

# FINAL REPORT

NATIONAL CAPACITY SELF-ASSESSMENT  
FOR GLOBAL ENVIRONMENTAL MANAGEMENT PROJECT

## LEBANON



DECEMBER 2007

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## ACRONYMS

ALMEE	Association Libanaise pour la Maitrise de l’Energie et de l’Environnement
AUB	American University of Beirut
BD	Biodiversity
CC	Climate Change
CDI	Capacity Development Initiative
CDR	Council for Development & Reconstruction
CNRS	Centre National de Recherches Scientifiques
EIA	Environmental Impact Assessment
GEF	Global Environment Facility
IUCN	The World Conservation Union
LD	Land Degradation
NGO	Non-Governmental Organization
MEA	Multilateral Environmental Agreement
MENA	Middle East & North Africa
MoA	Ministry of Agriculture
MoE	Ministry of Environment
NCSA	National Capacity Self-Assessment for Global Environmental Management
POPs	Persistent Organic Pollutants
SAP	Strategy & Action Plan
SC	Steering Committee
TA	Thematic Assessment
TOR	Terms of Reference
TPR	Tri-Partite Review
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCED	United Nations Conference on Environment & Development
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme

## I. PROJECT INFORMATION

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<b>Project Number</b>	00045426
<b>Project Title</b>	National Capacity Self-Assessment for Global Environmental Management (NCSA)
<b>Executing Agency</b>	Government of Lebanon Ministry of Environment (MoE)
<b>Implementing Agency</b>	United Nations Development Programme (UNDP)
<b>Funding Agency</b>	Global Environmental Facility (GEF)
<b>Focal Area</b>	Multifocal: CC, BD, LD, Capacity Building
<b>Project Starting Date</b>	01 October 2005
<b>Project End Date</b>	31 December 2007
<b>Total budget (\$)</b>	
	Original: US \$ 200.000
	Latest signed revision: US \$ 200.000

## II. BACKGROUND

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In the 1990's, the international community reached unprecedented agreements on the need to protect the global environment. The UN Conference on Environment & Development (UNCED)- "Earth Summit"- which took place in Rio de Janeiro, Brazil from 3 to 14 June, 1992, and in which 172 governments participated, called upon all nations to establish "National Entities" to deal with the issue of the "environment". The most notable agreements that the Earth Summit led to were the three global conventions to address climate change: The United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Biodiversity (UNCBD), and the UN Convention on Combating Desertification/ land degradation (UNCCD).

### **A. Lebanon and Global Environmental Management**

In 1993, Lebanon passed Law 216, which established the Lebanese Ministry of Environment. The main function of the Ministry was to put forward and implement effective environmental policies in order to curb environmental degradation. Lebanon also signed all three conventions: the UNCBD (signed on June 5, 1992 and ratified it August 11, 1994 under Law 360), the UNFCCC (signed on June 5, 1992 and ratified it on August 11, 1994 under Law 359), and the UNCCD Convention (signed on October 15, 1994 and ratified it on December 8, 1995 under Law 469).

### **B. The Global Environment Facility (GEF) and the Capacity Development Initiative (CDI)**

If implemented effectively, these treaties will contribute significantly to achieving the goals of sustainable development and conservation of the planet's natural resources for future generations.

In the late 1990's, the Global Environment Facility (GEF) Council, recognizing the increasing importance of assisting developing countries to increase their capacity to participate in global environmental management, launched the Capacity Development Initiative (CDI). As a first step in implementing the CDI recommendations, the GEF Council approved funding for countries wishing to undertake "national self-assessments capacity building needs" (NCSA).

By virtue of Decree 14548 of June 8, 2005 Lebanon approved the GEF grant by which it is to conduct a national capacity self-assessment (NCSA) process. The National Capacity Self Assessment (NCSA) project (which began in October 2005 and ends on December 31, 2007), managed by United Nations Development Programme (UNDP), and executed by the Ministry of Environment (MoE) aims at determining national priorities for capacity development in the area of global environmental management, namely under the three UN conventions: UNFCCC, UNCCD, UNCBD.

### III. PROJECT'S AIM & OBJECTIVES

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The principal aim of the NCSA process for Lebanon is to identify underlying constraints in Lebanon's capacity to manage its priority global environmental issues; notably in the implementation of the three UN environmental conventions (United Nations Framework Convention on Climate Change, United Nations Convention on Biodiversity, and United Nations Convention to Combat Desertification), and to **prepare a national strategy and action plan (SAP) for capacity development to address these constraints.**

The concept is to use current national projects and previous national plans to confirm the prevailing priority issues, and then to propose actions to strengthen critical elements of the underlying system (the 'enabling environment'), within which environmental programs and projects are successfully implemented, sustained and replicated.

In addition, NCSA seeks to determine the necessary mechanisms at the institutional and functional levels to address these constraints and explore ways of creating a higher degree of linkages and synergies between the conventions<sup>1</sup>.

- NCSA is an assessment and planning exercise driven by country participants
- NCSA aims at addressing priority national and global environmental issues
- NCSA is concerned with Lebanon's capacity at three levels of intervention: individual, institutional, and systemic
- NCSA is an opportunity to systematically assess priority needs in the three thematic areas of: Climate Change, Biodiversity and Land Degradation
- NCSA comprises the identification of synergistic and cross-cutting opportunities for capacity building
- NCSA is an opportunity to prepare a National Capacity Development Plan

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<sup>1</sup> NCSA Resource Kit. GEF Global Support Program. 1995. Available on-line:

[http://ncsa.undp.org/site\\_documents/NCSA\\_resource\\_kit.pdf](http://ncsa.undp.org/site_documents/NCSA_resource_kit.pdf)

## IV. SUMMARY OF THE NCSA PROCESS

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In spite of the fact that the UNDP proposal for NCSA was sent to the Ministry of Environment (MoE) in August 2003, the Decree of approval by the Lebanese Government was issued in June 2005, almost two years later.

The NCSA project at MoE officially started on October 1, 2005. The NCSA unit was established within one month under relatively “difficult” logistical circumstances. The unit was finally functional in November 2005.

The Project Manager was recruited in July 2005 and started work on the project on October 1, 2005.

The head of the Division of External Affairs & Public Relations, who is in charge – among others- of Multilateral Environmental Agreements (MEAs) at MoE was assigned as the Project Focal Point.

The NCSA Project Assistant was recruited at a later stage, in December 2005, and started work on January 1, 2006.

The NCSA is a 5-step process, which is directed towards analyzing the country’s capacity strengths, constraints, and recommending capacity development actions to address them. In addition, the project aims at identifying cross-cutting capacity issues and to foster synergies among the Multilateral Environmental Agreements.

### **A. Step 1: Inception**

#### **a. Inception Outputs:**

On-going communication and cooperation with high-level officials in the lead agencies responsible for the NCSA was sought from the very beginning. A series of meetings was held with key informants involved in the different areas of climate change, biodiversity & land degradation. Informants gave valuable information as to existing documents/ policies/ strategies as well as to constraints hindering the full application of the 3 MEAs in Lebanon.

A Steering Committee (SC) was formed after consultation with all concerned. During the interviews with key informants, the NCSA Project Manager asked those who were to become members of the Steering Committee about their interest in playing such a role. Role and time frame of the Steering Committee members were then discussed. E-mails followed the meeting and lines of communication were established.

The NCSA Steering Committee includes the following members:

Ms. Nancy Khoury (Project Focal point, Ministry of Environment, MoE) - [n.khoury@moe.gov.lb](mailto:n.khoury@moe.gov.lb)

Ms. Lara Samaha (UNCBD Focal Point, MoE) - [l.samaha@moe.gov.lb](mailto:l.samaha@moe.gov.lb)

Mr. Youssef Naddaf (UNFCCC Focal Point, MoE) - [y.naddaf@moe.gov.lb](mailto:y.naddaf@moe.gov.lb)

Mr. Hussein Nasrallah (UNCCD Focal Point, MoA) - [studies@agriculture.gov.lb](mailto:studies@agriculture.gov.lb)

Mr. Jawdat Abou Jaoude (Urban Planner, CDR) - [jawdata@cdr.gov.lb](mailto:jawdata@cdr.gov.lb)

Dr. Karim Makdissi (American University of Beirut (AUB), Environmental Policy) - [Km18@aub.edu.lb](mailto:Km18@aub.edu.lb)

Dr. Reine Youssef (Project Manager) - [ryoussef@moe.gov.lb](mailto:ryoussef@moe.gov.lb)

On the UNDP side, the NCSA Project is closely followed by Mr. Edgard Chehab, Environment and Energy Program Officer - [edgard.chehab@undp.org](mailto:edgard.chehab@undp.org)

Members of the Steering Committee met “bilaterally” and most of the communication took place electronically or through phone calls.

During Inception, other key outputs were prepared.

A well-developed work plan was developed using the project document as a basis and reviewed several times in close consultation with UNDP and MoE (Annex 1).

The linkages study identifying how the NCSA can be linked with other global and national sustainable development and environmental initiatives in mutually beneficial ways was presented in a table format (Annex 2).

In addition a Stakeholder Analysis was done using the matrix provided by the NCSA resource kit (Annex 3) and a Communication Strategy was prepared (Annex 4).

### **b. Inception Workshop:**

While trying to think about the end from the beginning, the first national consultation meeting was organized in an attempt to engage most stakeholders in the NCSA process and keep them informed about the project's objectives, main steps and plan of work among many other things.

The underlying objective of this consultation meeting was to allow different stakeholders to influence on the NCSA while sharing their knowledge, comments and point of views. This would ultimately facilitate endorsement of the final NCSA Report and Action Plan.

The national Consultation Meeting was held at the Green Conference Room at the Ministry of Environment on March 7, 2006 under particular political circumstances in the country and in Beirut specifically<sup>2</sup> with the participation of 80 invitees.



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<sup>2</sup> On the 6<sup>th</sup> of March, one day prior to the workshop, a security zone was formed around the Beirut city centre thus suspending all economic activities and prohibiting any car entrance for security reasons due to a national emergency dialogue combining all political parties taking place at one of the city centre premises.

## B. Step 2: Stocktaking

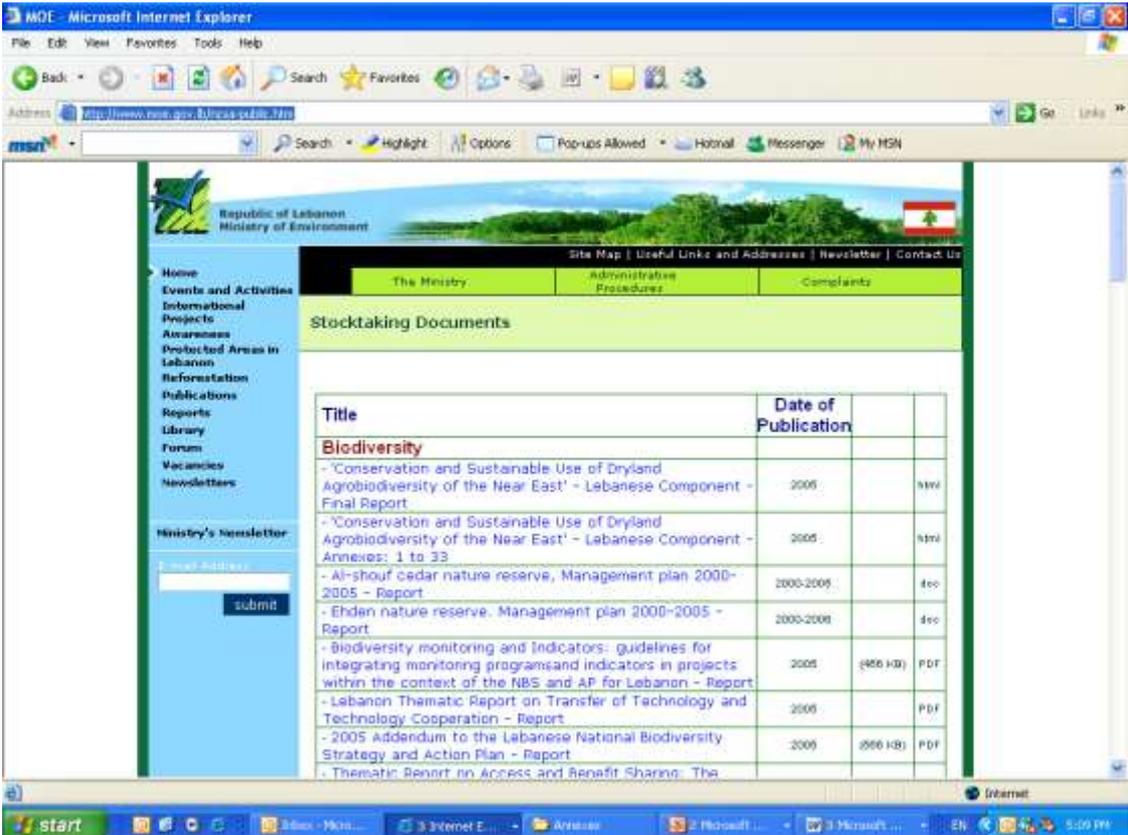
This is a “situation analysis” that provided baseline research for the next steps. It identified all national activities, documents, laws, policies, strategies, etc. that are relevant to the conventions themes as well as capacity building initiatives in order to summarize the findings of past capacity assessments that have been prepared as part of GEF projects and enabling activities, as well as other donor and nationally supported initiatives.

After setting the criteria for the stocktaking analysis, and consultation with lead people, in order to avoid duplication in document selection, an inventory of relevant documents was prepared. Documents were identified, located, collected, sorted and made physically available at the NCSA unit at MoE. To ensure completeness, the stocktaking inventory was reviewed by all relevant stakeholders for their comments and observations.

166 documents were identified: 55 documents under the focal area of Climate Change (CC), 58 under Biodiversity (BD), 26 under Land Degradation (LD), 12 under the focal area of Persistent Organic Pollutants (POPs) and 15 multifocal documents.

Out of the 166 documents, 64 documents were uploaded on the NCSA page hosted on the MoE webpage and accessible on the following address:

<http://www.moe.gov.lb/ncaa-public.htm>



Title	Date of Publication		
<b>Biodiversity</b>			
- 'Conservation and Sustainable Use of Dryland Agrodiversity of the Near East' - Lebanese Component - Final Report	2005		html
- 'Conservation and Sustainable Use of Dryland Agrodiversity of the Near East' - Lebanese Component - Annexes: 1 to 33	2005		html
- Al-shouf cedar nature reserve, Management plan 2000-2005 - Report	2000-2005		doc
- Ehden nature reserve, Management plan 2000-2005 - Report	2000-2005		doc
- Biodiversity monitoring and Indicators: guidelines for integrating monitoring programs and indicators in projects within the context of the NBS and AP for Lebanon - Report	2005	(455 KB)	PDF
- Lebanon Thematic Report on Transfer of Technology and Technology Cooperation - Report	2005		PDF
- 2005 Addendum to the Lebanese National Biodiversity Strategy and Action Plan - Report	2005	(555 KB)	PDF
- Thematic Report on Access and Benefit Sharing: The			

NCSA prepared as well a Database for GEF Projects in Lebanon and made it available on the following address: <http://www.moe.gov.lb/NCSA/ZIP/Database%20for%20GEF%20Projects%20in%20Lebanon.zip>.

Another stocktaking activity involved preparing a Database for GEF Reports & Publications available at MoE and posted it on the NCSA page on the following address: <http://www.moe.gov.lb/NR/ronlyres/A405F25F-A732-4E9B-AF2D-8444F99C7BB1/7190/DatabaseforGEFReportsandPublications.zip>. These reports/publications were then made physically available in a GEF corner at MoE Public Library for Environmental Archives.

### **C. Step 3: Thematic Assessment (TA)**

During this step, Lebanon's obligations and opportunities for each MEA were analyzed, as well as Lebanon's performance and achievements to date, including strengths and constraints in implementing the conventions, as well as priority capacity needs.

After drafting of a sample outline for the three Thematic Assessment (TA) reports, terms of reference for the consultants to be recruited were prepared for each thematic area (Annex 5). TORs were discussed with UNDP, MoE and NCSA Global Support Program.

The NCSA Global Support Program and the recruited consultants were as well involved in discussing the TA reports outline.

The TA reports were then prepared and three review meetings were held for each thematic area separately in the presence of the NCSA project manager, the consultant and the thematic area reviewers. Reviewers' feedback was duly incorporated in the first amended version of the TA reports.

This was followed by three National Consultation Meetings allowing for wider stakeholders' involvement and feedback on each of the TA reports. Reports were again amended accordingly. Reports were then posted online for a final round of review and later on in their final version on the following address: <http://www.moe.gov.lb/NCSA/ZIP/Thematic%20Assessment%20Reports.zip>.

Table 1 below summarizes the lifecycle of each of these reports.

**Table 1. Thematic Assessment Reports Lifecycle**

<b>Thematic Area</b>	<b>Consultant</b>	<b>Reviewers</b>	<b>Review meeting</b>	<b>National Consultation Meeting</b>
<b>BD</b>	Dr. Elsa Sattout Ms. Maya Abboud	Dr. Marie Abi Saab (CNRS) Ms. Lara Samaha (MoE)	7 December 2007 – National Centre for Marine Sciences Batroun @ 10 :30 am	15 January 2007 – AUB @ 10:00 am
<b>CC</b>	Dr. Farid Chaaban Mr. Nabil Mina	Mr. Tony Matar (ALMEE) Dr. Amal Habib (CNRS)	6 December 2007 – American University of Beirut @ 3:00 pm	22 January 2007 - AUB @ 10:00 am
<b>LD</b>	Dr. Carla Khater	Mr. Hassan Machlab (UNDP) Dr. Talal Darwish (CNRS) Mr. Hussein Nasrallah (MoA) Mr. Antonio Youssef (MoA)	22 December 2007 – Ministry of Agriculture @ 2:00 pm.	17 January 2007 - AUB @ 10:00 am

#### **D. Step 4: Cross-Cutting Analysis**

This step assesses capacity issues, needs and opportunities that cover the three conventions. This includes identification of common needs and possible synergies by addressing requirements across the different thematic areas.

The consultant was involved in the NCSA process throughout. The scope, aim & methodology of the process were discussed with all stakeholders in the presence of the consultant. The Cross-cutting report was prepared, reviewed, amended and posted on-line on the following address:  
<http://www.moe.gov.lb/NR/rdonlyres/28D0D52E-28A7-4210-A16F-988E864DCCA2/8045/NCSACrosscuttingReportOct07final1.pdf>

#### **E. Step 5: NCSA Strategy & Capacity Action Plan (SAP)**

The SAP is the most important output of NCSA. It identifies priority actions, the time frame, possible funding, responsibilities, and means of monitoring implementation and evaluation of outcomes and impacts.

A first draft of the report was prepared and discussed during the final NCSA Tripartite Review (TPR) meeting. Several recommendations were raised during the meeting. The SAP was again circulated via email to the steering committee members as well as TPR attendees and posted online,

(<http://www.moe.gov.lb/NR/rdonlyres/28D0D52E-28A7-4210-A16F-988E864DCCA2/8095/NCSAActionPlan.pdf>) for another round of feedback. The SAP is to be amended accordingly.

