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مصرف لبنان
BANQUE DU LIBAN

THE FEDERATION
OF CHAMBERS OF COMMERCE,
INDUSTRY & AGRICULTURE IN LEBANON



اتحاد
غرف التجارة والصناعة
والزراعة في لبنان



Co-funded by
the European Union

Partnerships for Climate Change

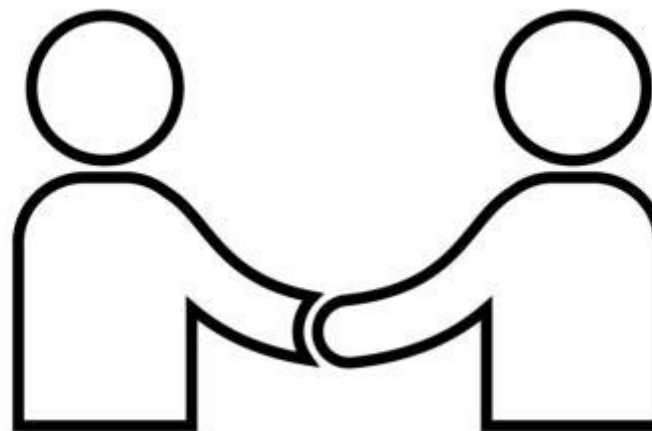
February 1st, 2017

in cooperation with



Project implemented by
AGRICONSULTING CONSORTIUM
Agriconsulting Agrer CMCC CIHEAM-IAM Bari
d'Appolonia Pescares Tyrsa Sviluppo Globale

- Name
- Organisation
- Background



1. Help NGOs develop projects that meet corporate requirements
2. Support NGOs create effective proposals
3. Guide NGOs to communicate more effectively

Overview on climate change

Module 1: Be in their shoes: evaluating project proposals

Module 2: Project Dynamics: Business & NGO expectations

Module 3: Understanding stakeholder relationships

Module 4: Project management for impact maximisation

Module 5: Effective Communication

INTRODUCTION

- Climate Change: **significant and lasting change** in the statistical distribution of **weather patterns** over periods ranging from **decades to millions of years**.
It may be a **change in average weather conditions**, or in the distribution of weather around the average conditions (i.e., more or fewer **extreme weather events**).
- INDC: *Intended **N**ationally **D**etermined **C**ontribution by 2030*
- Climate Mitigation: An anthropogenic intervention to reduce the sources or enhance the sinks of greenhouse gases
- Adaptation: An action / actions taken to help communities and ecosystems cope with **changing climate** condition

