual Progress Report	Project Manager and UNDP Country Office and UNDP-NCE Unit	None	None	Annually as per FWA
Audit of Project	UNDP Country Office	USD 4,000	*None*	Upon GCF request
Lessons learned, case studies, and knowledge generation	Project Manager	18,500	*None*	Annually
Project Board meetings	Project Board UNDP Country Office Project Manager	None	*None*	At minimum annually
Supervision missions	UNDP Country Office	None[2]	*None*	Two per year
Oversight missions	UNDP-NCE Unit	None2	*None*	Troubleshooting as needed
GCF learning missions/site visits	UNDP Country Office and Project Manager and UNDP-NCE Unit	*None*	*None*	To be determined.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		*per year: 35,500*	*None*	

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism:

The project will be implemented following UNDP's direct implementation modality, in accordance with the terms of conditions set forth in the Second Amended Readiness and Preparatory Support Grant Framework agreement ("Framework Agreement") between UNDP and the GCF, effective as of 17 August 2020..

Implementing Partner: The Implementing Partner for this project is UNDP. UNDP, through the CO, is therefore responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. UNDP is responsible for:

- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,

[2] The costs of UNDP Country Office and UNDP-NCE Unit's participation and time are charged to the GCF Agency Fee.

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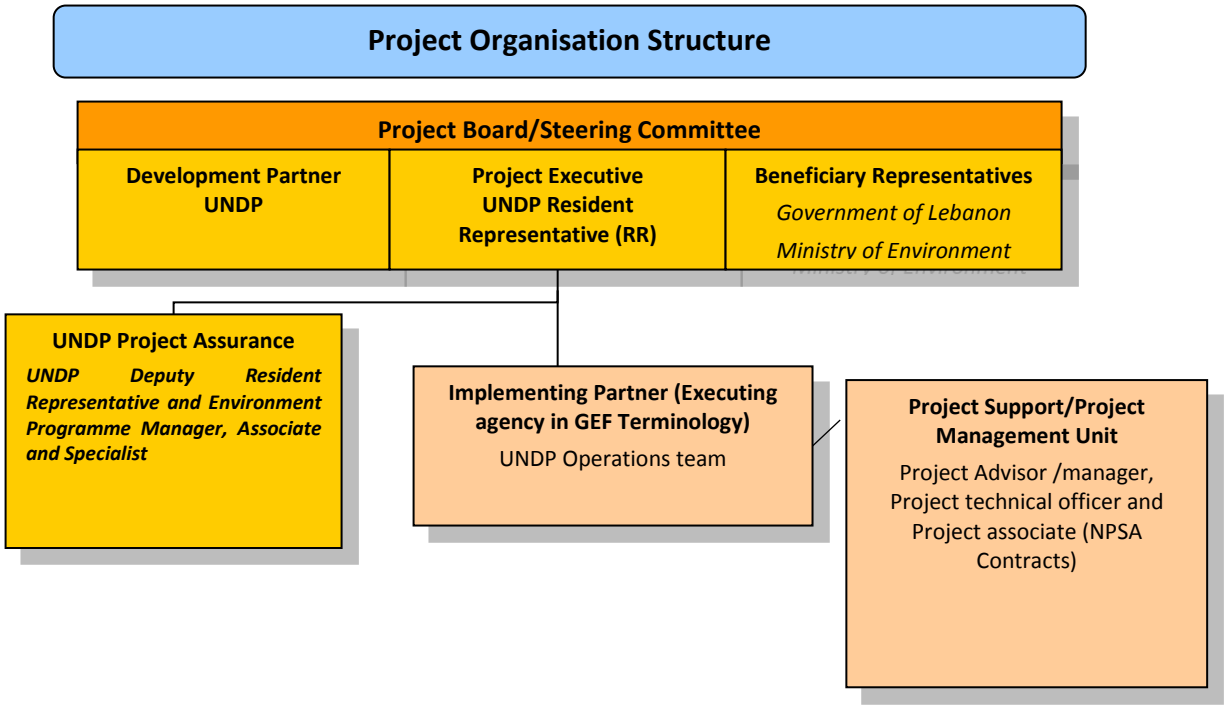
- Signing the financial report or the funding authorization and certificate of expenditures.

A strict firewall will be maintained between project oversight costs and personnel and implementation of the project costs and personnel.

Responsible Parties (referred to as Implementing Partners under the FWA): (referred to as Implementing Entities under the FWA): No RPs have been identified in advance. Note that a change of a Responsible Party (Implementing Entity in GCF terms) or, an adverse change in the legal status of a Responsible Party (GCF Implementing Entity) involved in the implementation of the approved proposal that materially and adversely affects the achievement of intended outcomes will constitute a major change that would require prior approval from GCF.

The management arrangements for this project are summarized in the chart below:

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First line of defense:

- UNDP role as Implementing Partner cannot be UNDP staff providing project assurance or providing programmatic oversight support to the RR.

Second line of defense:

- Regional Bureau oversees RR and Country Office Compliance at portfolio level.
- BPPS NCE RTA oversees technical quality assurance and GCF compliance. BPPS NCE PTA oversees RTA function.
- UNDP NCE Executive Coordinator and Regional Bureau Deputy Director can revoke DoA/cancel/suspend project or provide enhanced oversight.

The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GCF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attend Project Board meetings as a non-voting member.

Roles and Responsibilities of the Project Organization Structure:

Project Board: The Project Board will provide overall guidance and quality assurance for the project, ensure adherence to the DIM guidelines, and ensure compliance with GCF and UNDP policies and procedures. It will consist of UNDP (as executive, represented by the RR), and the Ministry of Environment, represented by the Minister. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Project Manager. Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money,

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fairness, integrity, transparency, and effective international competition. This accountability only extends to the execution of approved activities and budget resources under the project (as approved by the NDA). The Project Board will meet at least once a year. Representatives of local governments and independent third parties, such as international or national NGOs, can attend the augmented Project Board meetings as observers.

In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

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 with project changes through appropriate revisions.

The composition of the Project Board must include the following roles:

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 Project Executive is UNDP Senior management represented by the Resident Representative.

The Executive is ultimately responsible for the project, supported by the Beneficiary Representatives and development partner. 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 must ensure that the project gives value for money, ensuring a 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 organization 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;
- Organize and chair Project Board meetings.

Development Partner: represents the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The

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development partner's primary function within the Board is to guide the technical feasibility of the project. The development partner's 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 development partner is UNDP.

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

- Ensure 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

Beneficiary Representatives: The Beneficiary representative is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The beneficiary representative's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary representative role is held by a representative of the government or civil society. The Beneficiary representative (s) is/are: The Ministry of Environment represented by the National Designated Authority.

The Beneficiary representative 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.

A Project Management Unit (PMU) will be responsible for implementing the project. The PMU will be based at the UNDP Country Office and will be responsible for daily technical, administrative and financial management of the project. It will establish and coordinate collaboration with technical departments involved in project implementation. It shall serve as the secretariat for the Project Board, and Technical and Advisory Board. The PMU will comprise of a Project Manager (PM), and an administrative and financial assistant. The project staff will be recruited through a competitive process. UNDP will play oversight and quality assurance roles vis-à-vis the PMU.