#### **F. Information Dissemination Activities**

The project played a major role in increasing the general level of understanding of issues related to the three UN conventions it aims to address. The project team placed lots of efforts throughout the project in meeting and establishing a strong link with various stakeholders. The target audience included governmental and non-governmental institutions, industries, universities and schools, as well as the public at large. Some of the key awareness activities include the following:

- Lectures, seminars and workshops with school students, school clubs, university students, NGOs, private organizations and international clubs (e.g., Sacre-Coeur Kfarhabab, Haigazian University, Lebanese University, Rotary Club, etc.);
- Broadcasting of project's activities and awareness raising programs related to biodiversity, land degradation and climate change on national TV channels throughout the lifetime of the project;
- In collaboration with the Ministry of Information, NCSA assisted in broadcasting of six TV spots (previously prepared by MoE with international funds) on the different TV channels;
- An advertisement of the project showing the interlinkages between Climate Change, Biodiversity and Land Degradation was published in a local newspaper on the occasion of World Environmental Day (June 5, 2006) in collaboration with the Lebanese Canadian Bank, TetraPaK and Zeeni Trading Agency from the private sector;
- The project targeted the Lebanese airlines company (Middle East Airlines) and three articles were published in the monthly airlines magazine Cedar Wings (June-July 06; February-March 2007; October-November 2007).
- An interview with An-Nahar newspaper was published on 21st April 2007.
- The project implemented a three days workshop tackling capacity building for social workers at the Ministry of Social Affairs' Training Centers on climate change, biodiversity and desertification concepts.
- The project executed a GEF database exhibition/wall-chart on the 8<sup>th</sup> floor of MoE displaying all GEF funded projects in Lebanon covering the period (1996-2007).

## V. SOFT ASSISTANCE PROVIDED BY THE PROJECT

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The project has undertaken the following additional activities to promote NCSA and to facilitate the execution of planned activities and expected results:

### A. Handling GEF Portfolio at MoE

NCSA Unit at MoE has been actively involved in handling the GEF Portfolio and in assisting the Public Relations & External Affairs Department in this regard.

- Handling communication and correspondence with GEF Secretariat
- Responding to needs of focal points in regard to GEF Secretariat
- Taking part in surveys and questionnaires
- Briefings on report to the Director General (DG)
- Statistics reference GEF donations in MENA region
- Lobbying for Constituency Meeting to take place in Lebanon
- Drafting a Decree Proposal for a Memorandum of Understanding between MoE & GEF/UNDP that would allow access to funds
- Attending meetings:
  - ✓ GEF sub-regional Consultation North Africa, Middle East, South & West Asia, National Dialogue Initiative, Alexandria, Egypt, May 2006
  - ✓ Third GEF Assembly Meeting, Cape Town, South Africa, August 2006
  - ✓ GEF sub-Regional Workshop for GEF Focal Points, North Africa, Middle East, South & West Asia, Bali, Indonesia December 2007

### B. Attending to various requests of DG, MoE

- Assisted in the emergency oil spill activities during post-conflict recovery period (letters to donors, meetings, etc.)
- Assisting Public Relations & External Affairs Department in several administrative tasks (e.g., Referrals, Statistics, Preparation of speeches, letters, etc.)
- Participation in committees & focus groups (e.g., IUCN oil spill video, EIA reviews, etc.)
- Preparation of Decree Proposal for recruitment at MoE/ Civil Service Board

## VI.MAJOR OBSTACLES AND LESSONS LEARNED

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Key lessons learned include:

- There was a lag time (around 3 months) for the project before it kicks off, in addition to the political stagnation the country was going through all along the project lifecycle, hence the original project duration of 18 months could not allow for the adequate time needed to meet the project's requirements. The nine months extension (provided in light of the TPR meeting held in March 2007) was thought essential in order to fulfil the project's objectives.
- Soft assistance to MoE has proven effective in serving the project's goals.
- The lack of political stability in the country jeopardizes endorsement of the NCSA SAP notably that environmental issues are not on the priority list of national stakeholders. Involving major key players and notably the three conventions focal points in the NCSA process has proven effective in forming a certain consensus on the content of the NCSA major outputs, hoping that at a later stage these could be fully endorsed by high-level officials.

## ANNEX 1: NCSA WORK PLAN 2006

Intended Outputs	Output targets	Indicative activities	Indicators	Responsible Party
I. Inception, Project Management and Monitoring	A high level coordination mechanism established	<p><b>1. Consult with MoE, the GEF Focal Point, the Focal Points of the 3 global conventions and the various key stakeholders on the initiation of the NCSA process and the appointment of a national Project Manager (PM)</b></p> <p>1.1. Review NCSA project document and support materials</p>	Detailed Project Work Plan	Project Team (PM, PA, & Project Focal Point)
		<p><b>2. Establish within the MoE the NCSA implementation unit (recruitment of staff, procurement of equipment, logistics, etc.)</b></p> <p>2.1. Assemble project management team</p> <p>2.1.1. Recruit PM &amp; PA</p> <p>2.1.2. Set up project management systems, including financial &amp; management systems</p> <p>2.1.3. Purchase necessary equipment and supplies for NCSA unit</p>	TORs for PM & PA NCSA unit physically present, equipped and functional at MoE	Project Team
		<p><b>3. Form the National Steering Committee (NSC) of the project (Chairperson: Minister of Environment or DG, Secretary: the PM, members: GEF Focal Point, the Focal Points of the 3 conventions, focal points of other relevant conventions, senior representatives from MoA, UNDP, CDR, etc.)</b></p> <p>3.1. Identify project Management mechanisms in the project document</p> <p>3.1.1. Create Project Steering Committee (SC)</p>	NSCA registered in TARGET project database  TORs for SC, GEF & conventions focal point and convention related national committees  List of key individuals and organizations that should be	Project Team

		<p>3.1.2. Determine roles &amp; responsibilities of GEF and conventions Focal points and convention-related national committees during each step</p> <p>3.1.3. Brief the SC on NCSA</p> <p>3.1.4. Inception Meeting to brief above mentioned stakeholders on benefits of NCSA for country and for them</p> <p><b>4. Identify necessary national expertise in building capacities for global environmental issues</b></p> <p>4.1. Obtain high-level support for NCSA</p> <p>4.1.1. Identify from whom support is desirable and achievable</p> <p>4.2. Identify potential benefits for country and how capacity development links with other national development priorities</p> <p>4.2.1. Register NCSA project at MoE and @ database of GEF Projects</p> <p>4.2.2. Prepare briefing notes, fact sheets, powerpoint slides describing NCSA and its benefits</p> <p>4.2.3. Get support of senior staff @ UN and national institutions</p> <p><b>5. Develop a detailed work plan for the NCSA process and the TORs of the expertise involved within the project</b></p> <p>5.1. Decide who will actually do the technical analysis for each step in the NCSA</p>	<p>involved</p> <p>Minutes of meetings with stakeholders</p> <p>Correspondence with stakeholders</p> <p>Contact with different stakeholders established</p> <p>INCEPTION MEETING</p> <p>Briefing notes, Powerpoint presentations</p> <p>Visits to senior staff @ UN &amp; @ national institutions</p> <p>Background material for Inception Meeting</p> <p>Roster of experts</p> <p>TORs of consultants</p> <p>Linkages plan</p> <p>Information dissemination meetings/ lectures</p>	<p>Project team + Project Focal Point</p> <p>Project Team</p>
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	Stakeholders concerned possess information and understanding of problems to be addressed	<p>5.1.1. Define the need for outside experts or consultants</p> <p>5.1.2. Develop TORs</p> <p><b>6. Undertake one-day project launching in the presence of all relevant stakeholders (including the steering committee) to present the project process, objectives, intended outputs/ outcomes and familiarize project team on the various tasks and requirements of the NCSA process</b></p> <p><b>1. Cross-compare capacity constraints and opportunities for the three thematic areas within a global environmental management and sustainable development context</b> Identify convention requirements and obligations as well as opportunities for each convention Identify capacity strengths, constraints and needs related to addressing the obligations &amp; opportunities</p> <p><b>2. Identify concrete opportunities for action, cutting across the 3 thematic areas and other relevant conventions at the local &amp; national levels</b></p> <p><b>3. Establish links with related ongoing national projects and local initiatives and seek synergies in terms of joint activities and common projects</b></p> <p>3.1. Identify useful linkages of NCSA with other initiatives to improve capacity for global and</p>	<p>Launching of project</p> <p>Capacity constraints matrix Prioritization matrix Root cause analysis</p> <p>Existing national reports on Biodiversity, Climate Change, Desertification, Cross-cutting &amp; Miscellaneous (NEAP, CDR Progress Report, etc.) collected</p>	<p>Project Team</p> <p>Consultants</p> <p>Consultants</p> <p>Consultants</p>
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		<p>national environmental management</p> <p>3.1.1. Identify past, on-going, and planned national convention-related and national environmental management initiatives and how NCSA can be linked with them</p> <p>3.1.2. Interview key informants</p> <p><b>4. Establish appropriate communication and reporting mechanisms that can harmonize the implementation approach</b></p> <p>4.1. Development of a communication strategy</p> <p>4.1.1. Design and presentation of NCSA materials and outputs</p> <p>4.1.2. Internal communication among core project participants</p> <p>4.1.3. External communication to stakeholders and media</p> <p><b>5. Identify appropriate accountability mechanisms for fostering a synergic convention implementation at the national level</b></p> <p>5.1. Set up mechanisms for on-going communication &amp; cooperation with high-level officials and stakeholders</p>	<p>Linkages Plan/ Study</p> <p>Highlight “input”, “output” and “process” linkages with NCSA</p> <p>Ex: SELDAS can serve as input linkage to NCSA to identify policies and legislation relating to the three thematic areas</p> <p>An electronic database of all stakeholders is established</p> <p>Mail, e-mail, website, printed material, presentation, mass media</p> <p>One-day launching event with media coverage</p> <p>One-page site in local newspaper on Environment Day</p> <p>Media releases &amp; Media kits</p>	<p>Project Team/ Consultant</p> <p>Consultant</p>
II. Stocktaking,	Over view of	<b>1. Assess all previous activities, actions, projects</b>	<b>TORs for experts needed for</b>	Project Team

<p>gap Identification &amp; Thematic Assessment</p>	<p>institutional capacity and bottlenecks</p>	<p><b>undertaken to implement the global environmental conventions , according to the list of obligations, and identify stakeholders and their roles in global environmental management</b></p> <p>1.1. Identify convention requirements and obligations as well as opportunities for each convention</p> <p>1.2. Define objectives of stocktaking</p> <p>1.3. Define scope of stocktaking (what will and won't be included)</p> <p>1.4. Decide who will do the stocktaking and develop TORs</p> <p>1.5. Inventory all previous activities/ actions/ projects undertaken under the 3 conventions with their related outputs/ products, etc.</p> <p>1.6. Inventory capacity assessment and capacity development initiatives in the country (within and outside framework of conventions)</p> <p><b>1.7. Collect the following:</b></p> <ul style="list-style-type: none"> <li>• <b>Documents/ activities related to capacity development</b></li> <li>• <b>Documents/ activities related to national obligations under the Conventions</b></li> <li>• <b>National legislation, policies, plans, strategies, programs, and projects related to convention thematic areas</b></li> <li>• <b>National plans and strategies resulting from international sustainable development and environmental initiatives</b></li> <li>• <b>National Reports under the three conventions</b></li> </ul>	<p><b>stocktaking</b> <b>Table illustrating GEF projects in Lebanon (past, current and pipeline)</b> <b>To be exposed as wall chart @ MoE</b></p>	<p>Project Team in consultation with MoE Project Team Consultants Consultants</p> <p>Consultants</p> <p>1. Consultant &amp; Project Team</p>
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		<p>1.8. Identify convention requirements and obligations as well as opportunities for each convention</p> <p>1.9. Identify capacity strengths, constraints and needs related to addressing the obligations &amp; opportunities</p> <p>1.10. Decide if stakeholders are to be involved in TA</p> <p>1.10.1. Do Stakeholder Analysis</p> <p>1.10.2. Do Stakeholder Plan</p> <p><b>2. Assess the institutional and policy frameworks within which the above listed activities, actions, projects under the 3 conventions were operating</b></p> <p><b>2.1. Collect and assess National legislation, policies, plans, strategies, programs, and projects related to convention thematic areas</b></p> <p>2.2. Analyze collected documents</p> <p>2.3. Write a report</p> <p><b>3. Identify bottlenecks and constraints faced by the implementation process</b></p> <p>3.1. Define the objectives of the Thematic assessment, based on the findings of stocktaking including national priorities</p> <p>3.2. Determine the scope, deciding what will or won't be included</p> <p>3.3. Write TORs &amp; Work plan for consultants</p> <p>3.3.1. Recruit consultants</p> <p>3.4. Choose methods for TA</p> <p>3.4.1. Develop draft report outlines or tables of Contents</p>	<p>TORs &amp; Work Plan for consultants</p> <p>Reference Lists to define substantive context for capacity development under each thematic area</p> <p>Stakeholder Analysis Matrix</p> <p>Stakeholder Plan</p> <p>Capacity Constraints matrix</p>	<p>Consultant</p> <p>Consultant</p>
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		<p>3.4.2. Develop common framework templates for collecting and analyzing information</p> <p>3.4.3. If more than one team of consultants, make sure all are using same forms</p> <p>3.5. Undertake initial analysis of TA</p> <p>3.6. Review results of inception &amp; stocktaking</p> <p><b>4. Describe previous capacity development efforts with special emphasis on GEF enabling activities</b></p> <p>4.4. Inventory all previous capacity development activities/ actions/ projects undertaken under the 3 conventions with their related outputs/ products</p> <p>4.5. Inventory capacity assessment and capacity development initiatives in the country (within and outside framework of conventions)</p> <p><b>5. Construct a thematic organizational chart describing existing project linkages and potential partnerships</b></p> <p>5.4. Analyze collected documents</p> <p>5.5. Synthesize Information analyzed to date using agreed format</p> <p>5.6. Once analysis is done, determine priorities, using systematic prioritization tools</p> <p>5.7. Summarize the results of TA in the agreed format</p> <p>5.8. Either combine or keep separate the three TAs</p>	<p><b>Separate report on Stocktaking (3 conventions = Capacity building) (3 levels: systemic, institutional, &amp; individual)</b></p> <p><b>Separate report on Stocktaking to be integrated in NCSA final report</b></p>	<p>Consultant</p> <p>Consultant</p> <p>Project Team/ Consultant</p>
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		<p><b>6. Undertake a first national consultation meeting to 1) present the findings of the above assessments 2) discuss the NCSA needs and prospects with all concerned stakeholders and 3) capture and incorporate stakeholders input to feed next NCSA process activities</b></p> <p>6.1. Verify the info before finalizing the report by consulting high-level officials and/or key stakeholders or the Project Steering Committee</p> <p>6.2. Convene Working session with SC</p> <p>6.3. Finalize Report on TA</p> <p>6.4. Refine Project Work Plan based on results of TA</p>	<p>Prioritization Matrix</p> <p>Draft Report</p> <p>Send draft report to Stakeholders</p> <p>Meeting</p> <p>Separate Report on TA</p> <p><b>Refined Work Plan</b></p> <p>Table summary list of convention requirements &amp; COP decision</p> <p>Framework for analyzing capacities needed to perform key functions under each of the conventions (Systematic, institutional and individual levels)</p> <p>SWOT Analysis, GAP Analysis,</p>	
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			Root cause Analysis/ Problem trees, Multi-criteria Analysis	
III. Identification of synergies, undertaking cross-cutting analysis (CCA) and capacity constraints	Stakeholders concerned possess information and understanding of problems to be addressed	<p><b>1. Cross-compare capacity constraints and opportunities for the three thematic areas within a global environmental management and sustainable development context</b></p> <p>Identify convention requirements and obligations as well as opportunities for each convention Identify capacity strengths, constraints and needs related to addressing the obligations &amp; opportunities</p> <p><b>2. Identify concrete opportunities for action, cutting across the 3 thematic areas and other relevant conventions at the local &amp; national levels</b></p> <p>Define objective of cross-cutting analysis based on previous findings Determine scope of CCA Determine whether analysis can be based on previous results or if additional research is needed Develop TORs &amp; Work Plan for consultants Recruit consultants Decide on who will be involved Choose methods for cross-cutting analysis Develop a draft report outline or table of contents Develop common frameworks &amp; templates for collecting &amp; analyzing information Ensure all teams are using same method/ format</p> <p><b>3. Establish links with related ongoing national projects and local initiatives and seek</b></p>	<p>Comparison of data needs across the 3 conventions matrix</p> <p>Capacity constraints &amp; opportunities for integrated capacity building Matrix</p>	<p>Consultant</p> <p>Consultant</p>

		<p><b>synergies in terms of joint activities and common projects</b></p> <p>Identify useful linkages of NCSA with other initiatives to improve capacity for global and national environmental management</p> <p>Identify past, on-going, and planned national convention-related and national environmental management initiatives and how NCSA can be linked with them</p> <p>Interview key informants</p>		Consultant
		<p><b>4. Establish appropriate communication and reporting mechanisms that can harmonize the implementation approach</b></p> <p>4.1. Development of a communication strategy</p> <p>4.1.1. Design and presentation of NCSA materials and outputs</p> <p>4.1.2. Internal communication among core project participants</p> <p>4.1.3. External communication to stakeholders and media</p>	<p>SWOT Analysis, Gap Analysis, Root cause Analysis/ Problem trees, Multi-criteria Analysis</p> <p>Prioritization Matrix</p> <p>Draft Report</p>	Consultant
		<p><b>5. Identify appropriate accountability mechanisms for fostering a synergic convention implementation at the national level</b></p> <p>5.1. Set up mechanisms for on-going communication &amp; cooperation with high-level officials and stakeholders</p>	<p>National Meeting</p> <p>Final Report</p>	Consultant/ Project Team
		<p><b>1. Prepare criteria to select critical and most</b></p>		