Paris Agreement

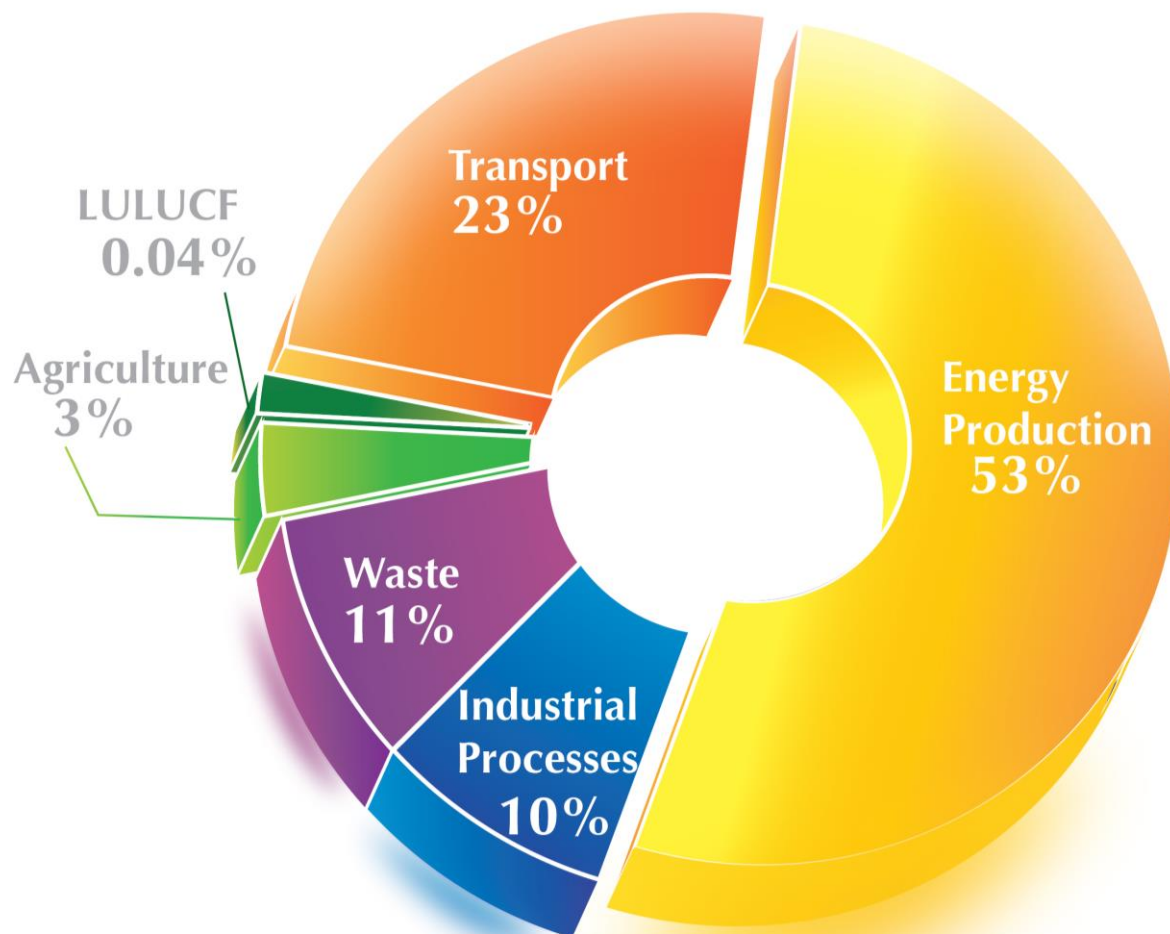
Lebanon is a party to the UNFCCC since 1994

Lebanon signed the PA in April 2016

All Parties must provide emission reduction and adaptation targets (INDC) to fight climate change