Project Manager: 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 is responsible for day-to-day management and decision-making for the project. The Project Manager's prime

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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 Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board.

Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP;
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if access is made available.
- Prepare the Annual Project Report and submit the final report to the Project Board;
- Based on the Annual Project Report and the Project Board review, prepare the AWP for the following year.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the final evaluation process is undertaken as per the UNDP guidance, and submit the final evaluation report to the Project Board;
- Provide technical and operational support to the Project Management Unit (PMU)

Project Assurance: UNDP provides a three – tier supervision, oversight, and quality assurance role – funded by the 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 delivery partner fee provided by the GCF.

Changes to the Approved R&P Support Proposal: Any modification or proposed changes to the approved readiness proposal which could reasonably constitute a major change shall require prior approval of the

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GCF. Prior to a final Project Board decision to approve and effect such modifications or proposed changes, UNDP will inform the GCF in writing and seek the GCF's instructions on the necessary steps to effect such changes. Upon GCF approval, these changes would be signed by the Delivery Partner, the GCF and the NDA.

Project Extension

The UNDP-NCE&W Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will need to be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources.

As a Delivery Partner to the GCF, UNDP delivers the following GCF-specific oversight and quality assurance services: (i) day to day project oversight supervision covering the start-up and implementation; (ii) oversight of project completion; and (iii) oversight of project reporting. A detailed list of the services is presented in the table below.

Function	Detailed description of activity	Typical GCF fee breakdown
Day-to-day oversight supervision	**1. Project start-up:** • In the case of readiness proposals, if needed assist the NDA and/or government partners prepare all the necessary documentation for approval of a readiness grant proposal • Prepare the Project Document with the government counterparts • Technical and financial clearance for the Project Document • Organize Local Project Appraisal Committee • Project document signature • Ensure quick project start and first disbursement • Hire project management unit staff • Coordinate/prepare the project inception workshop • Oversee finalization of the project inception workshop report **2. Project implementation:** • Project Board: Coordinate/prepare/attend annual Project Board Meetings • Annual work plans: Quality assurance of annual work plans prepared by the project team; issue UNDP annual work plan; strict monitoring of the implementation of the work plan and the project timetable according to the approved readiness proposal • Prepare GCF/UNDP bi-annual project report: review input provided by Project Manager/team; provide specialized technical support and complete required sections	70%

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Function	Detailed description of activity	Typical GCF fee breakdown
	• Portfolio Report (readiness): Prepare and review a Portfolio Report of all readiness activities done by UNDP in line with Clause 9.02 of the FWA. • Procurement plan: Monitor the implementation of the project procurement plan • Supervision missions: Participate in and support in-country GCF visits/learning mission/site visits; conduct annual supervision/oversight site missions • Risk management and troubleshooting: Ensure that risks are properly managed, and that the risk log in Atlas (UNDP financial management system) is regularly updated; Troubleshooting project missions from the regional technical advisors or management and programme support unit staff as and when necessary (i.e. high risk, slow performing projects) • Project budget: Provide quality assurance of project budget and financial transactions according to UNDP and GCF policies • Performance management of staff: where UNDP supervises or co-supervises project staff • Corporate level policy functions: Overall fiduciary and financial policies, accountability and oversight; Treasury Functions including banking information and arrangements and cash management; Travel services, asset management, and procurement policies and support; Management and oversight of the audit exercise for all GCF projects; Information Systems and Technology provision, maintenance and support; Legal advice and contracting/procurement support policy advice; Strategic Human Resources Management and related entitlement administration; Office of Audit and Investigations oversight/investigations into allegations of misconduct, corruption, wrongdoing and fraud; and social and environmental compliance unit and grievance mechanism.	
Oversight of project completion	• Initiate, coordinate, finalize the Project Completion Report, Final Independent Evaluation Report and management response • Quality assurance of final evaluation report and management response • Independent Evaluation Office assessment of final evaluation reports; evaluation guidance and standard setting • Quality assurance of final cumulative budget implementation and reporting to the GCF • Return of any un-spent GCF resources to the GCF	10%

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Function	Detailed description of activity	Typical GCF fee breakdown
Oversight of project reporting	• Technical review of project reports: quality assurance and technical inputs in relevant project reports • Quality assurance of the GCF annual project progress reports and portfolio reports • Preparation and certification of UNDP annual financial statements and donor reports • Prepare and submit fund specific financial reports	20%
	TOTAL	**100%**

Agreement on Intellectual Property Rights and use of logo on the project's deliverables and disclosure of information:

To accord proper acknowledgement to the GCF for providing grant funding, the GCF 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 GCF will also accord proper acknowledgement to the GCF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy and the relevant GCF policy. See also GCF Branding Guidelines

Disclosure of information: Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[2] and the GCF Disclosure Policy.

Governance role for project target groups:

Project stakeholders and target groups: All target groups will have a valuable role in ensuring the success of the NAP project since many key ministries and institutions are directly or indirectly involved in projects with adaptation linkages. The Ministries of Energy and Water, Agriculture, Industry, Public Works and Transport and Finance will have a major role to play in providing the necessary information to develop a coherent wholesome adaptation plan that takes into consideration existing barriers and limitations in mainstreaming climate change adaptation into local planning and budgeting. Other governmental and non-governmental institutions will be involved in enhancing the TACCC of climate information in Lebanon thus further mainstreaming best adaptation practices.

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 1,936,960This is financed through a GCF grant. UNDP, as the GCF Delivery Partner, is responsible for the oversight and quality assurance of the execution of GCF resources.

GCF Disbursement schedule: GCF grant funds will be disbursed in accordance with the terms and conditions set out in the Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement. The Country Office will submit an annual work plan to the UNDP-NCE Unit and comply

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with the GCF milestones for the next tranche of project funds to be released. All efforts must be made to achieve 80% delivery annually.

Disbursement requests will be managed at portfolio level by UNDP-NCE MPSU in NY, as agreed in the Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement" between GCF and UNDP. Under Clause 4 of said Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement, the Delivery Partner shall be required, when submitting Requests for Disbursement, to provide confirmation or evidence that at least 70% of the aggregate amounts previously disbursed by GCF have been committed and/or expended for Eligible Expenditures.

An Indicative Disbursement Schedule is provided below for reference.

Month	*6 months*	*12 months*	*18 months*	*24 months*	*30 months*	*36 months*	*42 months*	*48 months*
Amount in USD	*136,753*	*178,611*	*124,753*	*342,988*	*308,630*	*394926*	*296,628*	*153,673*
Total Project Outcomes in USD	***1,936,960.36***							
DP Fee in USD	***164,642.64***							
Total Project Budget in USD	***2,101,602***							

UNDP Support Service Costs: UNDP will provide technical and operational as required support services, according to UNDP policies on GCF funded projects. UNDP Support Services are over and above the project cycle management services, and its costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project outcomes and activities. Eligible Support Services costs should not be charged as a flat percentage.