	<p>Concerned stakeholders possess tools and capacity to address capacity constraints</p>	<p><b>relevant capacity building priorities within the three thematic areas and across other areas of relevance to environmental conventions, and prepare a brief assessment of proposed priorities</b></p> <p>1.2. Undertake the initial analysis for the CCA</p> <p>1.2.1. Review results of ST &amp; TA</p> <p>1.2.2. Identify cross-cutting capacity strengths, constraints and needs as well as opportunities for linkages and synergies</p> <p>1.2.3. Synthesize info using agreed format</p> <p>Prioritize, using systematic prioritization techniques</p> <p><b>2. Conduct a second national consultation to discuss proposed priorities amongst a broad group of stakeholders. At the end of the workshop, select priorities for in-depth analysis and discuss these with the SC.</b></p> <p><b>3. Based on the discussions held during the national consultation and the priorities selected for in depth analysis, the NCSA team will propose an optimal methodology for undertaking the in-depth analysis. It is suggested that working groups will be established for each priority area. WGs may</b></p>	<p>Prioritization matrix</p> <p>National Consultation</p> <p>Thematic group meeting</p>	<p>Consultant/ Project Team/ Thematic groups</p> <p>Project team/ Thematic groups/ consultant</p> <p>Project team Project team/ Consultant</p>
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		<p><b>like to design questionnaires, or conduct interviews or field visits, hold roundtable discussions, or a combination of all to determine nature and underlying causes/barriers of each capacity constraint.</b></p> <p>Summarize the results of TA in the agreed format  Either combine or keep separate the three TAs.  Verify the info before finalizing the report by consulting high-level officials and/or key stakeholders or the Project Steering Committee  Convene Working session with SC  Finalize Report on TA</p> <p><b>4. Based on working group discussion, the team will be able to identify existing resources and expertise in capacity building, review existing institutional, policy, legislation, and management potential for capacity development at national level and as related to global environmental objectives, also identify capacity constraints in the context of national and local development priorities. Priority actions -constraints would be categorized in line with the above-mentioned criteria and as a result of working-group discussion as being at either systematic, or institutional or individual level. This process should start to reveal the path towards removing barriers to capacity development constraints</b></p>	<p>Prioritization Matrix  Cross- Capacity building opportunities</p> <p>Capacity constraints matrix at Systemic Level</p>	<p>Project team/  consultant</p>
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		4.1. Refine Project Work Plan based on results		
V. Preparation of NCSA Report, Strategy and Action Plan	<p>NCSA report discussed and disseminated among stakeholders</p> <p>NCSA strategy discussed and disseminated among stakeholders</p>	<p><b>1. The findings, analysis and conclusions of steps 2, 3, 4 should be included in a synthesis report that will allow a clear identification of the priorities and will help in determining the areas of intervention in action plan.</b></p> <p><b>1.1.1. Define objectives of Action Plan</b></p> <p><b>1.1.2. Determine scope of Action Plan</b></p> <p><b>1.1.3. Develop TORs &amp; Work Plan for consultants for Action Plan</b></p> <p><b>.4. Recruit consultants</b></p> <p><b>.5. Decide who should be involved and to what extent in the Action Plan</b></p> <p><b>1.1.6. Choose methods for Action Plan</b></p> <p><b>1.1.7. Develop Draft outline or table of contents of Action plan</b></p> <p><b>1.1.8. Prepare the Action Plan</b></p> <p><b>1.1.9. Review all results to date focusing on conclusions of TA &amp; CCA</b></p> <p><b>1.1.10. Revisit the linkages study and stakeholder analysis to identify possible linkages with other initiatives and stakeholders</b></p> <p><b>1.1.11. Develop a vision statement, goal, objectives, key strategies and principles for capacity development in Lebanon to provide a framework for defining specific actions</b></p> <p><b>1.1.12. Identify possible short, medium and long-term actions to address the above capacity</b></p>	<p>Table of contents of NCSA Report</p> <p>Logical Framework Analysis</p> <p>Logical Framework Analysis</p> <p>Capacity building Prioritization</p>	<p>Consultant/ Project Team/ Steering Committee</p>

		<p style="text-align: center;"><b>development goals and objectives</b></p> <p><b>1.1.13. Determine priorities</b>  <b>1.1.14. Prioritize list of recommended actions</b>  <b>1.1.15. Organize info in hierarchical systems (with headings &amp; subheadings)</b></p> <p><b>Finalize action Plan</b></p> <p><b>2. Based on the NCSA report, a draft strategy and action plan should be prepared highlighting the necessary activities, potential partnerships, responsibilities of the different stakeholders as well as the types and the resources of financing of the different activities proposed and a mechanism for continuous information sharing</b></p> <p><b>2. Write final NCSA Report combining all outputs of all steps, consultant reports, workshop reports, etc.</b></p> <p><b>2.1. Obtain approval &amp; support from high level officials and key stakeholders</b></p> <p><b>2.2. Write final NCSA Report combining all outputs of all steps, consultant reports, workshop reports, etc.</b></p>	<p>matrix</p> <p>Final NCSA Report</p>	<p>Project Team/ Consultant? Thematic groups</p>
VI. Information-Dissemination	Validation forum undertaken	<p><b>Validation and dissemination of the action plan</b></p> <p><b>Submission of the Action Plan through the MoE to the Council of Minister and to the Parliamentary Commission on Environment (PCE)</b></p>	Adoption of the plan at a high level	Project Team

## ANNEX 2: NCSA LINKAGES PLAN

Institution/ Initiative/ Project	Primary Intersections or Overlaps with NCSA	Linkages
<p>Ministry of Environment</p> <p>The Lebanese Centre for Cleaner Production (LCPC)</p>	<ul style="list-style-type: none"> <li>• UNCBD Focal Point</li> <li>• UNFCCC Focal Point</li> </ul> <p>Different programs/ departments related to conventions</p> <p>Laws, legislation related to conventions</p> <p>MOE issued several decrees providing fiscal incentives to industry for meeting environmental standards?</p>	<p>Input:</p> <p>Consider relevant international projects for all steps of the NCSA process</p> <p>Consider work done under the two conventions in all steps of NCSA</p> <p>Process:</p> <p>Involve focal points of the two conventions in working groups and in workshops</p> <p>Involve them in decision making</p> <p>Capitalize on their work</p> <p>Output:</p> <p>Have the two focal points on the SC</p> <p>Brief them on NCSA and its benefits</p> <p>Hold joint workshops</p>
<p>Environment Parliamentary Committee</p>	<p>Main legislative body re international environmental conventions</p>	<p>Input:</p> <p>High level support</p> <p>Process:</p> <p>Working groups, Legislations, etc.</p> <p>Output:</p> <p>Ratification of Kyoto</p>
<p>Council of Development &amp; Reconstruction</p>	<p>Development Plans:</p> <ul style="list-style-type: none"> <li>• Electricity</li> <li>• Public Health</li> <li>• Environment &amp; Physical planning</li> <li>• Agriculture &amp; irrigation</li> <li>• Ports &amp; airports</li> </ul>	<p>Input:</p> <p>Consider the different plans of CDR, as well as the studies and data they are based on in the stock-taking process, identification of cross-cutting issues, gap analysis &amp; priority setting</p> <p>Output:</p> <p>Brief technical staff of the CDR in charge of each section on NCSA and its importance and benefits to CDR and country</p>

		<p>Process:</p> <p>Have joint workshops with CDR on UNFCCC, UNFCBD, UNFCCD and NCSA</p> <p>Involve CDR in SC</p>
Ministry of Agriculture	<p>Reforestation</p> <p>NAP</p> <p>The Ministry's Combating Desertification Program (CDP)</p> <p>UNCCD Focal point</p> <p>National coordinating body</p> <p>Other projects/ activities/ departments related to desertification; biodiversity</p>	<p>Input:</p> <p>Review reforestation policy as part of cross cutting issues</p> <p>Consider NAP, strategies, as well as the studies and data it is based on in the stock-taking process, cross-cutting issues, gap analysis &amp; priority setting</p> <p>Output:</p> <p>Have UNFCCD focal Point on committee and involve him in key</p> <p>Involve Ministry in Steering committee and the Political Oversight Committee</p> <p>Process:</p> <p>Joint workshops on reforestation and NCSA</p>
CoDel, GTZ	<p>Combating Desertification in Lebanon financed since 1998 by the Deutsche Gesellschaft für Technische Zusammenarbeit</p>	<p>Input:</p> <p>Cooperation and consultation of the National Action Plan to Combat Desertification</p> <p>Output:</p> <p>Increased Synergy and cooperation</p> <p>Process:</p> <p>Scientific advisory board, Consultation, Discussion groups, technical assistance</p>
LARI	<p>Agro-biodiversity Project</p> <p>Medicinal Plants Project</p>	<p>Input:</p> <p>Consider project in stocktaking and cross cutting issues</p> <p>Output:</p> <p>Increased synergy</p> <p>Process:</p> <p>Capitalize on project in priority setting if applicable</p> <p>Keep PM posted and involved in possible common activities</p>
EDL	<p>Energy Production</p>	<p>Input:</p>

		<p>Investigate what EDL is doing in terms of seeking lower carbon-intensity energy production technologies, improving energy efficiency &amp; related issues</p> <p>Output: Have chairman of Board on SC Ensure support from EDL and commitment to working with major energy consumers to improve energy efficiency at the end-points of use (businesses, industries, and the residential sector)</p> <p>Process: Organize workshops and working groups for technical staff</p>
Ministry of Economy & Trade	<ul style="list-style-type: none"> <li>• Organic Certification &amp; Market Development</li> <li>• EU Impact Assessment</li> <li>• Protection of Geographical Indicators</li> </ul>	<p>Input: Investigate mentioned area/ project and look for possible linkages</p> <p>Output: TBA</p> <p>Process: Involve technical staff in the NCSA process</p>
Ministry of Energy & Water	Main line Ministry Direct relation with UNFCCC & UNCCD	<p>Input: Consider project, studies and data in stocktaking, cross cutting issues and gap analysis Legislation</p> <p>Output: Increased synergy among projects, Ensure high level support/ draft legislation and lobby for them (clean technology)</p> <p>Process: Joint workshops, Working committees</p>
Ministry of Finance	Financial Policy relevant to conventions, especially in light of ratification of Kyoto Protocol (CDM)	<p>Input: Investigating and considering the ministry's financial policy relevant to conventions, especially in light of ratification of Kyoto Protocol (CDM) Examining the possibility of using some fiscal and economic measures in areas relevant to the three conventions as incentives to promote such things</p>

		<p>as better energy efficiency, natural conservation (compensating private land owners for leaving parts of their properties undisturbed if these properties are home to vulnerable floral or animal species) and less damaging modes of agricultural practices and land use.</p> <p>Process: Focus groups, Joint working groups for drafting policy, guidance documents, Consultation meeting, Scientific advisory</p> <p>Output: Ratification of Kyoto Protocol, Proposing legislation in favor of environmentally friendly industries and others</p>
Ministry of Public Works and Transport	The General Directorate of Urban Planning responsible for developing thermal standards for building in Lebanon	<p>Input: Investigate Ministry's projects, policies and action plans that might have possible linkages with the three conventions i.e., the transport sector being the main air polluter in Lebanon and the thermal standards for buildings in Lebanon Direct relation with UNCCD</p> <p>Process: Group discussions, Consultation meetings, Joint working groups for drafting guiding documents, Co-production of educational material, Ensure high level support</p> <p>Output: Proposing and enforcing emission standards Proposing a plan for enforcing thermal standards for buildings</p>
National Council for Scientific Research	Responsible for the GIS satellite-generated data for Lebanon, or is the Lebanese National Centre for Remote Sensing? At any rate either or both are very important because of the valuable data generated by satellites on the pattern of landscape changes because of use, abuse, or naturally based degradation processes.	<p>Input: Ensure high level support</p> <p>Process: Actively involve in process</p> <p>Output: Research Fund for students in the three thematic areas Scientific Cooperation</p>

	Monitoring is an important issue for the desertification convention	
Ministry of Industry	Permitting system & procedures	<p>Input: Investigate industrial permitting system and procedures</p> <p>Process: Steering Committee, consultation and advisory meetings</p> <p>Output: Promote energy efficiency and clean technology in the industrial sector</p>
<p>Academia</p> <p>AUB (Climate Change &amp; Biodiversity)</p> <p>LU (Biodiversity &amp; Land Degradation)</p> <p>USJ (Climate Change &amp; Land Degradation)</p>	Each University has a different area of specialization in which it is known in research. For example, IBSAR at AUB specializes in biodiversity issues, whereas ESIB at USJ specializes in Climate Change and the Department of Geography and Urbanism specializes in Land degradation	<p>Input: Consider studies and research conducted that is relevant to the three conventions, particularly research and the study that received multilateral or bilateral financing from international donors, and taking these studies research and result in the stock-taking process</p> <p>Consider work done in the different steps of the NCSA process</p> <p>Output: Have the different researchers with good track record on the SC and working groups</p> <p>Awareness promotion and communicating relevant information and findings among university students</p> <p>Process: Involve them in the project actively (have them give specialized workshops in ministries, for example)</p>

### ANNEX 3: NCSA STAKEHOLDER'S ANALYSIS MATRIX

Improving implementation and compliance of the environmental global conventions requires greater stakeholders and public participation at all stages. In order to ensure involvement of all affected and interested parties (including the public and private sectors), it is important to include the different stakeholders at the very early and formative stages of the NCSA process. It is also important to discuss with stakeholders how the NCSA will be implemented. This can ensure identification of issues that would have been otherwise overlooked.

The matrix below shows the major stakeholders that should be involved in the NCSA process.

	Who?	What? Responsibilities & interests related to NCSA	Why? Reasons for Inclusion	How? Possible roles and involvement techniques	Degree to which affected or interested (high, medium, low)
2.	Ministry of Environment <ul style="list-style-type: none"> <li>• UNCBD Focal Point</li> <li>• UNFCCC Focal Point</li> <li>• Different programs/ departments related to conventions</li> </ul>	Core /Support	The project is hosted @ MoE. MoE is responsible for UNFCCC & UNCBD	<ul style="list-style-type: none"> <li>• SC</li> <li>• Major stakeholder</li> <li>• Host of Project</li> </ul>	Very High
3.	Environment Parliamentary Committee	Ratification of Kyoto High level support	Main legislative body re international environmental conventions	Mainstreaming of obligations into relevant sectors	High
4.	CDR	Support and planning	CDR is main counterpart to UNDP	<ul style="list-style-type: none"> <li>• Steering Committee (SC)</li> <li>• Joint working groups</li> <li>• Guidance documents drafting</li> </ul>	Medium to high
5.	Ministry of Agriculture <ul style="list-style-type: none"> <li>• UNCCD Focal point</li> </ul>	Core /Support Responsible for NAP	One of the three conventions of global	<ul style="list-style-type: none"> <li>• SC</li> <li>• Major Stakeholder</li> </ul>	High

	<ul style="list-style-type: none"> <li>National coordinating body</li> <li>Other projects/ activities/ departments related to desertification; biodiversity</li> </ul>		environmental management		
6.	LARI	Support/ Research	Official body for Agricultural research	<ul style="list-style-type: none"> <li>Discussion groups</li> <li>Thematic groups</li> </ul>	Medium to High
7.	Ministry of Finance	Financial Policy relevant to conventions, especially in light of ratification of Kyoto Protocol (CDM)	Can propose legislation in favor of environmentally friendly industries and others	<ul style="list-style-type: none"> <li>Focus groups</li> <li>Joint working groups for drafting policy, guidance documents</li> <li>Consultation meeting</li> <li>Scientific advisory</li> </ul>	Potentially high once the opportunity of introducing fiscal and economic incentives to promote the objectives of the three conventions is established
8.	Ministry of Interior & Municipalities	Development Policy at local level	Direct relationship with conventions under development of policy	<ul style="list-style-type: none"> <li>Joint publication</li> <li>Consultation meetings</li> </ul>	Medium
9.	GTZ	Cooperation/ technical assistance/ NAP	GTZ has been assisting in NAP, and financing CoDel	<ul style="list-style-type: none"> <li>Scientific advisory board</li> <li>Consultation</li> <li>Discussion groups</li> </ul>	High
10.	Ministry of Energy & Water	Direct relation with UNFCCC	Ensure high level support/ draft legislation and lobby for them (clean technology)	<ul style="list-style-type: none"> <li>Consultation meetings</li> <li>Co-hosting workshops</li> <li>Joint working groups for drafting guiding</li> </ul>	High

				documents	
11.	Ministry of Education	Educational Programs Awareness raising	Important for public awareness in setting school curricula Obligation under all three conventions	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Co-publication of awareness material</li> </ul>	Medium to High
12.	Public Housing Agency	Zoning, Land use	Setting standards	<ul style="list-style-type: none"> <li>Partnerships</li> <li>Group discussions</li> <li>Consultation meetings</li> <li>Joint working groups for drafting guiding documents</li> </ul>	Medium to High
13.	OMSAR	Major Stakeholder	Ensure high level support/ Can increase synergies since it's a "cross cutting" ministry	<ul style="list-style-type: none"> <li>Group discussions</li> <li>Consultation meetings</li> <li>Joint working groups for drafting guiding documents</li> </ul>	Medium
14.	Ministry of Public Works & Transport	Directorate of Urban Planning Direct relation with UNCCD  Major Stakeholder Programs at all levels	Ensure high level support/ direct relation with UNCCD  Transport sector is main air polluter	<ul style="list-style-type: none"> <li>Group discussions</li> <li>Consultation meetings</li> <li>Joint working groups for drafting guiding documents</li> <li>Co-production of educational material</li> </ul>	Medium to High (for improved standards in terms of energy efficiency)
15.	LU <ul style="list-style-type: none"> <li>PH</li> <li>Biodiversity</li> <li>Agriculture</li> </ul>	Academia. Opportunity for research & publication. Momentum for students. Career opportunities	Author of Communication reports on biodiversity	<ul style="list-style-type: none"> <li>Scientific advisory</li> <li>Consultation meetings</li> <li>Thematic groups (potential)</li> </ul>	High

				<ul style="list-style-type: none"> <li>• Review Committee</li> <li>• Platform for “students’ trainings”</li> </ul>	
16.	Ministry of Industry	Permitting system & procedures	Investigate industrial permitting system and procedures	<ul style="list-style-type: none"> <li>• Scientific advisory</li> <li>• Consultation meetings</li> <li>• Review Committee</li> </ul>	Medium to High
17.	LIBNOR	Attached to MoI, Setting standards	Investigate industrial permitting system and procedures	<ul style="list-style-type: none"> <li>• Scientific advisory</li> <li>• Consultation meetings</li> <li>• Review Committee</li> </ul>	Medium to High
18.	<p>AUB</p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• IBSAR</li> <li>• Engineering</li> <li>• S of PH</li> <li>• EH</li> <li>• Environmental Policy</li> </ul>	Consultant, NCSA Steering Committee, Opportunity for research & publication	Academia, different faculties/ persons have been involved in environmental policy, biodiversity & energy sector, also in preparing documents under 3 conventions	<ul style="list-style-type: none"> <li>• Scientific Advisory Board</li> <li>• Potential working groups, involvement and participation in possible thematic and sectoral workshops</li> <li>• Consultation Meetings</li> <li>• Review Committee</li> <li>• Platform for “students’ trainings”</li> </ul>	Medium to High
19.	<p>USJ</p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Engineering</li> <li>• Geography &amp; Urban Planning</li> </ul>	Academia, opportunity for research. Also awareness spreading & opening up career opportunities	General interest, especially @ ESIB (previous work related to field of energy)	<ul style="list-style-type: none"> <li>• Consultation Meetings</li> <li>• Thematic groups</li> <li>• Review committee</li> <li>• Platform for “students’ trainings”</li> </ul>	Medium to High
20.	NCRS	Research funds Scholarships for students	Ensure high level support	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Discussion groups</li> <li>• Scientific advisory</li> </ul>	Medium