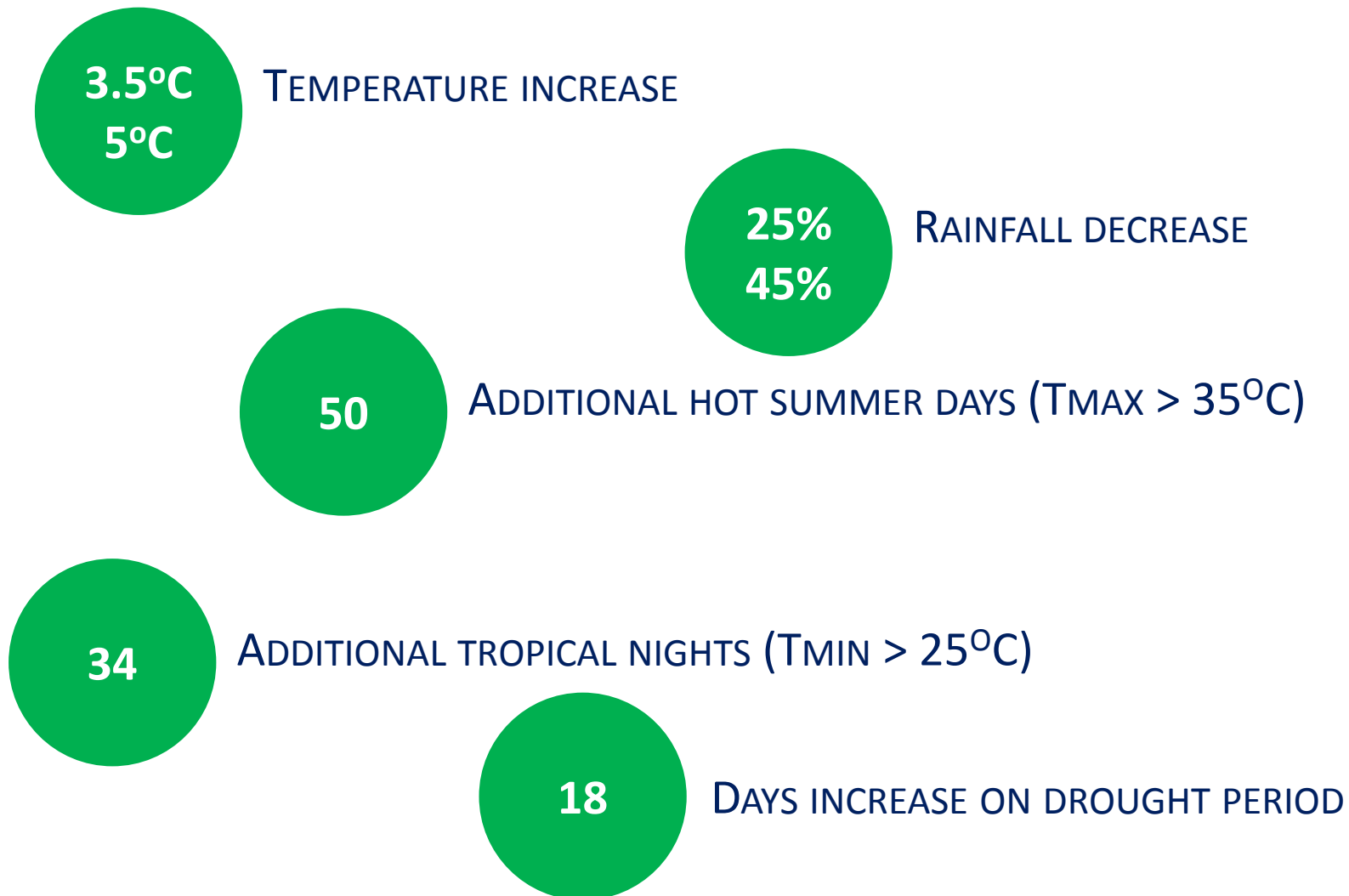


LEBANON – BACKGROUND INFORMATION



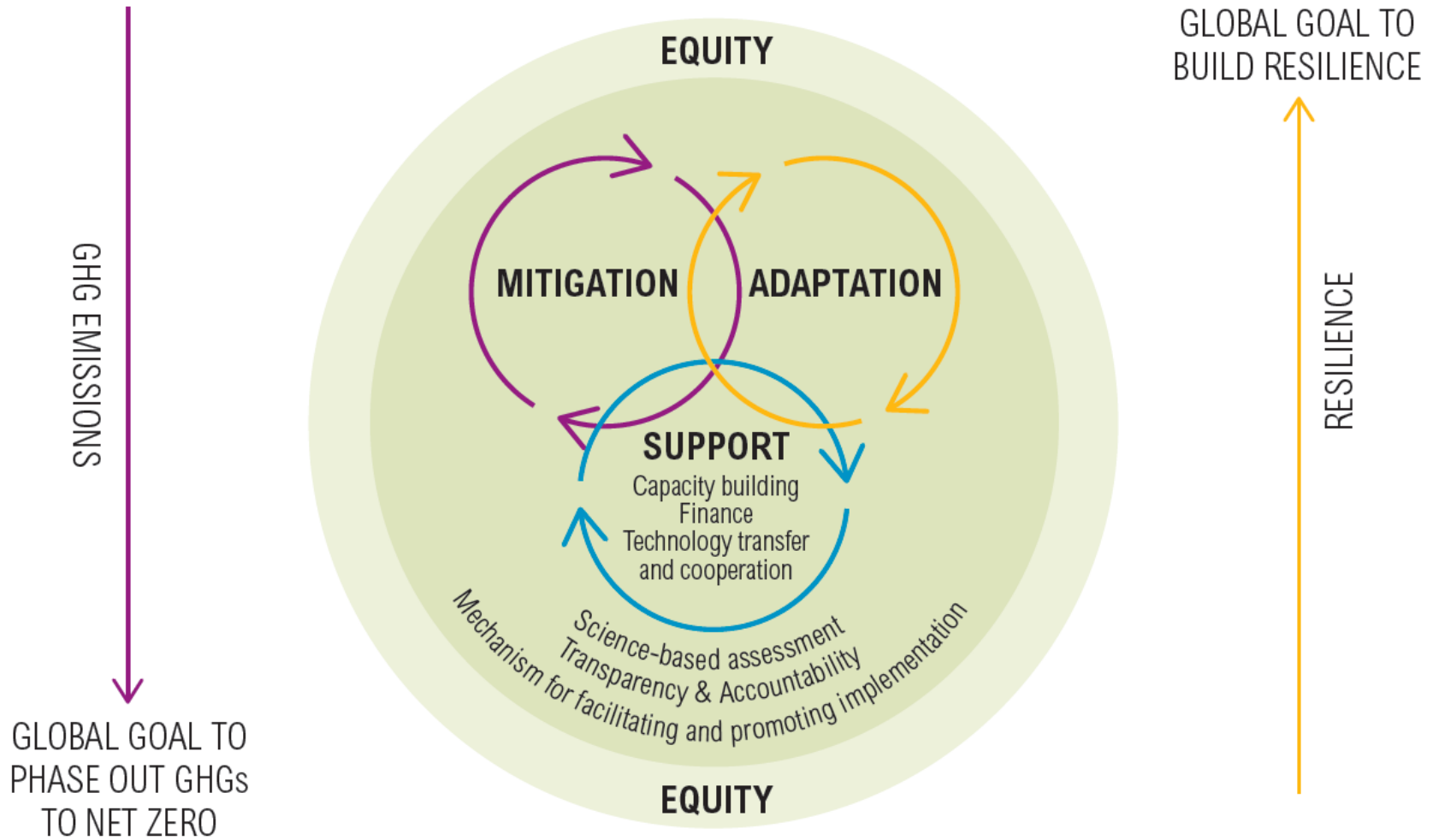
**26 million tons of CO₂eq.
0.07% of global emissions**