As is determined by GCF requirements, operational support service costs are assigned as Project Management Cost and identified in the project budget as UNDP Support Services. They should be calculated on the basis of estimated actual or transaction-based costs and should be charged to the Direct Project Costs account code: "64397 – 'Services to projects - CO staff and 74596 Services to Projects GOE'"

Technical support services will be reflected in the project budget at the output/activity level and should be charged to the budgetary Account codes: "61100-Salary Costs – NP Staff" and "61300-Salary & Post Adj Cost-IP Staff".

UNDP Support Services costs charges shall not exceed the capped amount approved by the GCF. Any additional UNDP Support Service costs after GCF approval of the proposal needs to be submitted to the GCF Secretariat for re-approval.

Budget Revision and Tolerance: 20% of the total overall projected costs can be reallocated among outcomes. No changes are allowed in the PMC. Any budget reallocation involving a major change in the

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project's scope, structure, design or objectives or any other change that substantially alters the purpose or benefit of the project requires GCF's prior written consent.

As 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 (within the GCF requirements noted above). Should such a deviation occur, the Project Manager and UNDP Country office will seek the approval of the UNDP-NCE Unit.

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

Audit: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects. Upon request, project audit reports (s) will be shared with the GCF (the donor).

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.[3] 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-Global Nature, Climate and Energy 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 Final Independent Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The UNDP CO through a Project Board decision will notify the UNDP NCE Unit when operational closure has been completed.

Transfer or disposal of assets: In consultation with the 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[4].

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) UNDP CO has closed the accounts for the project; d) UNDP CO has certified a final Combined Delivery Report (which serves as final budget revision).

The project is required to be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the UNDP CO will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final

[3] see https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx

[4] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

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signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-NCE Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GCF: Unspent GCF resources must be returned to the GCF. Should a refund of unspent funds to the GCF be necessary, this will be managed directly by the UNDP-NCE Unit in New York.

IX. TOTAL BUDGET AND WORK PLAN

*This table **must be completed using a separate excel file and then be copied here**.*

TOTAL BUDGET AND WORK PLAN			
Quantum Award ID:	0001088010	Project ID:	00126537
Award Title:	Lebanon NAP-GCF		
Business Unit	LBN10		
Project Title	Lebanon NAP-GCF		
PIMS No.	5976		
Implementing Partner	UNDP		

GCF Outcomes	GCF Outputs/Atlas Activity	Atlas Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	Atlas Budget Description	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total	Budget notes
							USD	USD	USD	USD	USD	
Outcome 3.1 Adaptation planning governance and institutional coordination strengthened	Activity 1/Output 3.1.1: NAP Process steering mechanism	UNDP	66000	12526	71400	Contractual Services Individuals	90,845.00	90,845.00	90,845.00	90,845.00	363,380.00	1
					73100	Rental & Maintenance Premises	7,719.25	7,719.25	7,719.25	7,719.25	30,877.00	2
					72300	Other materials and goods	1,000.00	1,000.00	1,000.00	1,000.00	4,000.00	3
					75700	Workshop/Training	5,000.00	4,000.00	2,000.00	1,000.00	12,000.00	4.1, 4.7, 4.2
	Total Output 3.1.1						**104,564.25**	**103,564.25**	**101,564.25**	**100,564.25**	**410,257.00**	
	Activity 2/Output 3.1.2: CCA strategy and NAP roadmap	UNDP	66000	12526	71200	Consultant Individual International	30,000.00	30,000.00	-	-	60,000.00	5
					72100	Contractual Services Companies	-	25,000.00	25,000.00	-	50,000.00	6
					61100	Staff Costs (NP)	4,060.44	4,060.44	4,060.44	4,060.44	16,241.76	7.2
					61200	Staff Costs (GS)	2,645.10	2,645.10	2,645.10	2,645.14	10,580.44	7.3
					61300	Staff Costs (IP)	7,000.00	7,000.00	7,000.00	-	21,000.00	7.1
					75700	Workshop/Training	2,000.00	2,000.00	-	-	4,000.00	4.3
	Total Output 3.1.2						**45,705.54**	**70,705.54**	**38,705.54**	**6,705.58**	**161,822.20**	
	Activity 3/Output 3.1.3: Capacity building of technical personnel and decision makers				72100	Contractual Services Companies	-	-	60,000.00	40,000.00	100,000.00	8
					71600	Travel	2,438.00	13,440.00	2,438.00	-	18,316.00	9
					75700	Workshop/Training	-	2,500.00	9,000.00	-	11,500.00	4.4, 4.5
	Total Output 3.1.3						**2,438.00**	**15,940.00**	**71,438.00**	**40,000.00**	**129,816.00**	
	Activity 4/Output 3.1.4: Technical capacity building of local communities	UNDP	66000	12526	75700	Workshop/Training	-	-	6,000.00	16,000.00	22,000.00	4.6, 20
					71300	Consultant Individual Local	-	-	-	10,500.00	10,500.00	21, 14

					74500	Miscellaneous Expenses	2,042.00	2,042.00	2,043.00	2,042.00	8,169.00	10
					71600	Travel	-	-	13,440.00	-	13,440.00	11
	Total Output 3.1.4						**2,042.00**	**2,042.00**	**21,483.00**	**28,542.00**	**54,109.00**	
	Total Outcome 3.1						**154,749.79**	**192,251.79**	**233,190.79**	**175,811.83**	**756,004.20**	
Outcome 3.2 Evidence basis produced to design adaptation solutions for maximum impact	Activity 5/Output 3.2.1: Climate information for improved water management for urban area	UNDP	66000	12526	72100	Contractual Services Companies	-	100,000.00	250,000.00	100,000.00	450,000.00	12,1
					71400	Contractual Services Individuals	90,845.00	90,845.00	90,845.00	90,845.00	363,380.00	1
					73300	Rental & Maint of Info Tech Eq	2,000.00	-	2,000.00	-	4,000.00	13
	Total Output 3.2.1						**92,845.00**	**190,845.00**	**342,845.00**	**190,845.00**	**817,380.00**	
	Activity 6/Output 3.2.2: CCA actions for water resource management in urban areas	UNDP	66000	12526	71300	Consultant Individual Local	-	20,000.00	40,000.00	12,000.00	72,000.00	14
					71200	Consultant Individual International	-	-	16,000.00	16,000.00	32,000.00	15
					61100	Staff Costs (NP)	4,060.44	4,060.44	4,060.44	4,060.47	16,241.79	7.2
					61200	Staff Costs (GS)	2,645.10	2,645.10	2,645.10	2,645.10	10,580.40	7.3
					61300	Staff Costs (IP)	7,000.00	7,000.00	7,000.00	-	21,000.00	7.1
					74500	Miscellaneous Expenses	2,042.00	2,042.00	2,043.00	2,042.00	8,169.00	10
					74200	Audio Visual & Printing	-	6,875.00	13,750.00	6,875.00	27,500.00	16
					73100	Rental & Maintenance Premises	8,469.23	8,469.23	8,469.23	8,469.23	33,876.92	2
					72800	IT Equipment	9,000.00	-	-	-	9,000.00	13
	Total Output 3.2.2						**33,216.77**	**51,091.77**	**93,967.77**	**52,091.80**	**230,368.11**	
	Total Outcome 3.2						**126,061.77**	**241,936.77**	**436,812.77**	**242,936.80**	**1,047,748.11**	
Total Outcomes							**280,811.56**	**434,188.56**	**670,003.56**	**418,748.63**	**1,803,752.31**	
PMC	**Project management Cost**	UNDP	66000	12526	71400	Contractual Services Individuals	26,320.00	26,320.00	26,320.00	26,320.00	105,280.00	1
					74100	Professional Services – Audit	-	2,000.00	2,000.00	-	4,000.00	17
					73100	Rental & Maintenance Premises	3,000.00	-	-	-	3,000.00	2
					72500	Office Supplies	225.00	225.00	225.00	225.00	900.00	18
					74596	Services to Projects	5,007.01	5,007.01	5,007.01	5,007.02	20,028.05	19
	Total Project Management Cost						**34,552.01**	**33,552.01**	**33,552.01**	**31,552.02**	**133,208.05**	
Total project							**315,363.57**	**467,740.57**	**703,555.57**	**450,300.65**	**1,936,960.36**	