21.	Academic & research sector interests	Researchers from universities as well as representatives of agricultural, forestry or marine research centers; other sources of scientific and technical information	General Interest, opportunity for synergies and joint work	<ul style="list-style-type: none"> <li>• Discussion groups</li> <li>• Consultation meetings</li> <li>• Guidance documents</li> <li>• Scientific advisory</li> </ul>	Medium to high
22.	National Center for Marine Research	Work in field of Biodiversity	Involving main stakeholders, especially research Institutes	<ul style="list-style-type: none"> <li>• Discussion groups</li> <li>• Consultation meetings</li> <li>• Scientific advisory</li> </ul>	Medium to High
23.	EDL	Direct interest under the UNFCCC	Public institution Electricity and GHG producer	<ul style="list-style-type: none"> <li>• SC</li> <li>• Discussion groups</li> <li>• Potential policies for the promotion of energy efficiency</li> </ul>	Either low or High
24.	Litani National Authority	Direct interest under the UNFCCC	Electricity production	<ul style="list-style-type: none"> <li>• Discussion groups</li> <li>• Potential policies for the promotion of energy efficiency</li> </ul>	Medium to High
25.	Ministry of Social Affairs	Work in area of development	Awareness raising	<ul style="list-style-type: none"> <li>• Discussion groups</li> <li>• Focus group meetings</li> <li>• Joint Publication</li> </ul>	Low to Medium
26.	Directorate General of Urban Planning	Urban land use & land degradation	Official body/ could influence legislation	<ul style="list-style-type: none"> <li>• Advisory Board</li> <li>• Joint working Groups</li> </ul>	High
27.	Local Administration & Boards	Small scale reforestation projects/ development projects	Take conventions to local level	<ul style="list-style-type: none"> <li>• Discussions</li> <li>• Focus Groups meetings</li> </ul>	Medium

28.	Green Plan	Reforestation Hill Lakes Rural roads	Official body. It influences important aspects under the 3 conventions	<ul style="list-style-type: none"> <li>• Discussions</li> <li>• Focus Groups meetings</li> <li>• Joint working groups</li> </ul>	Medium to High
29.	Directorate of Customs	Biodiversity /Traffic	Cartagena Protocol	Discussion groups	Low to Medium
30.	Association of Lebanese Industrialists	Directly related to all 3 conventions by virtue of their activities Get them on board	Lobbying group (could also be used a vehicle for promoting energy efficiency among its members)	<ul style="list-style-type: none"> <li>• Discussion groups</li> <li>• Focus group meetings</li> </ul>	Medium to High
31.	NGOs & Interest groups representatives (consumer, environmental, CBOs, groups with specific interests & knowledge on certain aspects of the Conventions, industry groups, etc.	A list of some 50 NGOs active in the broad field of environment	NGOs can act at two levels: lobbying group and through their “development” projects	<ul style="list-style-type: none"> <li>• E-newsgroup</li> <li>• Focus Group meetings</li> </ul>	Medium
32.	ALME (as example of NGO)	Previous experience & know-how in energy sector; periodical publication	NGO Civil society	<ul style="list-style-type: none"> <li>• Potential policies for the promotion of energy efficiency in the transport sectors through proper policies, tolls for road use, enforcement, etc.)</li> <li>• Co-publication of educational material</li> </ul>	Medium-High
33.	Syndicates (of Lawyers, Medical doctors, Engineers, Pharmacists)	Mainstream “environment” into their work	Can integrate environmental measures and standards in their work as professionals and act as lobbying groups	<ul style="list-style-type: none"> <li>• Discussion Groups</li> <li>• Focus Group Meetings</li> </ul>	Low to Medium

34.	Private consultancies (as examples: EL-ARD, GIS Transport, Envirotech, Ecodit, etc.)	Need to integrate private sector in activities/	Interest in the project as a consultancy opportunity and as platform for “students’ trainings”	<ul style="list-style-type: none"> <li>• Professional Consultants</li> <li>• Discussion Groups</li> <li>• Focus Group Meetings</li> </ul>	Medium to High
35.	UNDP/ GEF projects relating to 3 conventions or to capacity building initiatives (Example: Medicinal Plants, POPs, Energy Efficient Buildings, LCECP, etc.)	Prime stakeholders	Synergies between projects	<ul style="list-style-type: none"> <li>• Discussion Groups</li> <li>• E-news groups</li> <li>• Focus Group Meetings</li> <li>• Joint Activities</li> </ul>	Medium to High
36.	Other International Organizations & UN agencies	Stakeholders working on “similar” agendas	Synergies between projects	<ul style="list-style-type: none"> <li>• Discussion Groups</li> <li>• E-news groups</li> <li>• Focus Group Meetings</li> <li>• Joint Activities</li> </ul>	Medium

Possible Stakeholder Involvement Approaches:

**Two-way communication:** Survey, questionnaire, internet discussion groups, workshops, discussion papers, feedback lines

**Advisory Boards:** Scientific advisory boards, expert advisory panels, program advisory committees

**Stakeholder consultation:** Consultation meetings, teleconferencing, focus groups, community meetings

**Partnerships:** Co-hosting workshops, co-production of educational materials, joint delivery of a service

**Joint Decision-making:** Joint working group for drafting policy guidance documents, multi stakeholder board of directors, co-sponsored programs, roundtables, consensus-building

## ANNEX 4: NCSA COMMUNICATION STRATEGY

The following are elements of the communication strategy to be used throughout the project. The draft is divided into two parts: general and specific.

### I. General

This part lists the broad outlines of the communications strategy, internally and externally.

#### 1. Internal Communication among core project participants:

##### Objective:

- Develop communication channels among all key project participants
- Keep project participants informed and involved at all times

##### Concerned parties:

- Project Manager
- Project Assistant
- National Focal Point
- UNDP (the GEF implementing agency).
- National Steering Committee (MoE DG, PM, GEF focal point, CBD focal point, CCD focal point, CCC focal point, Ozone Office focal point, UNDP, CDR, LU, AUB)

##### Means of communication:

- Emails: Develop internal emailing list
- NCSA Project Brochure
- Meetings to update on progress, discuss future plans and constraints.
- Meetings with thematic working groups
- Dissemination of results at each step

##### Timeline:

- Weekly emails
- Whenever deemed necessary and needed.
- Upon request of any of the concerned parties

#### 2. External Communications to stakeholders and the media

##### Objectives:

- Insure high level support
- Keep all stakeholders informed, updated and on board
- Establish a discussion forum where stakeholders can share their ideas and give their feedback
- To have stakeholders participate directly and share responsibility for the NCSA project design, action plan implementation and monitoring.

##### Concerned Stakeholders:

- Civil Society organizations: Environmental NGOs, Community Leaders, doctors, industrialists, writers, activists ...
- Media

- Academic institutions: Lebanese University, American University of Beirut, Ecole Supérieure des Ingénieurs à Beyrouth
- Scientists and researcher institutes: Lebanese Agriculture Research Institute, National Council for Scientific Research, National Center for Marine Research, Association Libanaise pour la Maîtrise d'Énergie, etc...)
- Public Institutions and Ministries: Electricité du Liban, Council for Development and Reconstruction, Litani National Authority, Green Plan, Ministry of Finance, Ministry of Municipalities and Rural Affairs, Ministry of Agriculture, Ministry of Energy and Water, Ministry of Education, Ministry of Housing, Ministry of Transport, Ministry of Social Affairs, Directorate General of Urban Planning
- Local Administration and Boards: Union of Municipalities of Tripoli, Jbeil, Metn, Saida ....
- Private Sector: law firm, Environmental Consultancy firms
- Lobbying groups: Association of Lebanese Industrialists (ALIND)
- International organizations: GTZ, UNDP, FAO

**Means of communication:**

- Develop an e-mailing list
- Prepare meeting kits: printed material, brochures, and articles relevant to the conventions.
- Develop a Project Website
- Newsletter
- Undertake presentations in universities,
- Prepare and undertake workshops, interviews, focus groups, site visits for stocktaking and dissemination activities...
- Prepare working sessions, advisory committees, and initiate partnerships for implementing action plan recommendations.
- Participate in national public events, media events (e.g. newspaper article on national environmental day ...)
- Invite mass media to cover major events

**Resources:**

Human resources:

- Communication expert who would draft a targeted communication strategy (see below)
- Web designer
- Workshop facilitators

**3. Design & presentation of NCSA materials**

**Objectives:**

- To disseminate NCSA results at all steps and throughout the project life cycle.

**Tasks:**

- Identify main audience for each NCSA output and what kind of documents and presentations will communicate most effectively with them.
- Identify components of NCSA that should be targeted to each audience

## II. Specific

- A **communication component** will be included in the Terms of Reference (TOR's) for the consultants who will be selected to do the 3 thematic studies related to the three conventions. That component will include a requirement of the consultant to **identify important elements and findings** of the study which has a high potential for **increasing public awareness**, as well as particular stakeholders who should be targeted for specific information and findings.
- A fourth consultant with a **proven record in the field of communications** shall be hired on the basis of specific TOR's. That consultant should draft a **report on a targeted communication strategy and approach on the basis of the findings and recommendations of the three thematic studies**, and guidance from the Steering Committee. That communication strategy should identify target groups and stakeholders (ministerial staff members, professional associations, lobby groups, media, and the public) as well as the messages and **information that should be under-lined for communication in each case**.
- The communication strategy will put a **strong emphasis on the cross-cutting issues and the linkages between the three areas**, i.e., for example, how climate change can affect biodiversity, coastal zones, coastal resources, patterns of land use and land degradation.
- The communication strategy directed to government bodies, ministerial staff, parliamentarians, and professional and economic stakeholders shall strive to **identify and emphasize noted factors that hinder the country's national ability to effectively implement its commitments** (such as knowledge gaps, absence of data and expertise, lack of appropriate legislative, regulatory or policy instruments in the areas concerned by the three conventions, low public awareness, inadequate private sector support, or weak research support, etc).
- **Each activity and event** organized towards the completion of the NCSA report shall be used as an **information dissemination venue** where relevant information will be communicated to the right stakeholders all through the course of the plan.

## III. Progress

In collaboration with and guidance of the Service of Environmental Guidance & Awareness at MoE, the project has set a comprehensive Communication/ Information Dissemination & Awareness Raising Strategy through:

1. The media/ The Ministry of Information
2. The Middle East Airlines (MEA)
3. The Ministry of Social Affairs
4. & the Ministry of Education

### At the level of the media/ The Ministry of Information

- TV Spots

- & Talk shows

A letter to the Minister of Information asking to broadcast TV spots that are found in the data base of MoE is being drafted.

The TV spots are being screened to see which ones are suitable/ up to date, etc. A small opinion poll (sample of around 30 University students) has been conducted to see which of these spots “is worth broadcasting”. The results of the poll will constitute the basis for our choice of spots to be sent to the Ministry of Information for broadcasting.

On the other hand, the Service of Environmental Guidance & Awareness has provided us with a list of media/ media people which are being contacted. We will have guest speakers interviewed on the different topics under the 3 NCSA conventions, with extensive programs in June.

#### At the level of the national Airlines: Middle East Airlines

We have drafted a letter to Director General of MEA, asking MEA to allocate a page for NCSA in their monthly magazine- *Cedar Wings* in addition to showing our TV spots on flights.

#### At the level of the Ministry of Social Affairs

NCSA had a meeting with the MoSA and decided on an action plan targeting the Development Services Centers in all Lebanon (around 70 social workers).

A focus group study will assess the needs of these centers and accordingly the training plan will be put forth.

#### At the level of the Ministry of Education

NCSA has drafted a letter to the Director General with a proposition to train their public school trainers on environmental topics that are already included in the curricula as per “Khoutat an-nouhoud at-tarbawi”.

#### On a different level,

NCSA:

- Is taking part in the **Green Rally paper** that is being organized by the Service of Environmental Guidance & Awareness in Baalbeck next June on the occasion of the World Environment Day. NCSA has also invited the Ministry of Agriculture to be on board, in an effort to increase synergies especially that the theme of the rally is desertification.
- Is giving **lectures, workshops and seminars** in various **schools and universities** on topics such as Climate Change, Desertification & Biodiversity. Upcoming: NCSA will be the facilitator at a two-day event in St- Coeur, Jbeil (target around:280 studnets).
- Is working on an **educational kit (CD-Rom)**, which incorporates the 3 above mentioned themes, (for students and teachers).
- NCSA is also working on a **wall panel** of GEF projects @ MoE as well as on a full-page ad **in local newspaper** on World Environment Day.

## **ANNEX 5: NCSA THEMATIC ASSESSMENT TORs**

### **NATIONAL CAPACITY SELF-ASSESSMENT FOR GLOBAL ENVIRONMENTAL MANAGEMENT**

**Project number: 00045426**

#### **Terms of References (ToRs) for Implementation of a Short – Term Consultancy**

**Assignment Title:  
THEMATIC ASSESSMENT  
In the area of  
BIODIVERSITY**

### **I. BACKGROUND**

In the 1990's, the international community reached unprecedented agreements on the need to protect the global environment. The UN Conference on Environment & Development (UNCED)– “Earth Summit”- which took place in Rio de Janeiro, Brazil from 3 to 14 June, 1992, and in which 172 governments participated, called upon all nations to establish “National Entities” to deal with the issue of the “environment”. The most notable agreements that the Earth Summit led to were the three global conventions to address climate change: The United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Biodiversity (UNCBD), and the UN Convention on Combating Desertification/ land degradation (UNCCD).

In 1993, Lebanon passed Law 216, which established the Lebanese Ministry of Environment. The main function of the Ministry was to put forward and implement effective environmental policies in order to curb environmental degradation. Lebanon also signed all three conventions: the UNCBD (signed on June 5, 1992 and ratified it August 11, 1994 under Law 360), the UNFCCC (signed on June 5, 1992 and ratified it on August 11, 1994 under Law 359), and the UNCCD Convention (signed on October 15, 1994 and ratified it on December 8, 1995 under Law 469).

If implemented effectively, these treaties will contribute significantly to achieving the goals of sustainable development and conservation of the planet's natural resources for future generations.

In the late 1990's, the Global Environment Facility (GEF) Council, recognizing the increasing importance of assisting developing countries to increase their capacity to participate in global environmental management, launched the Capacity Development Initiative (CDI). As a first step in implementing the CDI recommendations, the GEF Council approved funding for countries wishing to undertake “national self-assessments capacity building needs” (NCSA).

By virtue of Decree 14548 of June 8, 2005 Lebanon approved the GEF grant by which it is to conduct a national capacity self-assessment (NCSA) process.

The National Capacity Self Assessment (NCSA) project (which began in October 2005 and will end in March 2007), managed by UNDP, and based at the Ministry of Environment aims at determining national priorities for capacity development in the area of global environmental management, namely under the three UN conventions: UNFCCC, UNCCD, UNCBD.

## II. PROJECT'S AIM & OBJECTIVES

The principal objective of the NCSA process for Lebanon is to identify underlying constraints in Lebanon's capacity to manage its priority global environmental issues, and to prepare a national strategy and plan of capacity development actions to address these constraints

The concept is to use current national projects and previous national plans to confirm the prevailing priority issues, and then to propose actions to strengthen critical elements of the underlying system (the 'enabling environment'), within which environmental programs and projects are successfully implemented, sustained and replicated.

## III. NCSA PROCESS

The NCSA is a 5-step process, which is directed towards analyzing the country's capacity strengths, constraints, and recommending capacity development actions to address them. In addition, the project aims at identifying cross-cutting capacity issues and to foster synergies among the Multilateral Environmental Agreements.

### Step 1: **Inception**

During Inception, a well-developed work plan is prepared. In addition a Stakeholder Analysis and a Linkages Plan are prepared. During this phase, a National Steering Committee is formed.

Output: Inception Report

### Step 2: **Stocktaking**

This is a "situation analysis" that provides baseline research for the next steps. It identifies all national activities, documents, laws, policies, strategies, etc. that are relevant to the conventions themes as well as capacity building initiatives.

Output: Stocktaking Report

### Step 3: **Thematic Assessment**

During this step, Lebanon's obligations and opportunities for each MEA are analyzed, as well as Lebanon's performance and achievements to date, including strengths and constraints in implementing the conventions, as well as priority capacity needs.

Output: Thematic Assessment Report

### Step 4: **Cross-Cutting Analysis**

This step assesses capacity issues, needs and opportunities that cover the three conventions. This includes identification of common needs and possible synergies by addressing requirements across the different thematic areas.

Output: Cross-Cutting Analysis Report

### Step 5: **Capacity Action Plan & NCSA Report**

The Action Plan identifies priority actions, the time frame, possible funding, responsibilities, and **means of monitoring** implementation and evaluation of outcomes and impacts.

The NCSA Report summarizes work done by NCSA, it documents the process used to produce the outputs, including methods, tools and participants.

## IV. PROJECT'S ACTIVITIES

To meet the NCSA project's aim and targeted goals it is essential to undertake the following headline activities:

1. Assess all previous activities/ actions/ projects undertaken in Lebanon to address environmental management issues relevant to MEAs

2. Cross-compare capacity constraints and opportunities for the three thematic areas within a global environmental management and sustainable development context
3. Identify concrete opportunities for action cutting across the three thematic areas and other relevant conventions at the local and national levels
4. Establish links with related on-going national projects and local initiatives and seek synergies in terms of joint activities and common projects
5. Identify appropriate accountability mechanisms for fostering a synergic convention implementation at the national level

## V. REQUESTED SERVICES

In order to develop specific opportunities for capacity building within the area of biodiversity, a good understanding of the baseline situation is essential. The availability of a thematic profile/ situation analysis can provide insight into major challenges and opportunities for capacity building interventions. It is with this information at hand (thematic profile) that priorities can be identified and related capacity constraints and opportunities for capacity building determined.

Based on a review of all relevant information, a thematic profile/ situation analysis will be prepared by the consultant, to serve as a basis for identifying existing strengths and weaknesses and thus facilitate an effective priority setting process. **The major part of the thematic profile will be constituted of a root cause analysis (outlined below) of identified priority issues.** This in-depth analysis will provide the basis for the cross-cutting analysis.

The consultant should undertake the following tasks:

1. Based on the results of stocktaking, the consultant shall identify capacity strengths, constraints and needs related to addressing the obligations and opportunities for Lebanon. A useful way to **analyze the capacity constraint** is against the "matrix" provided below ("Sample framework for analyzing capacities needed to perform key functions under the Conventions"). The consultant should consider the relevance of the following **five dimensions** to the selected capacity constraint: (1) Sets of key stakeholders need to be participants in the environmental management system. (2) They need access to and capacity to apply information & knowledge. (3) They need adequate planning system, policy framework, regulatory & legislative system. (4) They need effective environmental financing and resource mobilization mechanisms to implement environmental management actions. (5) They need the capacity to monitor, evaluate, and learn.
2. Undertake further analysis of existing information using **root cause analysis**. Present the analyses in a clear, "captivating" format such as **concept maps/ diagrams** so that the information presented is easily read and understood by key audiences.
3. Synthesize the information analyzed to date, using the **Table of Contents** below.

### Root Cause Analysis and Problem Tree Analysis

A Root Cause Analysis is a tool to diagnose the fundamental problems or "root causes" that underlie a particular issue and identify key interventions to address them. A root cause is one that, if addressed effectively, will help to prevent undesired outcomes from recurring. A root cause analysis helps to determine the linkages between symptoms and problems, and between causes and effects.

Root cause analysis is best done in a workshop or working session where multiple experts and group discussion can contribute to the analysis. The root cause analysis is performed by asking a series of questions that probe the fundamental basis of a problem or issue. It is important to keep asking why until the answer is an issue that can be directly addressed. This can be done graphically by writing and/or drawing the answers on a large paper or on small cards that can be attached to the paper. Lines and arrows between the cards represent cause-effect relationships. Cards can be changed and moved until participants are satisfied that they accurately represent the situation.