MAIN CLIMATE PROJECTIONS BY 2090



- Exacerbation of existing challenges to water availability and quality
- Reduction of 40% to 70% of the snow cover of Lebanon, and shift of elevation of snow (from 1,500 to 1,900 m)
- Geographic dislocation of plantations (cherry, citrus, apple, etc.)
- Sea flooding and inundation due to increase in the mean sea level, or in the frequency and intensity of episodic events
- Financial losses in coastal and marine economic activities (tourism, agriculture, fisheries, transportation)
- Sea flooding and inundation due to increase in the mean sea level, or in the frequency and intensity of episodic events

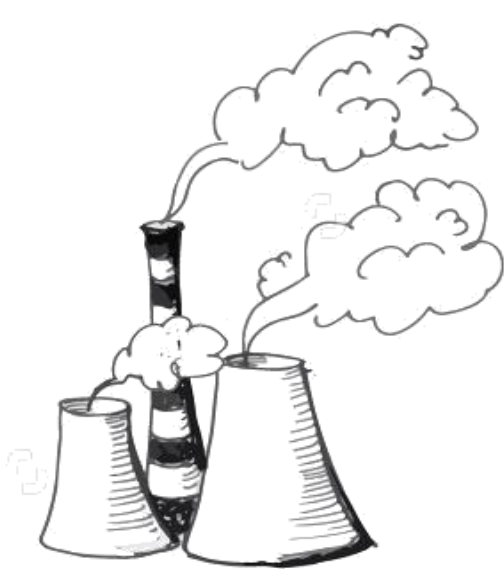
LEBANON – INTENDED NATIONALLY DETERMINED CONTRIBUTION



LEBANON – INTENDED NATIONALLY DETERMINED CONTRIBUTION



Cut CO_{2e} emissions

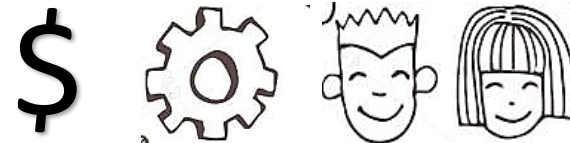


15%



Unconditional (UC) target

30%



Conditional (C) to finance, technical support and capacity building

- **Energy:**

Energy Efficiency (EE) and Renewable Energy (RE)

	EE	RE
Unconditional	3%	15%
Conditional	10%	20%



- **Transport:**

Public transport (PT) and fuel-efficient (FE) cars

	PT	FE
Unconditional	36%	%
Conditional	48%	20%



- **Forestry:**

Million Trees	
Unconditional	20
Conditional	26



- **Waste:**

Waste management through Energy Recovery (WtE) Treated & Reused (T&R)