Budget Note:

Budget Note	Detailed Description
1	NPSA11: Full time Project Manager, responsible for strategic guidance and consultation of the programme in front of state agencies for increasing capacity of the programme and project cycle in addition to leading on technical input towards programmes' implementation 120,000 USD/year for 80%, distributed under outcomes 1 and 2 across 4 years(120,000 USD x 80% x 4 years = 384,000 USD) NPSA8: Full time Project technical officer to coordinate activities of the project on all levels and review technical input and deliverables 56,000 USD/year distributed under outcomes 1 and 2 across 4 years(56,000 USD x 4 years = 224,000 USD) NPSA6: project associate to assist in planning, coordinating and tracking project activities and providing technical support in addition to being responsible for be responsible for administrative and financial issues with the support from the existing UNDP Operations division, 47,000 USD /year distributed outcomes 1 (22%) and 2 (22%) and on PMC (56%), across 4 years (47,000 USD x 4 years = 188,000 USD) NPSA7: Gender Specialist to mainstream gender throughout the project (disaggregated data collection, data analysis, integration in policy recommendations, etc,) 17%of 53,000 USD/year across 4 years (cost assigned to 3.1 and 3.2). Gender specialist will be recruited under a UNDP CO under an NPSA contract and 17% of the salary will be charged to project based on the services provided.
2	Rent for office space 15m2, including rental fees, maintenance, communication services, cleaning and other amenities, including common areas. Total of 67,754 USD. Under DIM implementation, PMU will need to sit at the UNDP CO as they need guidance and frequent exchange with colleagues within the office on processes and content.
3	Other materials and goods such as medical kits and email subscription 1000 USD/per year
4.1	6 Meetings NDC national committee (1000 USD each) for 30 participant = 6,000 USD -Deliverable 3.1.1.1c
4.2	1 Consultation workshop on gaps and needs for 100 participants = 3,000 USD - Deliverable 3.1.1.2a
4.3	4 focus group meetings (1,000 USD each) for 40 participants each time =4,000 USD - Deliverable 3.1.2.1a and 3.1.2.2a
4.4	1 CCA dissemination event for 100 participants = 2,500 USD -Deliverable 3.1.3.4a
4.5	1 training workshop of 3 days (for 20 decision makers and technical personnel) (3000 USD) and 1 training workshop for 3 days (for 40 non-technical personnel)(6000 USD) on CCA =9,000 USD - Deliverables 3.1.3.3b and 3.1.3.3.
4.6	3 local consultations and trainings in Tyre and 3 consultation and training for Nahr el Kaleb 60 persons each time (1000 each) =6000 USD -Deliverable 3.1.4.1
4.7	1 Project inception workshop for around 100 persons =3,000 USD
5	IC1: International consultant (IC) NAP expert to conduct national institutional review on key sectors, conduct a **Gaps and Needs Assessment** of national institutions, capacity building, draft a strategy and roadmap for priority sectors and NAP financing strategy 75 days x 800 USD= 60,000 USD. The NAP Technical expert is expected to have a PhD or equivalent and the daily rates are in the acceptable range for UNDP in Lebanon.
6	CS1 National service in ICT provider to develop an online information portal to develop a national roaster of experts and an M&E system for adaptation 50,000 USD in total
7.1	IP staff time providing technical project support (distributed between Outcomes 1 and 2): Technical Specialist [P4] 200,000 USD/year, whose 7% costs will benefit this project, across 3 years (cost assigned to 1.2). Technical specialist will be recruited under a UNDP contract and %7 of the salary will be charged to project based on the services provided.
7.2	National Programme Manager providing technical project support (distributed between outcomes 1 and 2) 162,418 USD/year, whose 5% costs will benefit this project, across 4 years.
7.3	National Programme associate providing technical project support (distributed between outcomes 1 and 2) 105,804 USD/year, whose 5% costs will benefit this project, across 4 years
8	CS2 International service provider to develop a executive course and general course on CCA and deliver 2 training sessions (3 days for each session) to officials and personnel in total 100,000 USD
9	Travel costs are calculated on the basis of 1,500 USD of estimated tickets cost for roundtrip to/from Beirut, 188 USD terminal cost and 250 USD DSA based on the established UNDP rates. TOTAL: **International Trips =2 In Country Trips =5, DSA =46.** [T1] 1 mission of five (5) municipal members from Tyre and Nahr el Kaleb for 4 days) = (5x1500)+(4x250x5) + (188*5)= 13,440 USD [T2] 2 missions for 1 UNDP/GSP expert for 3 days to Beirut = 2x (1500 +250x3+188)= 4,876 USD
10	The contingency budget must be used for any unforeseen programme cost, such as FX gain and loss, courier service etc., which is unrelated to implementation/service fee. Any use of contingency must be reported to and agreed by the GCF Secretariat in writing (email is sufficient) in advance with sufficient justifications
11	[T3] 1 mission of 5 local experts people for 4 days = (5x1500)+(5x250x4) +(188*5) = 13,440 USD
12	CS3 International service provider to conduct 2 climate risk assessments (Nahr el Kaleb Watershed and city of Tyre), and to produce a risks assessment analysis and recommendations report including CBA/CEA studies, including cost of acquisition of new data 450,000 USD in total
13	IT Equipment: 3 laptops for the PMU team (Project Manager, Administrative Assistant, project officer) with accessories and equipment at 3,000 USD each = 9,000 USD maintenance and licensing softwares, 2x2000 USD= 4000 USD
14	NC1/NC2: Two (2) national consultants (site engineers) to assist and support the international service provider to conduct a climate risk assessment for Nahr el Kaleb and Tyre 180 days x 400 USD = 72,000 USD and to deliver 2 training sessions for the local communities in Nahr el Kaleb and Tyre (one for each area) 20 days x 400 USD= 8,000 USD.
15	IC3: International consultant (IC) in climate finance and CCA to produce 2-3 project idea notes for GCF for 40 days x 800 USD=32,000 USD