The “Tree diagram”, including a “problem tree” is a helpful format to present the root cause analysis graphically. Tree diagrams are multi-purpose, visual tools that can be used to narrow down and prioritize problems, objectives or decisions. Information is organized into a tree-like diagram. In the simplest version, the main problem or issue is represented by the tree’s trunk, and the relevant factors, influences and outcomes are put on the roots and branches.

A typical root cause analysis might include the following steps:

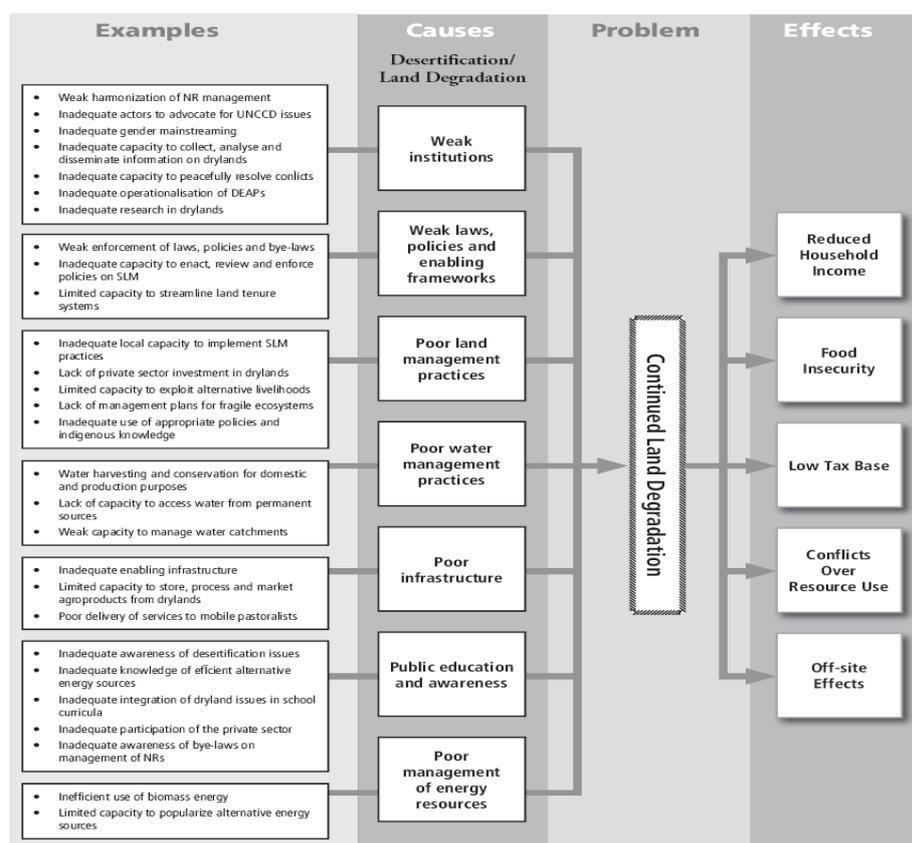
1. For a particular priority issue, identify one or more key problems. These are the “starter” problems. Problems can then be identified at a number of additional levels, working both “upwards” and “downwards”, as needed to create an accurate picture of the situation.
2. Determine the impacts of the problem, their significance and who is affected.
3. Identify the causes (conditions or actions) immediately preceding and surrounding the problem.
4. Identify the reasons why these causes exist, working back to the fundamental root cause(s). This is the stopping point in the identification phase.
5. If you are going to use this analysis to identify solutions, identify what actions would address these root causes. Who needs to do what and when? The problem tree can be transformed into a “solution” tree.

Root cause analysis and problem trees can be used during the thematic and cross-cutting analyses for an NCSA. They can help to examine the cause-effect linkages between failed commitments to the conventions and capacity needs, to identify underlying capacity constraints, define priority capacity needs, and identify the most effective capacity development actions.

These tools may also point to “bottlenecks”, which are single root causes that may underlie multiple problems. Removing a bottleneck can have major positive and synergistic impacts. For example, there may be one or two key actions that would greatly improve implementation of all three Rio Conventions. For more information, see

<http://www.asq.org/pub/qualityprogress/past/0704/qp0704rooney.pdf>

### Example of Problem Tree Analysis



### **Suggested Questions to Guide the Consultant in Preparing the Thematic Assessment (or profile)**

While the content of each thematic profile will differ, it should answer a number of basic questions. Such questions can include:

- What are the relevant legal instruments, policies and/or non-regulatory mechanisms? Are they effective and do any overlap, gaps or inconsistencies exist?
- What are the responsibilities and relevant activities of ministries, agencies and other governmental institutions? Are these activities well co-coordinated and complementary?
- What relevant information and databases exist, where are they located and who has access to them? Are all relevant data needs well addressed? What are the major gaps?
- What relevant technical capacity exists and is this infrastructure available and sufficient to address the objectives of the respective area?
- What human resources are available, and through which organizations, to work on the respective thematic area?
- What financial resources might be available at the national level for action plans concerning the thematic area?
- Has there been any monitoring and evaluation of capacity development projects and activities during or after their execution?
- Are individuals in contact and exchanging knowledge and experiences with appropriate peers? Are their barriers to communication within and across relevant institutions focused on the thematic area?
- Does any untapped capacity exist or is there capacity that could be redeployed to better effect?
- Are capacity development efforts sufficiently linked to existing or future legal, regulatory, or institutional requirements and responsibilities?

## Framework for Analyzing Capacities needed to Perform Key Functions under the Conventions

Key functions to be performed to comply with Conventions <sup>11</sup>	Capacity required to perform key functions		
	System level <sup>12</sup> indicators	Institution/organisation <sup>13</sup> level indicators	Individual level indicators
<b>Conceptualize and formulate policies, legislation, strategies and programmes</b> <ul style="list-style-type: none"> <li>Analyze global, regional and national socio-economic conditions</li> <li>Visualize and develop long-term strategies</li> <li>Formulate sectoral and cross-sectoral policies</li> <li>Prioritize, plan and formulate programmes</li> </ul>	<b>Enabling environment</b> <ul style="list-style-type: none"> <li>Situation analysis completed</li> <li>Linkages with national plans, strategies and reports established</li> </ul> <b>Institutions and laws</b> <ul style="list-style-type: none"> <li>Environmental legislation in place</li> <li>Penalties for violating laws enforced</li> <li>Appropriate mechanism to resolve disputes established</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>Consistent strategic direction established</li> <li>Corporate risk managed appropriately</li> <li>Management structure acts on performance results</li> </ul> <b>Organisational strategy</b> <ul style="list-style-type: none"> <li>Organisational strategy based on mandate</li> <li>Organisational strategic plan linked to management plans</li> <li>Appropriate goals and targets established with clear indicators to measure progress</li> </ul> <b>Resource management</b> <ul style="list-style-type: none"> <li>Resource allocation in line with management plan</li> <li>Adequate financial control mechanism established</li> </ul>	<b>Job requirements</b> <ul style="list-style-type: none"> <li>Job requirements clearly defined</li> </ul> <b>Monitoring performance</b> <ul style="list-style-type: none"> <li>Clear reporting and accountability system in place</li> <li>Consistent and transparent performance measurement system in place</li> </ul> <b>Incentives</b> <ul style="list-style-type: none"> <li>Appropriate salaries and incentives provided</li> <li>Possibility of career advancement provided</li> </ul> <b>Skill development</b> <ul style="list-style-type: none"> <li>Adequate training provided to gain skills necessary to conduct tasks effectively</li> <li>Adequate information available</li> </ul>
<b>Implement policies, legislations, strategies and programmes</b> <ul style="list-style-type: none"> <li>Mobilize and manage human, material, and financial resources</li> <li>Execute and manage programmes and projects effectively</li> <li>Select effective technologies and infrastructure</li> </ul>	<b>Participation, accountability and transparency</b> <ul style="list-style-type: none"> <li>Public can influence legislation, policies and programmes</li> <li>People who use/depend on natural resources are represented in decision-making process</li> </ul>	<b>Operational management</b> <ul style="list-style-type: none"> <li>Clear operational targets set</li> <li>Efficient operational procedures established</li> <li>Effective communication and collaboration frameworks in place</li> </ul> <b>Quality assurance</b> <ul style="list-style-type: none"> <li>Adequate internal guidance and review in place</li> <li>Adequate monitoring and supervision mechanism established</li> <li>Well-functioning internal audit process in place</li> <li>Well-functioning evaluation system in place</li> </ul> <b>Human resources management</b> <ul style="list-style-type: none"> <li>Transparent recruitment exercised</li> <li>Transparent promotion mechanism established</li> <li>Appropriate staff performance management system in place</li> </ul>	
<b>Mobilize information and knowledge</b> <ul style="list-style-type: none"> <li>Gather, analyze and synthesize information</li> <li>Identify problems and potential solutions</li> </ul>	<b>Authority level</b> <ul style="list-style-type: none"> <li>Authority over natural resources resides at the appropriate level (local/regional/national/international)</li> <li>Decisions are taken at the appropriate level in the country</li> </ul>		
<b>Monitor, evaluate, report, and learn</b> <ul style="list-style-type: none"> <li>Monitor and measure progress</li> <li>Identify and distribute lessons learned</li> <li>Use lessons learned for policy dialogues and planning</li> <li>Report to donors and global conventions</li> </ul>	<b>Property rights and tenure</b> <ul style="list-style-type: none"> <li>Property rights and tenure respected</li> </ul> <b>Markets and financial flows</b> <ul style="list-style-type: none"> <li>Implementation of a market-oriented economy, prices reflect scarcity</li> </ul> <b>Science and risk</b> <ul style="list-style-type: none"> <li>Science incorporated into decision-making appropriately</li> </ul>		

11. Capacity Development Indicators—UNDP/GEF Resource Kit (No.4) [http://www.undp.org/gef/undp-gef\\_monitoring\\_evaluation/sub\\_undp-gef\\_monitoring\\_evaluation\\_documents/CapDevIndicator%20Resource%20Kit\\_Nov03\\_Final.doc](http://www.undp.org/gef/undp-gef_monitoring_evaluation/sub_undp-gef_monitoring_evaluation_documents/CapDevIndicator%20Resource%20Kit_Nov03_Final.doc)

12. Adapted from World Resources Institute, 2002-4. World Resources 2002-2004, Page 7, Box 1.3 "Seven Elements of Environmental Governance"

13. Presentation on "UNDP's evolving approach to managing for results" — table on multilateral effectiveness scorecard level 3.

The consultant shall write the thematic assessment report according to the below suggested outline, keeping in mind that the major part of the report is the analysis of capacity constraints and the root cause analysis of identified priority issues (based on previous reports and projects).

## **Suggested Table of Contents of the Thematic Profile**

Executive Summary

### **Section I. Introduction**

A. General Aspects

B. Methodological Approach

### **Section II. Country Framework**

A. Natural Geographic Framework

A.1. Location, borders, and land area

A.2. Physical geography and climate

A.2.1. Topography and relief

A.2.2. Surface hydrology

A.2.3. Climate

A.2.4. Soils

B. Socio-economic Framework

B.1. Population

B.2. Human settlements

B.3. Social and economic situation

B.4. Land use

C. Economic Framework

C.1. Agriculture

C.2. Forestry

C.3. Fisheries

C.4. Industry

C.5. Construction

C.6. Mining

C.7. Energy

C.8. Transport

### **Section III. Status of Biodiversity & Biodiversity Conservation**

A. Flora

B. Fauna

C. Agrobiodiversity

D. Threats to Biodiversity

D.3. Basic causes for biodiversity loss

D.4. Direct causes of biodiversity loss

D.5. Other factors

E.A. Protected Areas

E.1. Protected Areas Management

F.1 General Measures

F.2 Agriculture Management

F.3 Forest Management

F.4 Fisheries Management

F.5 Hunting Management

F.6 In-Situ Conservation

F.7 Ex-Situ Conservation

### **Section IV. Strategy and Policy Framework**

A. Policy Framework

B. Legislation Framework

B.1. Laws

B.2. International Conventions and Agreements

C. Institutional Framework

C.1. Government of Lebanon

C.2. Other Institutions

## **Section V. National Priority Issues & Capacity Constraints for National Priority Issues**

- A. National Priority Issues
- B. Assessing Capacity Constraints regarding the participation of relevant stakeholders in the environmental management system
- C. Assessing Capacity Constraints regarding access of stakeholders to and capacity to apply information and knowledge
- D. Assessing Capacity Constraints regarding planning system, policy framework, regulatory and legislative system
- E. Assessing Capacity Constraints regarding environmental financing and resource mobilization mechanisms to implement environmental management actions
- F. Assessing Capacity Constraints regarding the capacity to monitor evaluate and learn
- G. Overall Constraints Assessment
- H. Capacity Constraints Matrix

## **Section VI. Root Cause Analysis of Capacity Constraints**

- A. Root cause analysis of constraint 1 (cause, problem, effect)
- B. Root cause analysis of constraint 2 (cause, problem, effect)
- C. Root cause analysis of constraint 3 (cause, problem, effect)
- D. Root cause analysis of constraint 4 (cause, problem, effect)
- E. Root cause analysis of constraint 5 (cause, problem, effect)

## **Section VII. Capacity-Building Opportunities**

- A. Creating new capacity
- B. Mobilizing / Redeploying Existing Capacity
- C. Enhancing Existing Capacities

**NB: Please note that sections I to IV should be very succinct. The report is not about assessing the state of biodiversity; rather about analyzing the causes of problems “faced by biodiversity” as defined through national priority issues. The consultant should devote her/his to performing a thorough analysis of constraints (under Sections V & VI). This analysis will lead to identifying capacity-building needs and opportunities (Section VII).**

## **VI. DELIVERABLES**

The consultant should submit a **thematic profile/ Assessment report** (written in English) (as outlined above) (in both electronic & 3 hard copies once the final document is given the OK).

The consultant shall **participate in the consultative meetings** (which will take place after completion of report) with the thematic groups and the other consultants on the team.

## **VII. TIMETABLE**

The actual assignment duration is **six weeks**. The consultant shall present all deliverables no later than **42 days** starting upon signature of contract with UNDP. A first draft is to be presented 6 weeks following signature of contract and a final revised draft by the eighth week.

## **VIII. DOCUMENTS SUBMITTED TO CONSULTANT TO BE RETURNED BY END OF JOB**

NCSA Toolkit  
Root Cause Analysis for Beginners  
Stocktaking Documents relating to Biodiversity

## **IX. FEES**

The consultant shall receive the amount of US\$8.000 (eight thousand US\$) upon submission of revised and approved final report.

**NATIONAL CAPACITY SELF-ASSESSMENT FOR GLOBAL ENVIRONMENTAL  
MANAGEMENT**

**Project number: 00045426**

**Terms of References (ToRs) for  
Implementation of a Short – Term Consultancy**

**Assignment Title:  
THEMATIC ASSESSMENT  
In the area of  
CLIMATE CHANGE**

**I. BACKGROUND**

In the 1990's, the international community reached unprecedented agreements on the need to protect the global environment. The UN Conference on Environment & Development (UNCED)- "Earth Summit"- which took place in Rio de Janeiro, Brazil from 3 to 14 June, 1992, and in which 172 governments participated, called upon all nations to establish "National Entities" to deal with the issue of the "environment". The most notable agreements that the Earth Summit led to were the three global conventions to address climate change: The United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Biodiversity (UNCBD), and the UN Convention on Combating Desertification/ land degradation (UNCCD).

In 1993, Lebanon passed Law 216, which established the Lebanese Ministry of Environment. The main function of the Ministry was to put forward and implement effective environmental policies in order to curb environmental degradation. Lebanon also signed all three conventions: the UNCBD (signed on June 5, 1992 and ratified it August 11, 1994 under Law 360), the UNFCCC (signed on June 5, 1992 and ratified it on August 11, 1994 under Law 359), and the UNCCD Convention (signed on October 15, 1994 and ratified it on December 8, 1995 under Law 469).

If implemented effectively, these treaties will contribute significantly to achieving the goals of sustainable development and conservation of the planet's natural resources for future generations.

In the late 1990's, the Global Environment Facility (GEF) Council, recognizing the increasing importance of assisting developing countries to increase their capacity to participate in global environmental management, launched the Capacity Development Initiative (CDI). As a first step in implementing the CDI recommendations, the GEF Council approved funding for countries wishing to undertake "national self-assessments capacity building needs" (NCSA).

By virtue of Decree 14548 of June 8, 2005 Lebanon approved the GEF grant by which it is to conduct a national capacity self-assessment (NCSA) process.

The National Capacity Self Assessment (NCSA) project (which began in October 2005 and will end in March 2007), managed by UNDP, and based at the Ministry of Environment aims at determining national priorities for capacity development in the area of global environmental management, namely under the three UN conventions: UNFCCC, UNCCD, UNCBD.

## II. PROJECT'S AIM & OBJECTIVES

The principal objective of the NCSA process for Lebanon is to identify underlying constraints in Lebanon's capacity to manage its priority global environmental issues, and to prepare a national strategy and plan of capacity development actions to address these constraints

The concept is to use current national projects and previous national plans to confirm the prevailing priority issues, and then to propose actions to strengthen critical elements of the underlying system (the 'enabling environment'), within which environmental programs and projects are successfully implemented, sustained and replicated.

## III. NCSA PROCESS

The NCSA is a 5-step process, which is directed towards analyzing the country's capacity strengths, constraints, and recommending capacity development actions to address them. In addition, the project aims at identifying cross-cutting capacity issues and to foster synergies among the Multilateral Environmental Agreements.

### Step 1: **Inception**

During Inception, a well-developed work plan is prepared. In addition a Stakeholder Analysis and a Linkages Plan are prepared. During this phase, a National Steering Committee is formed.

Output: Inception Report

### Step 2: **Stocktaking**

This is a "situation analysis" that provides baseline research for the next steps. It identifies all national activities, documents, laws, policies, strategies, etc. that are relevant to the conventions themes as well as capacity building initiatives.

Output: Stocktaking Report

### Step 3: **Thematic Assessment**

During this step, Lebanon's obligations and opportunities for each MEA are analyzed, as well as Lebanon's performance and achievements to date, including strengths and constraints in implementing the conventions, as well as priority capacity needs.

Output: Thematic Assessment Report

### Step 4: **Cross-Cutting Analysis**

This step assesses capacity issues, needs and opportunities that cover the three conventions. This includes identification of common needs and possible synergies by addressing requirements across the different thematic areas.

Output: Cross-Cutting Analysis Report

### Step 5: **Capacity Action Plan & NCSA Report**

The Action Plan identifies priority actions, the time frame, possible funding, responsibilities, and **means of monitoring** implementation and evaluation of outcomes and impacts.

The NCSA Report summarizes work done by NCSA, it documents the process used to produce the outputs, including methods, tools and participants.