	WtE	T&R
Unconditional	25%	51%
Conditional	30%	70%



Overarching objective: Adaptation in the INDC is tackled through mitigation actions with adaptation co-benefits

Highlights most vulnerable sectors as:

Water

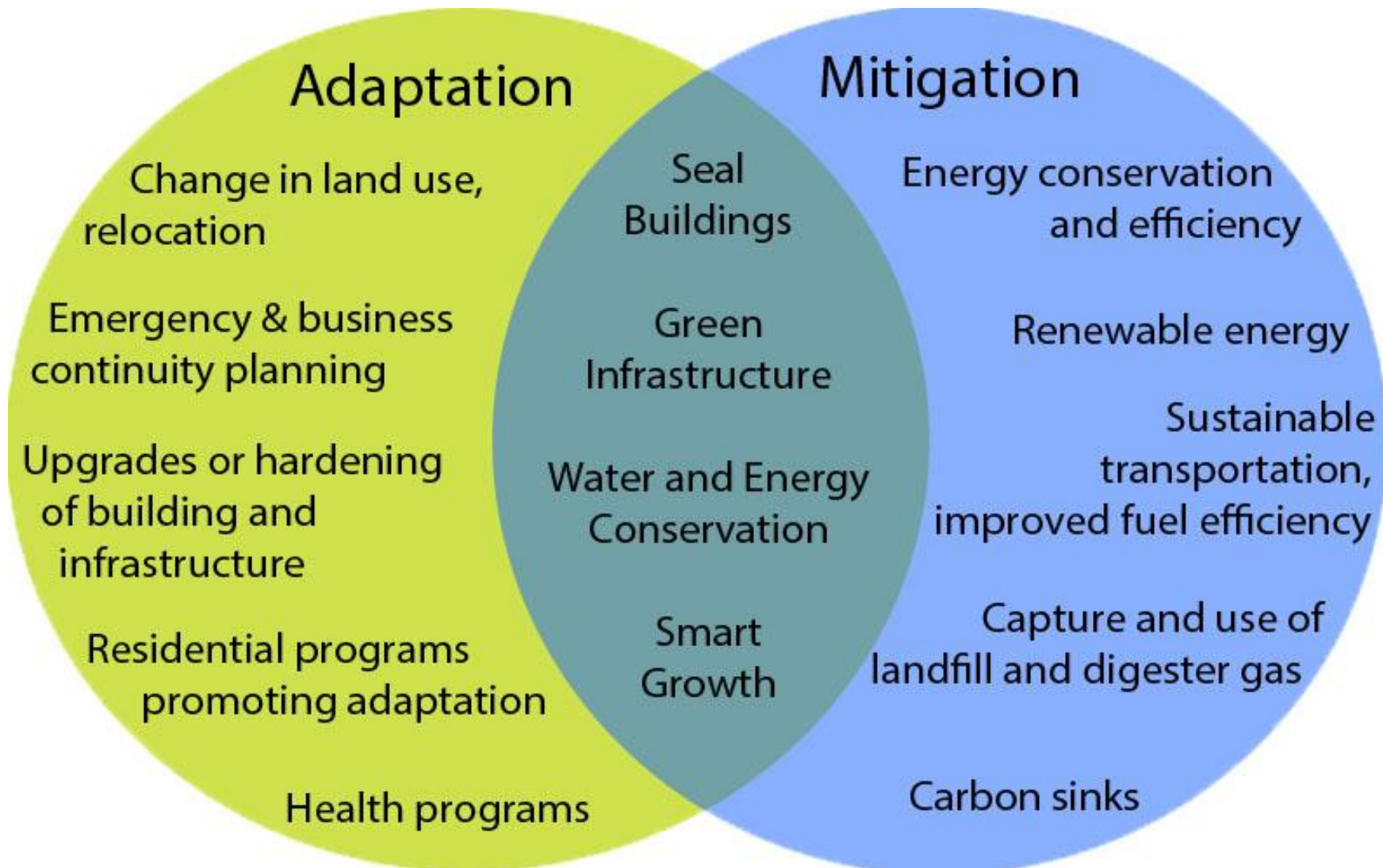
Agriculture

Health

Forestry

Biodiversity

EXAMPLES ON ADAPTATION & MITIGATION



MODULE 1


BE IN THEIR SHOES: PROPOSALS EVALUATIONS

NGO - ABC Sustainability & ABC village:

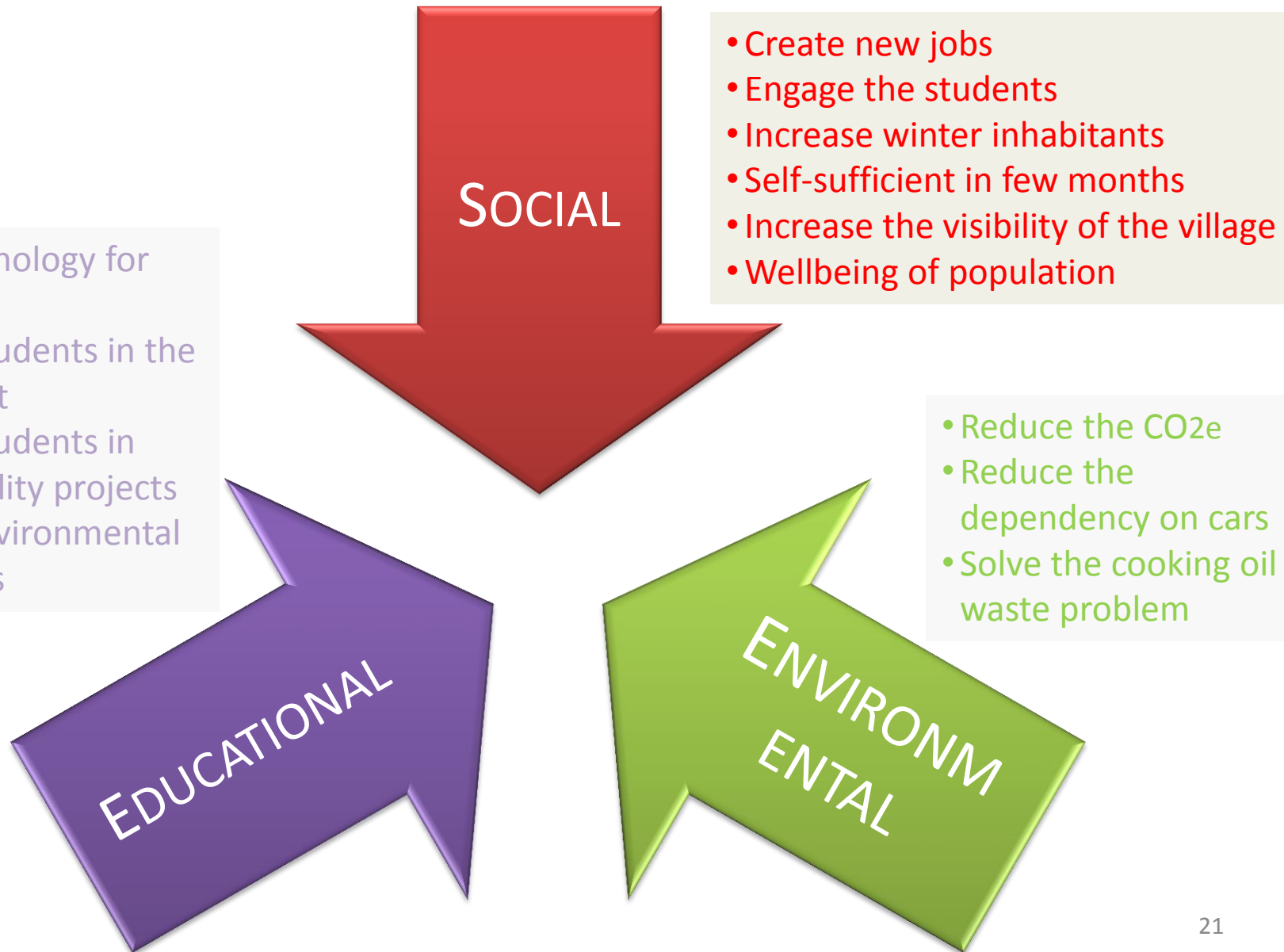
- Established in 2010, ABC Sustainability focuses its work in ABC village
- Part-time/project based paid members: 4
- Active members: 10
- Non-active members: 35
- ABC village is 90 Km far from Beirut
- ABC has 1,400 inhabitant (58% of them remain in winter)