16	Design of CCA Strategy, CCA course handbook including infographics and video (Handbook (USD 8,000), CCA Strategy (USD 2,000), Infographics &short animation videos (USD 8,000) = 18,000 USD) Printing of CCA Handbook (50 copies x 30 USD =1500 USD) and CCA Strategy (100 copies x 20 USD = 2,000 USD) = 3,500 USD Translation of CCA Strategy, CCA handbook and infographics (USD 3,000 per document) = 6,000 USD
17	3rd party external Audit, if the project is not selected for audit, the funds will be returned to GCF
18	Office supplies 4x225 USD = 900 USD
19	Support centralized procurement. Procurement support, recruitment, travel management, etc. 20,028 USD for 4 years. The direct services to project will be charged based on UNDP UPL
20	Reflection/lessons learned workshop(end of project workshop) where all stakeholders are expected to share and discuss the successes, failures, lessons learned, and best practices guided by a professional facilitator. Estimated 100 attendees. Cost per person $ 160
21	National Consultant to prepare and facilitate the end of project workshop

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X. LEGAL CONTEXT

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 198). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its Financial Regulations and Rules, practices, procedures, and financial governance to ensure best value for money, fairness, integrity, transparency, and effective international competition.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][5] [UNDP funds received pursuant to the Project Document][6] 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. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.

3. 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).

4. UNDP as the Implementing Partner will: (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.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies, and procedures.

5 To be used where UNDP is the Implementing Partner
6 To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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6. 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.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. 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;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
    c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

    d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.

    e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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.

    f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and

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sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient 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 such responsible party, subcontractor or sub-recipient 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.

   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.

i. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure

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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.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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XII. MANDATORY ANNEXES

The following documents are mandatory annexes and must be included as part of the final Project Document and not as separate documents.

Annex A: GCF approved Readiness and Preparatory Support Proposal

Annex B: GCF notification of approval letter

Annex C: Procurement plan

Annex D: Terms of Reference for Project Board and Project Team

Annex E: Terms of Reference for Project Board, Project Management Unit and UNDP staff (as needed)

Annex F: UNDP Risk Log

Annex G: UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system, does not need to be attached as separate document)

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Annex A: GCF approved Readiness and Preparatory Support Proposal

https://pims.undp.org/attachment-revision-file/index?attachmentRevisionId=1818976

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Annex B: GCF notification of approval letter

GREEN CLIMATE FUND

COUNTRY PROGRAMMING

Ms. Samar Malek
UNFCCC National Focal Point, Acting Head of the Service of Environmental Technology
Ministry of Environment
Beirut
Lebanese Republic

Date : 7 April 2023
Reference : DCP/2023/200
Page : 1 of 1

Subject: Notification of Approval on Readiness and Preparatory Support Programme Proposal for the Green Climate Fund - [Grant Reference Number LBN-RS-003]

Dear Ms. Malek,

I am pleased to inform you that the Green Climate Fund (GCF) Secretariat has approved the Readiness Proposal for the Lebanese Republic for "Increased climate resilience planning for municipal water resources in Lebanon," in accordance with the terms of the Framework Readiness and Preparatory Support Grant Agreement (Framework Agreement) between the GCF and the United Nations Development Programme (UNDP), dated 2 September 2016, as amended by the Amended and Restated Framework Agreement dated 6 March 2018, as amended by the Second Amended and Restated Framework Agreement dated 22 July 2020.

The above-mentioned proposal was approved on 31 March 2023 for the amount of USD $2,101,602.00, including eight-point five percent (8.5%) Delivery Partner Fee budget. The aggregate Delivery Partner Fee received and retained by the Delivery Partner, in relation to the Grant for the Readiness Support, shall not exceed eight-point five percent (8.5%) of the total Grant used to finance the Eligible Expenditures. A copy of the proposal is attached for your reference.

Kindly note that UNDP will send a request for disbursement to the Secretariat so you will be able to begin the implementation.

Should you have any questions about your approved proposal or next steps, please contact our Regional Desk for Asia (Ms. Anupa Lamichhane at alamichhane@gcfund.org, Mr. Corey Fortin at cfortin@gcfund.org, Ms. Lis Nurhayati at lnurhayati@gcfund.org, and Ms. Roma Gianina Panopio at gpanopio@gcfund.org).

Yours sincerely,

Carolina Fuentes
Director

Enclosure: Readiness Proposal of the Lebanese Republic

cc: Mr. Pradeep Kurukulasuriya, Executive Coordinator and Director, Global Environmental Finance, Bureau for Policy and Program Support, UNDP

Green Climate Fund
Songdo International Business District
G-Tower, 175 Art Center-daero
Yeonsu-gu, Incheon 22004
Republic of Korea

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Annex C: Procurement plan

For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in the project logframe, estimated cost, procurement method, relevant threshold, and the estimated dates.

Item	Item Description	Estimated Cost (US$)	Procurement Method	Thresholds (Min Max monetary value for which indicated procurement method must be used)	Estimated Start Date	Projected Contracting Date
Goods and Non-Consulting Services						
CS C Contractual Services: companies	CS1 National service in ICT provider to develop an online information portal to develop a national roaster of experts and an M&E system for adaptation (Budget Note 6)	50,000	Request for proposal	USD 5,000 to 149,999	y1/q3	y1/q3
CS Contractual Services: companies	CS2 International service provider to develop a curriculum and deliver 2 training sessions (3 days for each session) to national officials (Budget Note 8)	100,000	Request for proposal	USD 5,000 to 149,999	y1/q4	y1/q4

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CS C Contractual Services: companies	CS3 International service provider to conduct 2 climate risk assessments (Nahr El Kaleb Watershed and city of Tyre), and to produce a risks assessment analysis and recommendations report including CBA/CEA studies and cost of new data acquisition (Budget Note 13)	450,000	Competitive process. Advertisement in international media	US$150,000 and above	y2/q1	y2/q2
Training, Workshops and Conferences	W1: A 1 day meeting, twice per year to consult with the NDC committee on the drafting and progress of CCA framework. US$6,000 for expenses related to renting a venue and provision of food (US$1000 per day for 30 participants). (Budget Note 4.1)	6,000	Request for Quotation	USD 5,000 to 149,999	y1/q1	y1/q1
Training, Workshops and Conferences	W2: Project inception workshop for around US$3,000 for expenses related to renting a venue and provision of food (Budget Note 4.7)	3,000	Request for Quotation	USD 5,000 to 149,999	y1/q2	y1/q1