## IV. PROJECT'S ACTIVITIES

To meet the NCSA project's aim and targeted goals it is essential to undertake the following headline activities:

6. Assess all previous activities/ actions/ projects undertaken in Lebanon to address environmental management issues relevant to MEAs

7. Cross-compare capacity constraints and opportunities for the three thematic areas within a global environmental management and sustainable development context
8. Identify concrete opportunities for action cutting across the three thematic areas and other relevant conventions at the local and national levels
9. Establish links with related on-going national projects and local initiatives and seek synergies in terms of joint activities and common projects
10. Identify appropriate accountability mechanisms for fostering a synergic convention implementation at the national level

## V. REQUESTED SERVICES

In order to develop specific opportunities for capacity building within the area of climate change, a good understanding of the baseline situation is essential. The availability of a thematic profile/ situation analysis can provide insight into major challenges and opportunities for capacity building interventions. It is with this information at hand (thematic profile) that priorities can be identified and related capacity constraints and opportunities for capacity building determined.

Based on a review of all relevant information, a thematic profile/ situation analysis will be prepared by the consultant, to serve as a basis for identifying existing strengths and weaknesses and thus facilitate an effective priority setting process. **The major part of the thematic profile will be constituted of a root cause analysis (outlined below) of identified priority issues.** This in-depth analysis will provide the basis for the cross-cutting analysis.

The consultant should undertake the following tasks:

4. Based on the results of stocktaking, the consultant shall identify capacity strengths, constraints and needs related to addressing the obligations and opportunities for Lebanon. A useful way to **analyze the capacity constraint** is against the "matrix" provided below ("Sample framework for analyzing capacities needed to perform key functions under the Conventions"). The consultant should consider the relevance of the following **five dimensions** to the selected capacity constraint: (1) Sets of key stakeholders need to be participants in the environmental management system. (2) They need access to and capacity to apply information & knowledge. (3) They need adequate planning system, policy framework, regulatory & legislative system. (4) They need effective environmental financing and resource mobilization mechanisms to implement environmental management actions. (5) They need the capacity to monitor, evaluate, and learn.
5. Undertake further analysis of existing information using **root cause analysis**. Present the analyses in a clear, "captivating" format such as **concept maps/ diagrams** so that the information presented is easily read and understood by key audiences.
6. Synthesize the information analyzed to date, using the **Table of Contents** below.

### Root Cause Analysis and Problem Tree Analysis

A Root Cause Analysis is a tool to diagnose the fundamental problems or "root causes" that underlie a particular issue and identify key interventions to address them. A root cause is one that, if addressed effectively, will help to prevent undesired outcomes from recurring. A root cause analysis helps to determine the linkages between symptoms and problems, and between causes and effects.

Root cause analysis is best done in a workshop or working session where multiple experts and group discussion can contribute to the analysis. The root cause analysis is performed by asking a series of questions that probe the fundamental basis of a problem or issue. It is important to keep asking why until the answer is an issue that can be directly addressed. This can be done graphically by writing and/or drawing the answers on a large paper or on small cards that can be attached to the paper. Lines and arrows between the cards represent cause-effect relationships. Cards can be changed and moved until participants are satisfied that they accurately represent the situation.

The “Tree diagram”, including a “problem tree” is a helpful format to present the root cause analysis graphically. Tree diagrams are multi-purpose, visual tools that can be used to narrow down and prioritize problems, objectives or decisions. Information is organized into a tree-like diagram. In the simplest version, the main problem or issue is represented by the tree’s trunk, and the relevant factors, influences and outcomes are put on the roots and branches.

A typical root cause analysis might include the following steps:

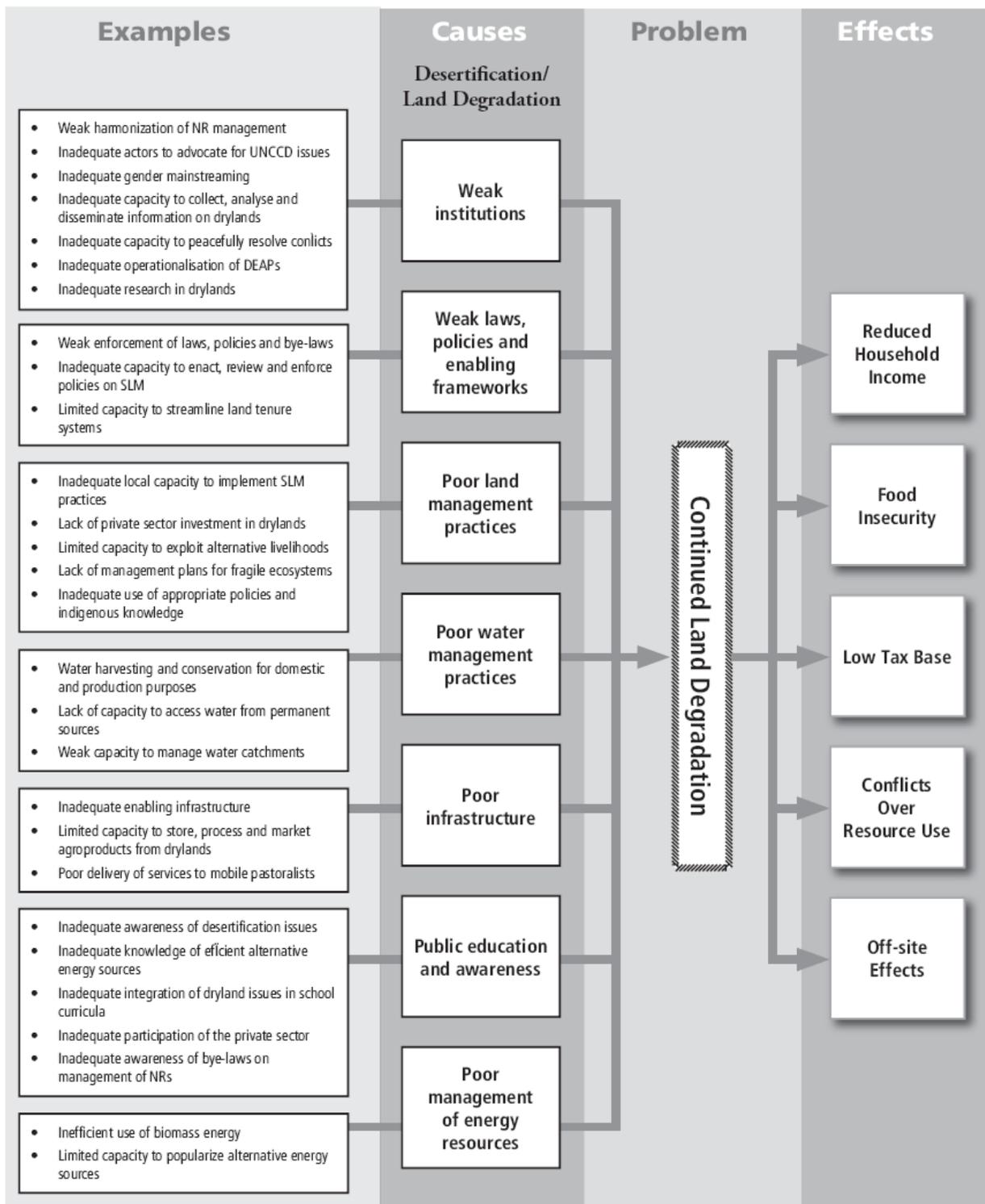
1. For a particular priority issue, identify one or more key problems. These are the “starter” problems. Problems can then be identified at a number of additional levels, working both “upwards” and “downwards”, as needed to create an accurate picture of the situation.
2. Determine the impacts of the problem, their significance and who is affected.
3. Identify the causes (conditions or actions) immediately preceding and surrounding the problem.
4. Identify the reasons why these causes exist, working back to the fundamental root cause(s). This is the stopping point in the identification phase.
5. If you are going to use this analysis to identify solutions, identify what actions would address these root causes. Who needs to do what and when? The problem tree can be transformed into a “solution” tree.

Root cause analysis and problem trees can be used during the thematic and cross-cutting analyses for an NCSA. They can help to examine the cause-effect linkages between failed commitments to the conventions and capacity needs, to identify underlying capacity constraints, define priority capacity needs, and identify the most effective capacity development actions.

These tools may also point to “bottlenecks”, which are single root causes that may underlie multiple problems. Removing a bottleneck can have major positive and synergistic impacts. For example, there may be one or two key actions that would greatly improve implementation of all three Rio Conventions. For more information, see

<http://www.asq.org/pub/qualityprogress/past/0704/qp0704rooney.pdf>

### **Example of Problem Tree Analysis**



### **Suggested Questions to Guide the Consultant in Preparing the Thematic Assessment (or profile)**

While the content of each thematic profile will differ, it should answer a number of basic questions. Such questions can include:

- What are the relevant legal instruments, policies and/or non-regulatory mechanisms? Are they effective and do any overlap, gaps or inconsistencies exist?
- What are the responsibilities and relevant activities of ministries, agencies and other governmental institutions? Are these activities well co-coordinated and complementary?
- What relevant information and databases exist, where are they located and who has access to them? Are all relevant data needs well addressed? What are the major gaps?
- What relevant technical capacity exists and is this infrastructure available and sufficient to address the objectives of the respective area?
- What human resources are available, and through which organizations, to work on the respective thematic area?
- What financial resources might be available at the national level for action plans concerning the thematic area?
- Has there been any monitoring and evaluation of capacity development projects and activities during or after their execution?
- Are individuals in contact and exchanging knowledge and experiences with appropriate peers? Are their barriers to communication within and across relevant institutions focused on the thematic area?
- Does any untapped capacity exist or is there capacity that could be redeployed to better effect?
- Are capacity development efforts sufficiently linked to existing or future legal, regulatory, or institutional requirements and responsibilities?

## Framework for Analyzing Capacities needed to Perform Key Functions under the Conventions

Key functions to be performed to comply with Conventions <sup>11</sup>	Capacity required to perform key functions		
	System level <sup>12</sup> indicators	Institution/organisation <sup>13</sup> level indicators	Individual level indicators
<b>Conceptualize and formulate policies, legislation, strategies and programmes</b> <ul style="list-style-type: none"> <li>Analyze global, regional and national socio-economic conditions</li> <li>Visualize and develop long-term strategies</li> <li>Formulate sectoral and cross-sectoral policies</li> <li>Prioritize, plan and formulate programmes</li> </ul>	<b>Enabling environment</b> <ul style="list-style-type: none"> <li>Situation analysis completed</li> <li>Linkages with national plans, strategies and reports established</li> </ul> <b>Institutions and laws</b> <ul style="list-style-type: none"> <li>Environmental legislation in place</li> <li>Penalties for violating laws enforced</li> <li>Appropriate mechanism to resolve disputes established</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>Consistent strategic direction established</li> <li>Corporate risk managed appropriately</li> <li>Management structure acts on performance results</li> </ul> <b>Organisational strategy</b> <ul style="list-style-type: none"> <li>Organisational strategy based on mandate</li> <li>Organisational strategic plan linked to management plans</li> <li>Appropriate goals and targets established with clear indicators to measure progress</li> </ul> <b>Resource management</b> <ul style="list-style-type: none"> <li>Resource allocation in line with management plan</li> <li>Adequate financial control mechanism established</li> </ul>	<b>Job requirements</b> <ul style="list-style-type: none"> <li>Job requirements clearly defined</li> </ul> <b>Monitoring performance</b> <ul style="list-style-type: none"> <li>Clear reporting and accountability system in place</li> <li>Consistent and transparent performance measurement system in place</li> </ul> <b>Incentives</b> <ul style="list-style-type: none"> <li>Appropriate salaries and incentives provided</li> <li>Possibility of career advancement provided</li> </ul> <b>Skill development</b> <ul style="list-style-type: none"> <li>Adequate training provided to gain skills necessary to conduct tasks effectively</li> <li>Adequate information available</li> </ul>
<b>Implement policies, legislations, strategies and programmes</b> <ul style="list-style-type: none"> <li>Mobilize and manage human, material, and financial resources</li> <li>Execute and manage programmes and projects effectively</li> <li>Select effective technologies and infrastructure</li> </ul>	<b>Participation, accountability and transparency</b> <ul style="list-style-type: none"> <li>Public can influence legislation, policies and programmes</li> <li>People who use/depend on natural resources are represented in decision-making process</li> </ul>	<b>Operational management</b> <ul style="list-style-type: none"> <li>Clear operational targets set</li> <li>Efficient operational procedures established</li> <li>Effective communication and collaboration frameworks in place</li> </ul> <b>Quality assurance</b> <ul style="list-style-type: none"> <li>Adequate internal guidance and review in place</li> <li>Adequate monitoring and supervision mechanism established</li> <li>Well-functioning internal audit process in place</li> <li>Well-functioning evaluation system in place</li> </ul> <b>Human resources management</b> <ul style="list-style-type: none"> <li>Transparent recruitment exercised</li> <li>Transparent promotion mechanism established</li> <li>Appropriate staff performance management system in place</li> </ul>	
<b>Mobilize information and knowledge</b> <ul style="list-style-type: none"> <li>Gather, analyze and synthesize information</li> <li>Identify problems and potential solutions</li> </ul>	<b>Authority level</b> <ul style="list-style-type: none"> <li>Authority over natural resources resides at the appropriate level (local/regional/national/international)</li> <li>Decisions are taken at the appropriate level in the country</li> </ul>		
<b>Monitor, evaluate, report, and learn</b> <ul style="list-style-type: none"> <li>Monitor and measure progress</li> <li>Identify and distribute lessons learned</li> <li>Use lessons learned for policy dialogues and planning</li> <li>Report to donors and global conventions</li> </ul>	<b>Property rights and tenure</b> <ul style="list-style-type: none"> <li>Property rights and tenure respected</li> </ul> <b>Markets and financial flows</b> <ul style="list-style-type: none"> <li>Implementation of a market-oriented economy, prices reflect scarcity</li> </ul> <b>Science and risk</b> <ul style="list-style-type: none"> <li>Science incorporated into decision-making appropriately</li> </ul>		

11. Capacity Development Indicators—UNDP/GEF Resource Kit (No.4) [http://www.undp.org/gef/undp-gef\\_monitoring\\_evaluation/sub\\_undp-gef\\_monitoring\\_evaluation\\_documents/CapDevIndicator%20Resource%20Kit\\_Nov03\\_Final.doc](http://www.undp.org/gef/undp-gef_monitoring_evaluation/sub_undp-gef_monitoring_evaluation_documents/CapDevIndicator%20Resource%20Kit_Nov03_Final.doc)

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13. Presentation on "UNDP's evolving approach to managing for results" — table on multilateral effectiveness scorecard level 3.

The consultant shall write the thematic assessment report according to the below suggested outline, keeping in mind that the major part of the report is the analysis of capacity constraints and the root cause analysis of identified priority issues (based on previous reports and projects).

## **Suggested Table of Contents of the Thematic Profile**

Executive Summary

Methodology

### 1. Country Framework

- 1.1 Geographic & socio-economic characteristics
- 1.2. Climate Characteristics
- 1.3 GHG emissions
- 1.4. GHG Abatement Analysis
- 1.5. Vulnerability assessment

### 2. Legal & Institutional Structure

- 2.1. Legislation
- 2.2. Administrative Structure
- 2.3. International policy Tools
- 2.4. Institutional Framework

### 3. Climate Change related Activities

### 4. National Priority Issues

- 4.1. National Action Plan for GHG Emission abatement
- 4.2. Vulnerability & Adaptation Measures
- 4.3. Research & Systematic observation
- 4.4. Technology Transfer
- 4.5. Education & Public Awareness

### 5. National Priority Issues & Capacity Constraints for National Priority Issues

- a. National Priority Issues
- b. Assessing Capacity Constraints regarding the participation of relevant stakeholders in the environmental management system
- c. Assessing Capacity Constraints regarding access of stakeholders to and capacity to apply information and knowledge
- d. Assessing Capacity Constraints regarding planning system, policy framework, regulatory and legislative system
- e. Assessing Capacity Constraints regarding environmental financing and resource mobilization mechanisms to implement environmental management actions
- f. Assessing Capacity Constraints regarding the capacity to monitor evaluate and learn
- g. Overall Constraints Assessment
- h. Capacity Constraints Matrix

### 6. Root-cause Analysis regarding priority issues

- 6.1. Root cause analysis of constraint 1 (cause, problem, effect)
- 6.2 Root cause analysis of constraint 2 (cause, problem, effect)
- 6.3 Root cause analysis of constraint 3 (cause, problem, effect)
- 6.4 Root cause analysis of constraint 4 (cause, problem, effect)
- 6.5 Root cause analysis of constraint 5 (cause, problem, effect)

### 7. Capacity-Building Opportunities

- 7.1. Creating new Capacity
  - 6.1.1. Individual Level
  - 6.1.2. Institutional level
  - 6.1.3. Systemic Level

- 7.2. Mobilizing / Redeploying Existing capacity
  - 6.2.1. Individual Level
  - 6.2.2. Institutional level
  - 6.2.3. Systemic Level
- 7.3. Enhancing Existing capacities
  - 6.3.1. Individual Level
  - 6.3.2. Institutional level
  - 6.3.3. Systemic Level

**NB: Please note that sections 1 to 4 should be very succinct. The report is not about assessing the state of climate change; rather about analyzing the causes of problems under climate change in Lebanon, as defined through national priority issues. The consultant should devote her/his to performing a thorough analysis of constraints (under Sections 5 & 6). This analysis will lead to identifying capacity-building needs and opportunities (Section 7).**

## **VI. DELIVERABLES**

The consultant should submit a **thematic profile/ Assessment report** (written in English) (as outlined above) (in both electronic & 3 hard copies once the final document is given the OK)

The consultant shall **participate in the consultative meetings** (which will take place after completion of report) with the thematic groups and the other consultants on the team.

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Root Cause Analysis for Beginners  
Stocktaking Documents relating to Climate Change

## **IX. FEES**

The consultant shall receive the amount of US\$8,000 (eight thousand US\$) upon submission of revised and approved final report.

**NATIONAL CAPACITY SELF-ASSESSMENT FOR GLOBAL ENVIRONMENTAL  
MANAGEMENT**

**Project number: 00045426**

**Terms of References (ToRs) for  
Implementation of a Short – Term Consultancy**

**Assignment Title:  
THEMATIC ASSESSMENT  
In the area of  
LAND DEGRADATION/ DESERTIFICATION**

**I. BACKGROUND**

In the 1990's, the international community reached unprecedented agreements on the need to protect the global environment. The UN Conference on Environment & Development (UNCED)- "Earth Summit"- which took place in Rio de Janeiro, Brazil from 3 to 14 June, 1992, and in which 172 governments participated, called upon all nations to establish "National Entities" to deal with the issue of the "environment". The most notable agreements that the Earth Summit led to were the three global conventions to address climate change: The United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Biodiversity (UNCBD), and the UN Convention on Combating Desertification/ land degradation (UNCCD).

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If implemented effectively, these treaties will contribute significantly to achieving the goals of sustainable development and conservation of the planet's natural resources for future generations.

In the late 1990's, the Global Environment Facility (GEF) Council, recognizing the increasing importance of assisting developing countries to increase their capacity to participate in global environmental management, launched the Capacity Development Initiative (CDI). As a first step in implementing the CDI recommendations, the GEF Council approved funding for countries wishing to undertake "national self-assessments capacity building needs" (NCSA).

By virtue of Decree 14548 of June 8, 2005 Lebanon approved the GEF grant by which it is to conduct a national capacity self-assessment (NCSA) process.