BUS RUNNING ON USED COOKING OIL WITH A GREEN ROOF



- 
- Connectivity with Beirut;
 - Consume cooking oil;
 - Reduce the transport fees for oil providers;
 - Reduce the environmental impact of travellers;
 - Create more job opportunities;
 - Engage students in solving the transportation problem;
 - Increase inhabitant during winter;
 - Capture the interest of people driving near the bus;
 - Create awareness on the need of public transportation;
 - Create 6 jobs

- 
- The project has been done and uprunning in other parts of the world
 - Fund to buy **ONLY** one bus



CASE STUDY



Category	Items	Unit Price	Total Price (\$)
Salaries	Part time project manager	1,000	6,000.0
	Students' coordinator	1,000	4,000.0
	Transportation for three students	500	3,000.0
	Two full-time bus drivers	1,000	16,000.0
	Certified Accountant	750	750.0
Equipment	Diesel bus	22,000	22,000.0
	Replacement parts and maintenance	7,000	7,000.0
	Permit	400	400.0
Consumables	Bus tickets	800	800.0
	Print out materials	0.33	500.0
	Cooking Oil transporters	5	50.0
	Oil reservoir		
	Recycled wooden plates	100	100.0
	Soil and plants	100	100.0

CASE STUDY

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Preparation with partners	Active	Active	Active									
Preparing/building the bus			Active	Active	Active							
Running the bus service					Active	Active	Active	Active	Active	Active	Active	
Project review & evaluation			Active			Active			Active			Active

INTERESTED PARTIES (NOT EXHAUSTIVE LIST)	CONTRIBUTION
Country diesel bus providers	buy a suitable diesel bus
The local engineering faculty and technical school professors	create a team of teachers / students responsible of the modifications.
After sale department of the bus provider	help in the implementation of the modifications. and provide the parts for the students.
Local municipality	get the permit for the bus
Local communities and individuals	use the bus
Local restaurants and local households	provide used cooking oil for the bus
Local publishing houses / libraries	provide small explanatory booklets on the bus
ABC	Good coordination and management

SWOT ANALYSIS

Strengths

Weaknesses

Internal
Environment

Opportunities

Threats

External
Environment

Role playing

Split into 2 groups.

Group 1: takes up the role of NGO

Group 2: takes up the role of company

- Be clear & specific in defining the NGO/Municipality
- Have a website, Facebook or any social media account where they can see more on your activities
- Link the proposal to climate change (in this case)
- Focus on self-sufficient projects
- Be clear in describing the project and methodology
- Highlight sustainability of the project



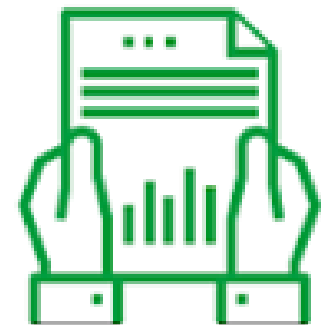
- Be clear and correct in your calculation, double check
- Support your proposal with real and valid numbers
- Show that you are transparent in using their money
- Make sure that you included every component you need your partner to support (no hidden costs)
- Include salaries if you need to, but be realistic



- **Never to do:**
 - Highlight that they can they use you for publicity (unless if you are a PR firm);
 - Use their money to facilitate the sales of other products or businesses;
 - Say “I have good reputation”, if so, they will call you for projects;
- **Always do:**
 - Understand their business requirements
 - Do research on their strategy: penetrating new markets, new regions
 - Highlight that the project will be self sufficient, companies look for innovation, not repeating the same project...



- Don't use broad terms: Marketing, awareness raising
- Give good indicators: tons of waste to be treated
- Submit a complete applications (CVs)
- Be innovative but realistic (Bikes for free?)
- Write a good proposal
- Know to whom you are presenting the proposal



Link to Climate change

MITIGATION
CO₂ reduction

Energy saved in kWh
Waste composted in tonnes
Forest planted in hectares

ADAPTATION
Increase resilience

Saved water or increased
availability in liters
Forests planted in hectares
Preserved biodiversity
Improved emergency health
care
Diversified tourism

MODULE 2

BUSINESS & NGO EXPECTATIONS

Split into 2 groups. Discuss within your group

Group 1:

What do **NGOs** expect/require from companies?