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Training, Workshops and Conferences	W3: 1 day workshop to discuss the gaps and needs for CCA with key stakeholders (Budget Note 4.2)	3,000	Request for Quotation	USD 5,000 to 149,999	y2/q1	y1/q4
Training, Workshops and Conferences	W4:4 Focus group meeting for drafting the Climate Change Adaptation Framework with key sectoral stakeholders and communities. (Budget Note 4.3)	4,000	Request for Quotation	USD 5,000 to 149,999	y1/q2	y1/q3
Training, Workshops and Conferences	W5: A 1 day event for disseminating the CCA strategy (Budget Note 4.4)	2,500	Request for Quotation	USD 5,000 to 149,999	y2/q4	y2/q4
Training, Workshops and Conferences	W6: Rental of space for 3 training workshops of 3 days on the CCA course (Budget Note 4.5)	9,000	Request for Quotation	USD 5,000 to 149,999	y3/q2	y3/q2
Training, Workshops and Conferences	W7:3 local consultations meetings in Tyre and 3 consultation meetings for Nahr El Kaleb (Budget Note 4.6)	6,000	Request for Quotation	USD 5,000 to 149,1000	y2/q2	y2/q2
Travel	T1: Travel expenses for south South cooperation mission for NAP (budget note 12)	13,440	Request for Quotation	USD 5,000 to 149,1002	y2/q1	y2/q1

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Travel	T2: Travel expenses for the participation of UNDP NAP experts' national meetings (Budget Note 10)	4,876	Request for Quotation	USD 5,000 to 149,1002	y1/q2	y1/q1
Travel	T3: Travel expenses for the participation of UNDP NAP experts in CCA trainings (Budget Note 10)	13,440	Request for Quotation	USD 5,000 to 149,1002	y1/q2	y1/q1
Audio Visual and Print Production Materials	Costs for AV equipment and printing to support workshops, dissemination, and awareness products & translation costs (Budget Note 17)	27,500	Request for Quotation	USD 5,000 to 149,999	y1/q3	y1/q3
IT Equipment	Computers and accessories and licensing for software (Budget Note 14)	9,000	Request for Quotation	USD 5,000 to 149,1000	y1/q1	y1/q1
Professional Services	Project audit services (Budget Note 18)	9,000	Request for Quotation	USD 5,000 to 149,999	y4/q3	y4/q3
Other materials	Maintenance and licensing software (budget note 14)	4,000	Micro purchasing	Below USD 5,00	y1/q1	y4/q4
Rent and office maintenance	rent of office (budget note 2)	67,754	Request for Quotation	USD 5,000 to 149,999	y1/q1	y4/q4
Office Supplies	Office supplies for use by project management team (Budget Note 19)	1,000	Micro purchasing	Below USD 5,000	y1/q1	y4/q3
Sub Total (US$)		783,510				

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Consultancy Services						
International Consultants	IC1 to conduct an institutional review at the national level and on key sectors, assess gap and needs in CCA including capacity building, to conduct a need assessment of national institutions and draft a strategy and roadmap for priority sectors (Budget Note 5)	60,000	Competitive and open public call as per UNDP policies	USD 5,000 to 149,999	y1/q3	y1/q2
National Consultants	NC1 and NC2: 2 site engineers to assist and support the international service provider to conduct a climate risk assessment for Nahr El Kaleb and Tyre. (Budget Note 15)	80,000	Competitive and open public call as per UNDP policies	USD 5,000 to 149,999	y1/q2	y1/q2
International Consultants	IC3 Intl consultant to produce 1 Project proposal for GCF (Budget Note 16)	32,000	Competitive and open public call as per UNDP policies	USD 5,000 to 149,999	y4/q1	y4/q1
Sub Total (US$)		172,000				

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Annex D: Terms of Reference for Project Board, Project Team, and UNDP Staff

Terms of Reference for Key Project Staff

Project Manager

Background

Under the direct supervision of UNDP and in close coordination with the National Designated Authority NDA, the project manager/Advisor will be responsible for the overall execution of the project and will facilitate and coordinate between UNDP, the GCF, and the Lebanese Government represented by the NDA. The specific functions of the Advisor are as follows:

Project elaboration and management:

- Develop detailed annual project work plans, budget breakdowns and schedules of implementation.
- Develop TORs of short-term consultants (national and international) on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures.
- Manage local project team and resources; assign tasks and roles as necessary.
- Oversee the implementation of all project activities with UNDP, the NDA and relevant stakeholders.

Project implementation and technical support:

- Monitor project progress and against set deliverables and timeframes.
- Supervise and follow up on all project delivery and execution at the different sites.
- Ensure smooth and successful implementation of the various project activities.
- Compile, revise and evaluate all technical reports and studies of the project.
- Ensure communication about the project is regular and accurate with decision makers.
- Maintain and improve the existing climate change institutional arrangements with governmental institutions and private sector.
- Liaise with institutions and local communities to ensure effective engagement of relevant stakeholders, private, public, civil society.

Advisory Support

- Provide upstream policy and technical advice to the NDA on climate change issues.
- Integrate the project results and findings within other ministerial strategies and policies.
- Identify and link to related ongoing activities within other institutions and encourage collaboration and synergies.
- Foster strategic partnerships with key stakeholders to move climate change adaptation forward.
- Prepare any follow-on project proposals as per the needs identified by NDA/UNDP/GCF.
- Mobilize resources for the climate change portfolio, with a focus on CCA, through funding agencies and the government.

Competencies

- Strong leadership, managerial, and team building skills.
- Excellent communication, interpersonal, and liaison skills
- Proven ability to negotiate and troubleshoot relationships with stakeholders.
- Strong ability to draft, edit, and produce results focused reports.
- Good IT skills

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Recruitment Qualifications

- Graduate or bachelor's degree in environmental science, environmental engineering, environmental policy, or any related field.
- Minimum of 8 years of experience in the field with graduate degree or bachelor's degree with minimum of 11 years of experience in the field.
- Experience in development projects and prior experience with UNDP and/or climate change is necessary.
- Proven experience in project management and demonstrated ability to lead teams.
- Effective verbal and written communication skills in both Arabic and English. French is a plus.

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Project Associate:

Under the guidance and supervision of the Project Manager/advisor and the Project Officer, the Project Associate shall carry out the following tasks:

Technical Tasks:

- Assist in planning, coordinating, and tracking all project activities.
- Assist in relevant research related to the implementation of the project activities.
- Assist in the preparation of project work plan and TOR for subcontracts.
- Prepare contractual documents (consulting contracts, staff employment agreements, sub-contracts, and procurement) in adherence with UNDP requirements.
- Follow-up on the timely submission of deliverables of national and international experts and institutions (in consultation with the PM).
- Review and edit the submitted drafts and final reports and ensure that they are following project document
- Managing and centralize all project information and reports provided by consultants, surveyors, and other data sources.

Administrative Tasks:

- Assist in drafting inception, progress and final reports, manuals, communications, press releases and awareness material.
- Assist in preparing for meetings and presentations.
- Coordinate logistics for field work and schedule for meetings.
- Carry out secretariat duties in meetings and draft minutes of meetings.
- Schedule and participate in conferences, workshops, and events.
- Draft correspondence in English and/or Arabic and follow up on correspondence.
- Maintain an up-to-date filling structure for all documents activities of the project.
- Follow up on all matters pertaining to the coordination with the NDA
- Oversee all work activities of administrative support aspect.
- Maintain and keep up to date on project expenditures and finances.
- Follow-up financial matters with the UNDP and GCF
- Enter data and assist in developing the project webpage and maintain it up to date.
- Assist the NDA in any related administrative tasks that are requested on an ad-hoc basis.
- Perform additional tasks, within scope of work and as required by the Project Manager/advisor

Competencies

Professionalism

- Strong understanding of Lebanon's environment and climate change issues;
- Strong knowledge of methodologies for GHG inventories and reporting mechanism;
- Strong experience in working and liaising with public administration, development partners, United Nations system, NGOs, academia, and the private sector.