The National Capacity Self Assessment (NCSA) project (which began in October 2005 and will end in March 2007), managed by UNDP, and based at the Ministry of Environment aims at determining national priorities for capacity development in the area of global environmental management, namely under the three UN conventions: UNFCCC, UNCCD, UNCBD.

## II. PROJECT'S AIM & OBJECTIVES

The principal objective of the NCSA process for Lebanon is to identify underlying constraints in Lebanon's capacity to manage its priority global environmental issues, and to prepare a national strategy and plan of capacity development actions to address these constraints

The concept is to use current national projects and previous national plans to confirm the prevailing priority issues, and then to propose actions to strengthen critical elements of the underlying system (the 'enabling environment'), within which environmental programs and projects are successfully implemented, sustained and replicated.

## III. NCSA PROCESS

The NCSA is a 5-step process, which is directed towards analyzing the country's capacity strengths, constraints, and recommending capacity development actions to address them. In addition, the project aims at identifying cross-cutting capacity issues and to foster synergies among the Multilateral Environmental Agreements.

### Step 1: **Inception**

During Inception, a well-developed work plan is prepared. In addition a Stakeholder Analysis and a Linkages Plan are prepared. During this phase, a National Steering Committee is formed.

### Step 2: **Stocktaking**

This is a "situation analysis" that provides baseline research for the next steps. It identifies all national activities, documents, laws, policies, strategies, etc. that are relevant to the conventions themes as well as capacity building initiatives.

### Step 3: **Thematic Assessment**

During this step, Lebanon's obligations and opportunities for each MEA are analyzed, as well as Lebanon's performance and achievements to date, including strengths and constraints in implementing the conventions, as well as priority capacity needs.

### Step 4: **Cross-Cutting Analysis**

This step assesses capacity issues, needs and opportunities that cover the three conventions. This includes identification of common needs and possible synergies by addressing requirements across the different thematic areas.

**Step 5: Capacity Action Plan** The Action Plan identifies priority actions, the time frame, possible funding, responsibilities, and **means of monitoring** implementation and evaluation of outcomes and impacts.

## IV. PROJECT'S ACTIVITIES

To meet the NCSA project's aim and targeted goals it is essential to undertake the following headline activities:

11. Assess all previous activities/ actions/ projects undertaken in Lebanon to address environmental management issues relevant to MEAs
12. Cross-compare capacity constraints and opportunities for the three thematic areas within a global environmental management and sustainable development context
13. Identify concrete opportunities for action cutting across the three thematic areas and other relevant conventions at the local and national levels
14. Establish links with related on-going national projects and local initiatives and seek synergies in terms of joint activities and common projects

15. Identify appropriate accountability mechanisms for fostering a synergic convention implementation at the national level

## V. REQUESTED SERVICES

In order to develop specific opportunities for capacity building within the area of biodiversity, a good understanding of the baseline situation is essential. The availability of a thematic profile/ situation analysis can provide insight into major challenges and opportunities for capacity building interventions. It is with this information at hand (thematic profile) that priorities can be identified and related capacity constraints and opportunities for capacity building determined.

Based on a review of all relevant information, a thematic profile/ situation analysis will be prepared by the consultant, to serve as a basis for identifying existing strengths and weaknesses and thus facilitate an effective priority setting process. **The major part of the thematic profile will be constituted of a root cause analysis (outlined below) of identified priority issues.** This in-depth analysis will provide the basis for the cross-cutting analysis.

The consultant should undertake the following tasks:

7. Based on the results of stocktaking, the consultant shall identify capacity strengths, constraints and needs related to addressing the obligations and opportunities for Lebanon. A useful way to **analyze the capacity constraint** is against the "matrix" provided below ("Sample framework for analyzing capacities needed to perform key functions under the Conventions"). The consultant should consider the relevance of the following **five dimensions** to the selected capacity constraint: (1) Sets of key stakeholders need to be participants in the environmental management system. (2) They need access to and capacity to apply information & knowledge. (3) They need adequate planning system, policy framework, regulatory & legislative system. (4) They need effective environmental financing and resource mobilization mechanisms to implement environmental management actions. (5) They need the capacity to monitor, evaluate, and learn.
8. Undertake further analysis of existing information using **root cause analysis**. Present the analyses in a clear, "captivating" format such as **concept maps/ diagrams** so that the information presented is easily read and understood by key audiences.
9. Synthesize the information analyzed to date, using the **Table of Contents** below.

### Root Cause Analysis and Problem Tree Analysis

A Root Cause Analysis is a tool to diagnose the fundamental problems or "root causes" that underlie a particular issue and identify key interventions to address them. A root cause is one that, if addressed effectively, will help to prevent undesired outcomes from recurring. A root cause analysis helps to determine the linkages between symptoms and problems, and between causes and effects.

Root cause analysis is best done in a workshop or working session where multiple experts and group discussion can contribute to the analysis. The root cause analysis is performed by asking a series of questions that probe the fundamental basis of a problem or issue. It is important to keep asking why until the answer is an issue that can be directly addressed. This can be done graphically by writing and/or drawing the answers on a large paper or on small cards that can be attached to the paper. Lines and arrows between the cards represent cause-effect relationships. Cards can be changed and moved until participants are satisfied that they accurately represent the situation.

The "Tree diagram", including a "problem tree" is a helpful format to present the root cause analysis graphically. Tree diagrams are multi-purpose, visual tools that can be used to narrow down and prioritize problems, objectives or decisions. Information is organized into a tree-like diagram. In the simplest version, the main problem or issue is represented by the tree's trunk, and the relevant factors, influences and outcomes are put on the roots and branches.

A typical root cause analysis might include the following steps:

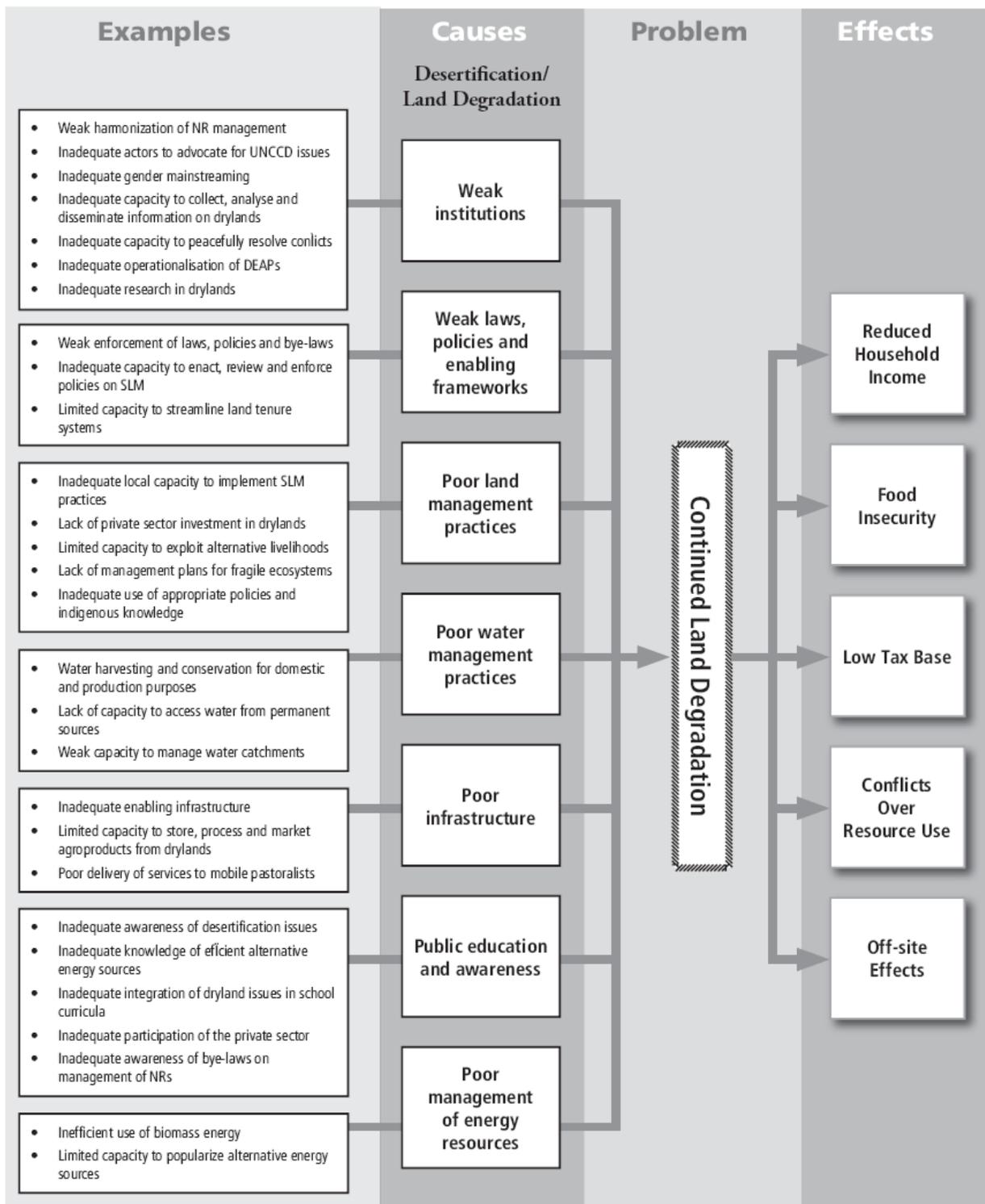
1. For a particular priority issue, identify one or more key problems. These are the “starter” problems. Problems can then be identified at a number of additional levels, working both “upwards” and “downwards”, as needed to create an accurate picture of the situation.
2. Determine the impacts of the problem, their significance and who is affected.
3. Identify the causes (conditions or actions) immediately preceding and surrounding the problem.
4. Identify the reasons why these causes exist, working back to the fundamental root cause(s). This is the stopping point in the identification phase.
5. If you are going to use this analysis to identify solutions, identify what actions would address these root causes. Who needs to do what and when? The problem tree can be transformed into a “solution” tree.

Root cause analysis and problem trees can be used during the thematic and cross-cutting analyses for an NCSA. They can help to examine the cause-effect linkages between failed commitments to the conventions and capacity needs, to identify underlying capacity constraints, define priority capacity needs, and identify the most effective capacity development actions.

These tools may also point to “bottlenecks”, which are single root causes that may underlie multiple problems. Removing a bottleneck can have major positive and synergistic impacts. For example, there may be one or two key actions that would greatly improve implementation of all three Rio Conventions.

For more information, see <http://www.asq.org/pub/qualityprogress/past/0704/qp0704rooney.pdf>

### **Example of Problem Tree Analysis**



### **Suggested Questions to Guide the Consultant in Preparing the Thematic Assessment (or profile)**

While the content of each thematic profile will differ, it should answer a number of basic questions. Such questions can include:

- What are the relevant legal instruments, policies and/or non-regulatory mechanisms? Are they effective and do any overlap, gaps or inconsistencies exist?
- What are the responsibilities and relevant activities of ministries, agencies and other governmental institutions? Are these activities well co-coordinated and complementary?
- What relevant information and databases exist, where are they located and who has access to them? Are all relevant data needs well addressed? What are the major gaps?
- What relevant technical capacity exists and is this infrastructure available and sufficient to address the objectives of the respective area?
- What human resources are available, and through which organizations, to work on the respective thematic area?
- What financial resources might be available at the national level for action plans concerning the thematic area?
- Has there been any monitoring and evaluation of capacity development projects and activities during or after their execution?
- Are individuals in contact and exchanging knowledge and experiences with appropriate peers? Are their barriers to communication within and across relevant institutions focused on the thematic area?
- Does any untapped capacity exist or is there capacity that could be redeployed to better effect?
- Are capacity development efforts sufficiently linked to existing or future legal, regulatory, or institutional requirements and responsibilities?

## Framework for Analyzing Capacities needed to Perform Key Functions under the Conventions

Key functions to be performed to comply with Conventions <sup>11</sup>	Capacity required to perform key functions		
	System level <sup>12</sup> indicators	Institution/organisation <sup>13</sup> level indicators	Individual level indicators
<b>Conceptualize and formulate policies, legislation, strategies and programmes</b> <ul style="list-style-type: none"> <li>Analyze global, regional and national socio-economic conditions</li> <li>Visualize and develop long-term strategies</li> <li>Formulate sectoral and cross-sectoral policies</li> <li>Prioritize, plan and formulate programmes</li> </ul>	<b>Enabling environment</b> <ul style="list-style-type: none"> <li>Situation analysis completed</li> <li>Linkages with national plans, strategies and reports established</li> </ul> <b>Institutions and laws</b> <ul style="list-style-type: none"> <li>Environmental legislation in place</li> <li>Penalties for violating laws enforced</li> <li>Appropriate mechanism to resolve disputes established</li> </ul>	<b>Governance</b> <ul style="list-style-type: none"> <li>Consistent strategic direction established</li> <li>Corporate risk managed appropriately</li> <li>Management structure acts on performance results</li> </ul> <b>Organisational strategy</b> <ul style="list-style-type: none"> <li>Organisational strategy based on mandate</li> <li>Organisational strategic plan linked to management plans</li> <li>Appropriate goals and targets established with clear indicators to measure progress</li> </ul> <b>Resource management</b> <ul style="list-style-type: none"> <li>Resource allocation in line with management plan</li> <li>Adequate financial control mechanism established</li> </ul>	<b>Job requirements</b> <ul style="list-style-type: none"> <li>Job requirements clearly defined</li> </ul> <b>Monitoring performance</b> <ul style="list-style-type: none"> <li>Clear reporting and accountability system in place</li> <li>Consistent and transparent performance measurement system in place</li> </ul> <b>Incentives</b> <ul style="list-style-type: none"> <li>Appropriate salaries and incentives provided</li> <li>Possibility of career advancement provided</li> </ul> <b>Skill development</b> <ul style="list-style-type: none"> <li>Adequate training provided to gain skills necessary to conduct tasks effectively</li> <li>Adequate information available</li> </ul>
<b>Implement policies, legislations, strategies and programmes</b> <ul style="list-style-type: none"> <li>Mobilize and manage human, material, and financial resources</li> <li>Execute and manage programmes and projects effectively</li> <li>Select effective technologies and infrastructure</li> </ul>	<b>Participation, accountability and transparency</b> <ul style="list-style-type: none"> <li>Public can influence legislation, policies and programmes</li> <li>People who use/depend on natural resources are represented in decision-making process</li> </ul>	<b>Operational management</b> <ul style="list-style-type: none"> <li>Clear operational targets set</li> <li>Efficient operational procedures established</li> <li>Effective communication and collaboration frameworks in place</li> </ul> <b>Quality assurance</b> <ul style="list-style-type: none"> <li>Adequate internal guidance and review in place</li> <li>Adequate monitoring and supervision mechanism established</li> <li>Well-functioning internal audit process in place</li> <li>Well-functioning evaluation system in place</li> </ul> <b>Human resources management</b> <ul style="list-style-type: none"> <li>Transparent recruitment exercised</li> <li>Transparent promotion mechanism established</li> <li>Appropriate staff performance management system in place</li> </ul>	
<b>Mobilize information and knowledge</b> <ul style="list-style-type: none"> <li>Gather, analyze and synthesize information</li> <li>Identify problems and potential solutions</li> </ul>	<b>Authority level</b> <ul style="list-style-type: none"> <li>Authority over natural resources resides at the appropriate level (local/regional/national/international)</li> <li>Decisions are taken at the appropriate level in the country</li> </ul>		
<b>Monitor, evaluate, report, and learn</b> <ul style="list-style-type: none"> <li>Monitor and measure progress</li> <li>Identify and distribute lessons learned</li> <li>Use lessons learned for policy dialogues and planning</li> <li>Report to donors and global conventions</li> </ul>	<b>Property rights and tenure</b> <ul style="list-style-type: none"> <li>Property rights and tenure respected</li> </ul> <b>Markets and financial flows</b> <ul style="list-style-type: none"> <li>Implementation of a market-oriented economy, prices reflect scarcity</li> </ul> <b>Science and risk</b> <ul style="list-style-type: none"> <li>Science incorporated into decision-making appropriately</li> </ul>		

11. Capacity Development Indicators—UNDP/GEF Resource Kit (No.4) [http://www.undp.org/gef/undp-gef\\_monitoring\\_evaluation/sub\\_undp-gef\\_monitoring\\_evaluation\\_documents/CapDevIndicator%20Resource%20Kit\\_Nov03\\_Final.doc](http://www.undp.org/gef/undp-gef_monitoring_evaluation/sub_undp-gef_monitoring_evaluation_documents/CapDevIndicator%20Resource%20Kit_Nov03_Final.doc)

12. Adapted from World Resources Institute, 2002-4. World Resources 2002-2004, Page 7, Box 1.3 "Seven Elements of Environmental Governance"

13. Presentation on "UNDP's evolving approach to managing for results" — table on multilateral effectiveness scorecard level 3.

The consultant shall write the thematic assessment report according to the below suggested outline, keeping in mind that the major part of the report is the analysis of capacity constraints and the root cause analysis of identified priority issues (based on previous reports and projects).