Functional skills and abilities

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- Strong commitment to problem solving and critical thinking;
- Strong research and analytical skills;
- Excellent communication skills;
- Excellent organizational skills;
- Ability to work under stress;
- Ability to work within a team;
- Proactive, motivated, and organized with an ability to be flexible and adaptive;
- Strong exposure and knowledge of Microsoft office applications, mainly, Excel, Word, Power Point;

Qualifications

- A University Degree (Bachelor or equivalent) in Environmental Sciences/Studies, Environmental Health, /Management/ Technology, Development Sciences, or any closely related fields. A Graduate Degree (master's or equivalent) is a plus.
- 3 years of relevant professional experience (UN experience is a plus)
- Proven track record of progressively responsible role in managing administrative and institutional development projects;
- Previous experience related to Climate Change is a plus.
- Fluency in both spoken and written English and Arabic. French is a plus.

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Project technical Officer:

Under the guidance of the National Designated Authority and under the supervision of the Project Manager/advisor, the project technical officer shall carry out the following tasks:

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 in coordination with UNDP
- Ensure synergies between project's activities with existing national priorities, programmes and plans (LEDs, NAMA, NDC) and build complementarity between initiatives.
- Map key stakeholders paying attention to the inclusion of women's groups and most vulnerable groups
- Review the submitted drafts and final reports of consultants and ensure that they are following the Terms of References and GCF guidelines
- Raise awareness of the GCF opportunities and funding options for CCA
- Disseminate results of readiness projects to relevant stakeholders and policy makers
- Assist the NDA with GCF and CCA related issues
- Identify and pursue parallel activities related to project, when required
- Assist in the follow up on GCF board activities when required and as instructed by the Project Manager

Coordination tasks

- Draft inception, progress, and final reports in line with NDA, GCF and UNDP reporting requirements.
- Prepare meetings and presentations as needed.
- Facilitate and moderate workshops and focus group discussion when needed
- Perform additional tasks, within scope of work and as required by the NDA.
- Maintain and sustain communication with institutions and local communities to ensure effective engagement of relevant stakeholders, private, public, civil society

Professionalism and technical skills

- Strong understanding of Lebanon's environment and climate change issues.
- 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, PowerPoint.

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Qualifications:

- University Degree (Bachelor or equivalent) in environmental science, health, policy, or climate change or related field, or a combination of a degree in business administration with minor (or equivalent) degree in environment or climate change.
- Minimum of 5 years of relevant experience for a bachelor's degree; 3 years of relevant experience for a master's degree
- Previous experience within the UN system or other development agencies is an advantage
- Proven experience in project implementation and demonstrated ability to manage technical assistance
- Previous experience related to Climate Change is mandatory
- Fluency in both spoken and written English and Arabic. French is a plus.

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Annex E: Terms of References for UNDP Staff (as needed) Terms of Reference of Technical Services to be provided by UNDP:

Programme Associate

Summary of key functions:

1. Supports formulation of programme strategies and implementation of the Country Programme Action Plan focusing on achievement of the following results:
   - Collection, analysis, and presentation of background information for preparation of CCA, UNSF, Strategic Plan, CPD, and effective application of RBM tools and establishment of management targets (BSC).
   - Presentation of background information for formulation of country programme, draft project documents, work plans, budgets, proposals on implementation arrangements.
2. Provides effective support to management of the CO programme focusing on the achievement of the following results:
   - Creation of a project in Atlas, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of a project.
   - Provision of guidance to the implementing agencies on routine project implementation.
   - Presentation of information for audit of NIM and DIM projects, supports implementation of audit recommendations.
3. Provides administrative support to the Programme Unit focusing on achievement of the following results:
   - Review of NIM and DIM projects Financial Reports.
   - Maintenance of the internal expenditures control system and overseeing the sound implementation of programme budgets.
   - Provision of guidance to projects and executing agencies on UNDP rules, regulations and processes pertaining to procurement, Finance, and HR.
4. Supports resource mobilization focusing on achievement of the following results:
   - Analysis of information on donors, preparation of donor's profile.
   - Track and report on mobilized resources. Review of contributions agreement, managing contributions in quantum.
5. Ensures facilitation of knowledge building and knowledge sharing in the CO focusing on achievement of the following results:
   - Organization of training for the projects' staff on programme.
   - Synthesis of lessons learnt and best practices in programme.
   - Sound contributions to knowledge networks and communities of practice

Min. Academic Education

Secondary Education, preferably with specialized certification in Accounting and Finance. University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences or Environment would be desirable, but it is not a requirement.

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Min. years of relevant Work experience

6 years of progressively responsible administrative or programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advanced knowledge of spreadsheet and database packages, experience in handling of web-based management systems.

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Programme Analyst

Summary of key functions:

1. Ensures implementation of programme strategies focusing on achievement of the following results:
   - Thorough analysis and research of the political, social and economic situation in the country and preparation of substantive inputs to CCA, UNSF, CPD, CPAP and other documents.
   - Identification of areas for support and interventions within the thematic/sectoral areas assigned.
   - CO business processes mapping and preparation of the content of internal Standard Operating Procedures in Results Management.

2. Ensures effective management of the CO programme within the thematic/sectoral areas assigned focusing on quality control from formulation to implementation of the country programme achieving the following results:
   - Effective application of RBM tools, establishment of management targets (BSC) and monitoring achievement of results.
   - Design and formulation of CO programme within the area of responsibility, translating UNDP's priorities into local interventions. Coordination of programme implementation with the executing agencies. Introduction of performance indicators/ success criteria, cost recovery, targets, and milestones.
   - Initiation of a project, presentation of the project to PAC, entering project into Atlas (in small offices), finalization of contribution agreement; determination of required revisions; coordination of the mandatory and budget re-phasing exercises, closure of projects through review. Programme Analyst can perform functions of Manager Level 1 in Atlas for POs and vouchers approval, participates in recruitment processes for projects.
   - Financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions. Participation in audit of NIM projects.
   - Follow up on audit recommendations. All exceptions are timely reported.
   - Aggregate reports are regularly prepared on activities, outputs, and outcomes. Preparation of donor reports.

3. Ensures creation of strategic partnerships and implementation of the resource
   - Development of partnerships with the UN Agencies, IFI's, government institutions, bi-lateral and multi-lateral donors, private sector, civil society in the specific thematic areas based on strategic goals of UNDP, country needs and donors' priorities.
   - Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization on UNDP rules, regulations and processes pertaining to procurement, Finance, and HR.

4. Ensures provision of top-quality advisory services and facilitation of knowledge building and management focusing on achievement of the following results:
   - Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learnt linked to programme country policy goals.
   - Support to development of policies and institutions that will address the country's problems and needs in collaboration with the Government and other strategic partners.

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- Sound contributions to knowledge networks and communities of practice.
- Organization of training for the operations/ projects staff on programme issues.

Min. Academic Education

Master's Degree or equivalent in Business Administration, Public Administration, Economics, Political Sciences, Social Sciences, Environmental Sciences, or related field.

Min. years of relevant Work experience

2 years of relevant experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring, and evaluation of development projects. Experience in the usage of computers and office software packages, experience in handling web-based management systems.

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Project Gender Officer

Under the overall supervision and guidance of the Project Manager, the Gender Officer will have the responsibility for the preparation and implementation of the Gender Action Plan. The Gender Officer will work closely with the project manager, associate, and officer on related aspects of project implementation, reporting, monitoring, evaluation, and communication. Specific responsibilities will include:

- Prepare a gender action plan for the project
- Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met, and the reporting requirements are fulfilled;
- Oversee/develop/coordinate implementation of all gender-related work;
- Review the Gender Action Plan annually, and update and revise corresponding management plans as necessary;
- Work with the M&E officer and Safeguards Officer to ensure reporting, monitoring and evaluation fully address the gender issues of the project;

The Project Gender Officer will be recruited based on the following qualifications:

- Master's degree in gender studies, gender and development, environment, sustainable development, or closely related area.
- Demonstrated understanding of issues related to gender and sustainable development; at least 5 years of practical working experience in gender mainstreaming, women's empowerment and sustainable development in relevant Country/Region/Area of Work;
- Proven experience in gender issues in Country/Region/Area of Work
- Previous experience with UN projects will be a definite asset;
- Demonstrated understanding of the links between sustainable development, social and gender issues;
- Experience in gender responsive capacity building;
- Experience with project development and results-based management methodologies is highly desired/required;
- Excellent analytical, writing, advocacy, presentation, and communications skills.
- Excellent language skills in English (writing, speaking, and reading) and in local languages.

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ANNEX F: UNDP Risk Log

***Guidance to project developer**: Complete the table below. Please refer to the UNDP Enterprise Risk Management guide for further information.*

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
1	Political	Lack of political will to support the project and/or insufficient commitment to adaptation endangers its implementation and sustainability.	P = 2 I = 4	Awareness-raising among the key decision-makers of the near and long-term risks of climate impacts to national and sectoral development will take place to build support for the project and an ongoing NAP process. Support will be given to the government to organize consultations on project progress at key stages to maintain government ownership and interest in the project. Collaboration with other cooperation projects which will help to maintain political visibility. The project's governance framework, as well as integrating adaptation into water planning will enhance the sustainability of the project's outcomes and the broader NAP process.	UNDP	
2	Organizational	Institutional capacity and public financial limitations and constraints affect the project implementation.	P = 3 I = 3	Enhancement of institutional capacity has been identified as critical to the success of the project. Involvement of the stakeholders through consultations, training and workshops during the assessments, planning and policy stage is envisaged to support capacity building.	UNDP	

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		This risk includes limited ability to collect data or willingness to share it among government agencies, overlapping or poorly coordinated activities with other municipalities, and sustainability issues arising from constrained public finances.		To ensure effective data sharing, clear commitment will be obtained from across government agencies at the start of the project to contribute and disseminate data. The Project Board will play a role in encouraging government agencies to share data and information. The Project Board will also be a forum to identify activities that have the potential to overlap and encourage coordination and synergies. Constrained finances are not a risk to the project but could affect the project's sustainability. To mitigate this risk, the project build connections to other projects and programmes underway in Lebanon, undertake resource mapping to identify suitable additional funding sources, and constructive engagement with the private sector to identify potential channels for generating additional future investments.		
3	Organizational and Political	High staff turnover within the government	P = 3 I = 4	Since joining the UNFCCC and especially since it signed the Paris Agreement, Lebanon has attempted to build technical and institutional capacity across relevant entities. This includes the funding and preparation of three NCs, four BuRs, and a TNA. The project will continue to work with the Project Board wherever possible to mitigate the impact of staff turnover within the government and will develop capacity building	MoE, UNDP	

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				activities for the new staff assigned as permanent replacements.		
4	Strategic	Lack of private sector engagement	P = 3 I = 4	Identification of constraints on private sector participation during project preparation; facilitation of contacts with private sector groups	UNDP	
5	Organizational	Potential for delays in implementation at start-up possibly from the procurement project staff, consultants and other elements. Other delays could arise from inadequate institutional coordination and or participation of stakeholders.	P = 3 I = 3	The procurement process will be carefully monitored by the project team by conducting internal meetings related to implementation of the project and regular meetings with operations unit and UNDP management. The project will have a procurement plan which will be regularly updated upon changing circumstances. Where necessary, UNDP management interventions will be made in order to speed up the process. Additionally, the UNDP Country Office will ensure that adequate allocation of staff from UNDP and the government are provided and in a timely manner. The CO has significant experience in successfully managing complex projects. As a precautionary measure, activities in the first quarter of the project have been kept to a minimum.	UNDP	
6	Operational	The COVID-19 pandemic may lead to a variety of impacts on the project including, but not limited to, delays in	P = 3 I = 3	The project will be particularly vigilant about potential and actual impacts resulting from the pandemic and seek to	UNDP, MoE	

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		procurement, difficulty is conducting stakeholder consultations., restrictions on travel of consultants.		factor in specific mitigation options in each case. The number of COVID-19 infections in Lebanon has been relatively high and the country has imposed several lockdowns in 2020 and 2021. If such restrictions affect the project, the continued use of remote working and meeting technologies. The project will continue to monitor the situation closely and take early actions and adjustments as needed.		
7	Social and environmental	The project could unintentionally lead to consequential development activities that would have negative environmental, social or gender effects or generate other cumulative impacts	P = 3 I = 2	The project particularly targets risks to water resources in urban areas, which is an area identified as one of the priority sectors for adaptation, in line with Lebanon's NDC and the sector's water strategy. However, if environmental and social considerations and safeguards are insufficiently mainstreamed, negative environmental impacts might occur. However, since the project does not undertake tangible activities in these sectors, the likelihood of impact is low. While concept notes will be prepared directly by the project, they will be re-screened while they are developed to mitigate and eventually manage any risks. Numerous steps have been taken in the design of the project to ensure gender	UNDP, MoE	

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				equality and all project activities will be carried out utilizing an integrated gender-sensitive approach to ensure the comprehensive engagement of women, the probability of impact is very low. Through the project, all stakeholders involved in the NAP Strategy execution will have clear accountability for including women in CCA planning and activities moving forward. However, if these measures are not implemented properly, or are implemented without adequate oversight, there is a risk that the project could sustain or reproduce pre-existing inequalities. The project will also engage a Gender Specialist who will support project implementation and advise if the project risks creating adverse impacts to women or exacerbates gender inequality		

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Annex G: UNDP Project Quality Assurance Report

https://intranet-apps.undp.org/ProjectQA/Forms/Design?fid=16884&year=2022&ou=LBN&pid=00106575&fltr=PROJECT