## **Suggested Table of Contents of the Thematic Profile**

Executive Summary

### **SECTION I. INTRODUCTION**

#### **SECTION II. COUNTRY FRAMEWORK**

- A. NATURAL GEOGRAPHIC FRAMEWORK
- B. SOCIO-ECONOMIC FRAMEWORK
- C. ECONOMIC FRAMEWORK

#### **SECTION III. STRATEGY AND POLICY FRAMEWORK**

- A. POLICY FRAMEWORK
- B. LEGISLATION FRAMEWORK
- C. INSTITUTIONAL FRAMEWORK

#### **SECTION IV. STATUS OF LAND AND WATER IN LEBANON**

- A. LAND
- B. HYDRO-METEOROLOGICAL OBSERVATION
- C. CLIMATE
- D. WATER
- E. SOIL / CLIMATE / VEGETATION
- F. FORESTS

#### **SECTION V. LAND AND RESOURCES MANAGEMENT**

- A. LAND MANAGEMENT
- B. WATER MANAGEMENT
- C. AGRICULTURE MANAGEMENT
- D. FOREST MANAGEMENT
- E. NATURE MANAGEMENT (PROTECTED AREAS)
- E. INDUSTRY
- F. WASTE MANAGEMENT
- G. URBANIZATION
- H. NATURAL DISASTERS

#### **SECTION VI - STATUS OF LAND DEGRADATION AND DESERTIFICATION IN LEBANON**

- A. SOIL DEGRADATION IN LEBANON
- B. DETERIORATION OR LOSS OF VEGETATION

#### **SECTION VII PRIORITY ISSUES REGARDING DESERTIFICATION AND LAND DEGRADATION IN LEBANON.**

- A. OBLIGATIONS OF LEBANON
  - A.1. General obligations upon ratification of UNCCD
    - A.1.1. Adoption of integrated approach addressing the physical, biological, and socio-economic aspects of the processes of desertification and drought
    - A.1.2 Promotion of sustainable development
    - A.1.3 Integration of strategies for poverty eradication into efforts to combat desertification and mitigate the effects of drought
    - A.1.4. Promotion of co-operation in the fields of environmental protection and the conservation of land and water resources, as they relate to desertification and drought
    - A.1.5. Strengthening of subregional, regional, and international co-operation
    - A.1.6. Co-operation within relevant intergovernmental organizations
    - A.1.7. Determination of institutional mechanisms, if appropriate, keeping in mind the need to avoid duplication

A.1.8. Promotion of the use of existing bilateral and multilateral financial mechanisms and arrangements that mobilize and channel substantial financial resources to affected developing country Parties in combating desertification and mitigating the effects of drought

A.2. Obligations pursuant to article 4

A.2.1. Giving of due priority to combating desertification and mitigating the effects of drought, and allocating of adequate resources in accordance with their circumstances and capabilities

A.2.2. Establishing of strategies and priorities, within the framework of sustainable development plans and / or policies, to combat desertification and mitigate the effects of drought

A.2.2.1. Drought

A.2.2.2. Desertification

A.2.3 Address the underlying causes of desertification and pay special attention to the socio-economic factors contributing to desertification processes

A.2.4. Promoting of awareness and facilitating the participation of local populations, particularly women and youth, with the support of nongovernmental organizations, in efforts to combat desertification and mitigate the effects of drought

A.2.5. Providing an enabling environment by strengthening, as appropriate, relevant existing legislation and, where they do not exist, enacting new laws and establishing long-term policies and action programs

B. NATIONAL ASSESSMENT, PLANNING, AND MONITORING

B.1. National Assessment of Land Degradation and Desertification, including potential degradation and vulnerable areas

B.2. Effective National Planning of Combating against Land Degradation and Desertification

B.3. Identification and Monitoring of Components of Land Degradation and Desertification

C. ACTION PROGRAMMES, SCIENTIFIC AND TECHNICAL CO-OPERATION, AND SUPPORTING MEASURES

C.1. Action programmes

C.1.1. National action programmes

C.2. Sub-regional and regional action programs

C.3. Supporting the elaboration and implementation of action programs

*NATIONAL CAPACITY SELF-ASSESSMENT – DESERTIFICATION AND LAND DEGRADATION*

C.3.1. Measures to support action programs

C.4. Coordinating the elaboration and implementation of action programs

D. SCIENTIFIC AND TECHNICAL CO-OPERATION

D.1. Information collection, analysis, and exchange

D.2. Research and development

D.3. Transfer, acquisition, adaptation, and development of technology

E. CAPACITY BUILDING, EDUCATION, AND PUBLIC AWARENESS

F. FINANCIAL RESOURCES

G. INSTITUTIONS

G.1. GOVERNMENTAL BODIES AND STATE INSTITUTIONS

G.2. LOCAL PUBLIC ADMINISTRATION BODIES

## **SECTION VIII. CAPACITIES AND CONSTRAINTS FOR THE REALIZATION OF PRIORITY ISSUES REGARDING DESERTIFICATION AND LAND DEGRADATION IN LEBANON**

A. NATIONAL PRIORITY ISSUES

B. ASSESSING CAPACITY CONSTRAINTS REGARDING THE PARTICIPATION OF RELEVANT STAKEHOLDERS IN THE ENVIRONMENTAL MANAGEMENT SYSTEM

C. ASSESSING CAPACITY CONSTRAINTS REGARDING ACCESS OF STAKEHOLDERS TO AND CAPACITY TO APPLY INFORMATION AND KNOWLEDGE

D. ASSESSING CAPACITY CONSTRAINTS REGARDING PLANNING SYSTEM, POLICY FRAMEWORK, REGULATORY AND LEGISLATIVE SYSTEM

- E. ASSESSING CAPACITY CONSTRAINTS REGARDING ENVIRONMENTAL FINANCING AND RESOURCE MOBILIZATION MECHANISMS TO IMPLEMENT ENVIRONMENTAL MANAGEMENT ACTIONS
- F. ASSESSING CAPACITY CONSTRAINTS REGARDING THE CAPACITY TO MONITOR EVALUATE AND LEARN
- G. OVERALL CONSTRAINTS ASSESSMENT
- H. CAPACITY CONSTRAINTS MATRIX

#### **SECTION IX. ROOT CAUSE ANALYSIS OF CAPACITY CONSTRAINTS**

- A. ROOT CAUSE ANALYSIS OF CONSTRAINT 1 (CAUSE, PROBLEM, EFFECT)
- B. ROOT CAUSE ANALYSIS OF CONSTRAINT 2 (CAUSE, PROBLEM, EFFECT)
- C. ROOT CAUSE ANALYSIS OF CONSTRAINT 3 (CAUSE, PROBLEM, EFFECT)
- D. ROOT CAUSE ANALYSIS OF CONSTRAINT 4 (CAUSE, PROBLEM, EFFECT)
- E. ROOT CAUSE ANALYSIS OF CONSTRAINT 5 (CAUSE, PROBLEM, EFFECT)

#### **SECTION X. CAPACITY- BUILDING OPPORTUNITIES**

- A. CREATING NEW CAPACITY
- B. MOBILIZING / REDEPLOYING EXISTING CAPACITY
- C. ENHANCING EXISTING CAPACITIES

**NB: Please note that sections I to VII should be very succinct. The report is not about assessing the state of land; rather about analyzing the causes of land degradation/ desertification in Lebanon as defined through national priority issues. The consultant should devote her/his to performing a thorough analysis of constraints (under Sections VIII & IX). This analysis will lead to identifying capacity-building needs and opportunities (Section X).**

#### **VI. DELIVERABLES**

The consultant should submit a **thematic profile/ Assessment report** (written in English) (as outlined above) (in both electronic & 3 hard copies once the final document is given the OK).

The consultant shall **participate in the consultative meetings** (which will take place after completion of report) with the thematic groups and the other consultants on the team.

#### **VII. TIMETABLE**

The actual assignment duration is **six weeks**. The consultant shall present all deliverables no later than **42 days** starting upon signature of contract with UNDP. A first draft is to be presented 6 weeks following signature of contract and a final revised draft by the eighth week.

#### **VIII. DOCUMENTS SUBMITTED TO CONSULTANT TO BE RETURNED BY END OF JOB**

NCSA Toolkit  
Root Cause Analysis for Beginners  
Stocktaking Documents relating to Land Degradation

#### **IX. FEES**

The consultant shall receive the amount of US\$8.000 (eight thousand US\$) upon submission of revised and approved final report.

**\*\*DRAFT\*\***

**Republic of Lebanon  
National Capacity Self-Assessment  
Strategy & Action Plan for Capacity Development  
December 2007**

**I. INTRODUCTION**

The overall aim of the National Capacity Self-Assessment (NCSA) process was to determine national priorities for capacity development under the three UN Conventions negotiated at the 1992 Rio Earth Summit: the UN Convention on Biodiversity (UNCBD), the Framework Convention on Climate Change (UNFCCC), and the Convention on Combating Desertification (UNCCD). Accordingly, Lebanon—as a signatory to the three Rio Conventions—assessed the progress made in their implementation so far and determined the specific NCSA objectives to be:

- (a) identifying capacity constraints with regard to the implementation of these Rio conventions
- (b) preparing a National Strategy and Action Plan that determines the necessary mechanisms for overcoming these constraints.

Over a two year period (10/2005-10/2007), the national NCSA process in Lebanon completed four major stages towards the realization of these objectives, namely: (i) *inception* (preparation of a work plan and stakeholder analysis); (ii) *stock-taking* (identification of all relevant activities, documents, policies and strategies); (iii) *thematic assessments* (analysis of Lebanon’s implementation of its commitments in the areas of biodiversity, climate change, and desertification); as well as (iv) *cross-cutting analysis* (assessment of capacity issues, constraints and needs that cut across the three Rio conventions). The resulting outputs have been finalized and are publicly available at the Ministry of Environment (MoE) website (<http://www.moe.gov.lb/Projects/Ongoing/NCSA.htm>).

The *Strategy and Action Plan* presented in this report is the final stage in the NCSA process and serves to as a key tool for following up on it in a sustainable manner. The main objectives for this Plan are:

1. To provide a *concise* summary of capacity development objectives, strategies, and priority actions that will lead to measurable improvements in the management of the thematic areas covered by the Rio conventions.
2. To ensure follow-up to the NCSA, by specifying implementation frameworks and strategies for the Action Plan,.

This Plan—which flows from the thematic assessments, cross-cutting analysis, and periodic stakeholder consultations conducted during the NCSAA process—will be available for public discussion and endorsement at a planned national meeting in which the concerned stakeholders from the government, civil society, and donor organizations will be present.

## II. STRATEGY FOR CAPACITY DEVELOPMENT & ACTION PLAN

The Strategy and Action Plan for Capacity Development is based primarily on the three national Thematic Assessment reports (biodiversity, climate change, and desertification) and resulting Cross-Cutting Analysis study. It also incorporates the lessons learned from other NCSA processes across the world and the various relevant documents presented via the UNDP and GEF.

### Box 1: Capacity Development

The NCSA is essentially concerned with a country's *capacity* (*the abilities of individuals, groups, organizations, and institutions to address the priority environmental issues as part of efforts to achieve sustainable development*). *Capacity development* is thus a process of promoting changes for adoption of new duties, knowledge, behavior, values and policies in order to enable more effective sustainable development. The NCSA process aims to prepare a *capacity development plan*, defined as *the objectives and actions required to improve the ability of individuals, institutions and systems to make and implement decisions, and to functions in an effective, efficient and sustainable manner*.

The Plan provides sustainability by identifying the capacity development objectives and strategic principles, as well as providing a framework for implementation. The main objective of the Plan is strengthening of the systemic, institutional and individual capacities for implementation of the Rio conventions.

### A. Summary of Priority capacity deficit areas, capacity development objectives, and strategic principles

The cross-cutting paper identified seven *priority capacity deficit areas* across the systemic, institutional and personal levels with regard to the three Rio conventions. These are:

- A. National policy and strategy
- B. Legislative and regulatory framework
- C. Institutions, environmental management, and stakeholder participation
- D. Monitoring, assessing, and observation capacity (data management)
- E. Public awareness and education; knowledge/information-sharing and dissemination
- F. Science/research expertise and technology transfer
- G. Funding and incentive systems

It also derived the following *capacity development objectives*:

1. Mainstream Rio issues (biodiversity, climate change, and land degradation) to be mainstreamed within national plans/strategies.

2. Develop effective national policy planning tools/strategies
3. Enhance link between science and policy-making
4. Ensure passage of relevant legislation in timely and consistent fashion; harmonize laws
5. Implement and enforce legislation/standards dealing with biodiversity, climate change, LD
6. Train judiciary/lawyers on environmental matters
7. Strengthen capacity for—and coordination/cooperation among—institutions responsible for environmental management
8. Decentralize environmental management to allow for effective participation by local communities
9. Develop/upgrade monitoring and observation systems
10. Develop assessment and data management capacity
11. Improve public awareness regarding Rio issues/themes
12. Integrate Rio themes into educational curricula in schools and universities
13. Increase exchange and dissemination of information and knowledge
14. Improve scientific research and expertise with regard to Rio themes
15. Build capacity for environmentally-friendly technology transfer
16. Increase (national and international) funding mechanisms for implementation of Rio conventions
17. Develop appropriate incentives to promote Rio agreements

***Strategic Principles (expand a little)***

The following strategic principles—values and priorities—were developed based on the principles developed by the NSCA process. These principles include:

- 1- *Integration of capacity building into overall framework/strategy for sustainable development* (which integrates the environment, economy and society into all components of development);
- 2- *National ownership of process* (including gaining requisite political will and pro-active approach to setting priorities rather than submitting to donor-driven processes);
- 3- *Multi-stakeholder consultations and decision-making* (including de-centralization)
- 4- *Strengthening partnerships among public institutions, civil society, private sector, scientific/research communities, and local communities;*
- 5- *Adopting a holistic approach to capacity building* (individual, institutional, system).
- 6- *Dynamic nature of capacity building* (old and new, etc.)

**B. Actions to be Implemented**

The action plan incorporate priorities from the cross-cutting synthesis as well as the thematic assessment reports. The activities below should be prioritized and adopted at the first meeting of the Working Group (WG) of convention focal points (see section III below for more on the WG).

The financial requirements for these activities have not been identified, as they need to be addressed by the WG. Once adopted, they should be provided for by both national budget and donor support.

Figure 1: Proposed Action Plan Activities

#	<i>Capacity Development Areas/Activity</i>	<b>Responsible institutions</b>	<b>Time period</b>
A	<i>NATIONAL POLCY &amp; STRATEGY</i>		
A.1	National sustainable development strategy and action plan	CoM, MoE, CDR	Two years
A.2	Strategy for international cooperation/implementation of MEAs (including prioritizing obligations and opportunities from the Rio conventions)	MoE, MFA	6 months
A.3	National strategy and action plan for GhG abatement	MoE	6 months
A.4	National Forest strategy and action plan	MoA, MoE	6 months
A.5	Revise and implement Land use planning and management strategy	CDR, MoA, MoE, DUP	6 months
A.6	Operationalize NBSAP, NAP, and INC respectively	MoE, MoA	On-going
B	<i>LEGISLATIVE &amp; REGULATORY FRAMEWORK</i>		
B.1	Operationalize Law 444 (environment code) by issuing decrees	CoM, parliament	
B.2	Implement draft laws/decrees/regulations that are pending (biosafety, access/benefit sharing, integrated coastal area management, EIA, SEA, ban on import of ozone-depleting substances, etc.)	Parliament, CoM	
C	<i>INSTITUTIONS &amp; ENVIRONMENTAL MANAGEMENT</i>		
C.1	Establishment of a Working Group (with requisite funding) that coordinates the implementation of the Rio conventions and prepares joint strategies for funding, reporting, research	MoE, MoA	1 month
C.2	Establish/ensure adequate funding for National biodiversity, climate change, and desertification committees	MoE, MoA	3-6 months
C.3	Create (non-technical) policy coordination and operationalization position(s) within MoE to support working group and national committees		
C.4	Training program for personnel in governmental institutions regarding policy analysis and negotiation skills		1-2 years
C.5	Program for training and strengthening of the capacity of local level for implementation of the Rio obligations		1-2 years
D	<i>MONITORING, ASSESSING, and OBSERVATION</i>		
D.1	National program for monitoring and data management in the three thematic areas observation and measuring methodologies and research)		
D.2	Creating national monitoring network (for the three		

	thematic areas)		
D.3	Development of national system of indicators for monitoring of the state in the three thematic areas		
D.4	Establishment of mechanisms for cooperation between data management institutions		
<i>E</i>	<i>PUBLIC AWARENESS &amp; EDUCATION</i>		
E.1	Strategy and Action Plan for public awareness and knowledge-sharing with regard to Rio Conventions		
E.2	Program for integration of biodiversity, land degradation/desertification and climate change issues in the education programs at all levels		
E.3	Strategy and program to raise awareness among decision-makers (parliamentarians, ministers and DGs, municipalities, etc.)		
<i>F</i>	<i>SCIENCE/RESEARCH EXPERTISE &amp; TECHNOLOGY TRANSFER</i>		
F.1	Strategy for intensifying research in three thematic areas (introducing comprehensive research and study methodologies, financing scientific-research activities, support of young researchers)		
F.2	National strategy for (environmentally friendly) technology development and transfer		
<i>G</i>	<i>FUNDING &amp; INCENTIVE SYSTEMS</i>		
G.1	Develop tax and customs incentives for environmentally friendly technology		
G.2	Create incentives for individuals and companies to adopt environmental friendly practices		
G.3	Development of criteria and procedures for financing projects in environmental sector in the thematic areas		

### III. STRATEGY & ACTION PLAN IMPLEMENTATION

The key to implementing this Strategy and Action Plan is anchoring them into national development priorities and policies. This, in turn, requires new and strengthened institutions and capacities necessary to translate the Rio agreements (and other international instruments) into action at the national and local levels. Of course, producing effective information and knowledge management (such as monitoring systems) and engaging the public (via awareness and educational campaigns) are fundamental principles that must underpin the whole process of implementation.

While the MoE—supported by international and national experts and funded by the national budget as well as by donor organizations—would take the lead role in implementing the Strategy and Action Plan, it can only be effectively implemented if all the concerned authorities (on the

national and local levels) participate in the true spirit of a sustainable development framework. This, to be sure, is very difficult given the current lack of (i) political will and awareness among Lebanon's decision-makers, (ii) institutional coordination among the various ministries and public authorities, and (iii) requisite funding, particularly from national sources. However, Law 444 (known as the Environment Code) already proposes an ideal structure which could address all three of these challenges. First, it proposes the creation of a **National Council for the Environment** (NCE) consisting of 14 members drawn equally from concerned ministries and civil society (including private sector). Second, it calls for the establishment of a **National Environment Fund** (NEF) enjoying financial and administrative autonomy, and which would receive both regular national funding via the national budget as well as international funding from donor organizations and foreign aid. The fact that Law 444 was passed by the Parliament represented an important step towards express political support. However, the Lebanese authorities have yet to issue the requisite decrees needed to operationalize the various component of the Environment Code. Doing so by establishing the NCE (along with the NEF) would thus send a powerful signal that there is political will to abide by Lebanon's national and international environmental commitments, including thus contained in the Rio agreements.

Figure 2 below depicts the envisioned implementation mechanism envisioned by this Plan.

It is proposed that the Council of Ministers (CoM) also establishes a cross-cutting "**National Steering Committee**" (NSC) composed of highest appropriate level of representation from the concerned line ministries that would serve as a decision/policy making (or, if this is not possible, advisory) structure for the issues covered by the Rio Convention. Such a NSC—which would report directly to the CoM until the NCE is enacted, after which it would report to that body—would thus deal with strategic planning, implementation and legislative requirements for successful implementation of the instruments and other related initiatives. The NSC should have its own budget allocation (with resource allocation responsibilities) and be vested with the necessary authority as fits its mandate.

The NSC, in turn, would work directly with **independent national committees** for biodiversity, desertification/land degradation, and climate change respectively. These thematic committees—composed of experts from academia, research institutes, civil society, and private sector as well as concerned ministries and public agencies--need to be established or operationalized effectively as soon as possible. Given the importance of forests as a cross-cutting issue and the fact that the Forest Principles were also negotiated at Rio, it is further suggested that a national forest committee be formed along the same lines.

It is further suggested that a "**Working Group**" (WG) be established as a permanent forum to enhance institutional coordination across the Rio conventions (and other MEAs as decided). The WG would meet regularly—at least once a month and otherwise be in correspondence—be composed of the convention focal points, and supported by the MoE (particularly the department responsible for international cooperation). The WG's mandate should include coordinating and following up with the Strategy and Action Plan implementation; preparing reports for joint funding, coordination and implementation to be given to the NSC for adoption; organizing the NSC committee meetings; coordinating with the thematic national committees; as well as

creating and regularly updating a dedicated webpage with all information, studies, and data from the three (or more) thematic areas.

The MoE would host the WG meetings, coordinate and provide support for the national committees, and of course play an important lead role in the NSC and NEC when they are formed. It is suggested that a convention policy/implementation team be created within the MoE to support (a) policy analysis and synergies across the thematic areas covered by Rio (and other MEAs as) and (b) to support the WG. The terms of reference (ToR) of those employed for this team should not be purely technical, but able to see the bigger policy picture.

FIGURE 2: PROPOSED ACTION PLAN IMPLEMENTATION INSTITUTIONS