Group 2:

What do **companies** expect/require from NGOs?

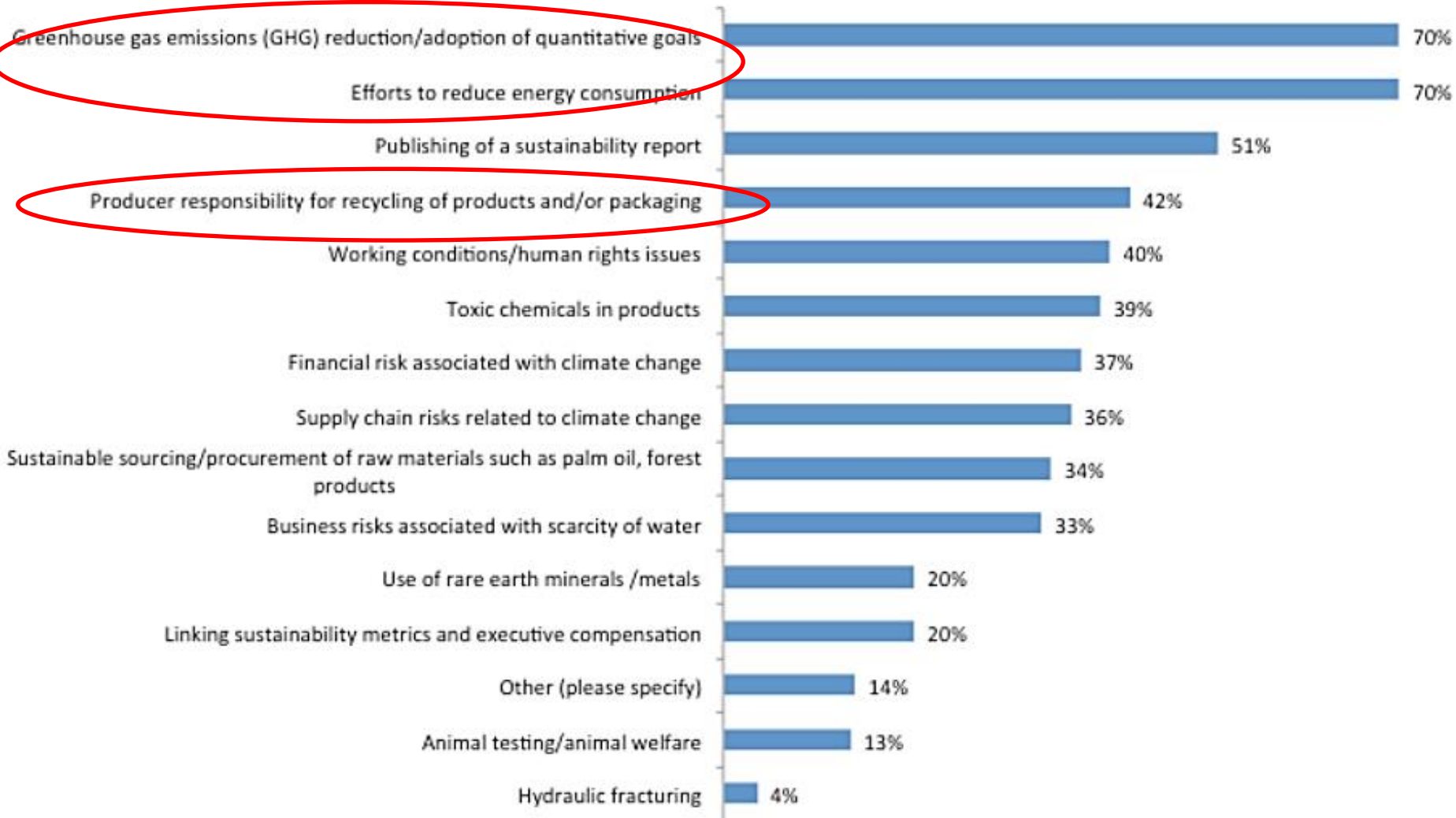
How is this knowledge going to positively change the way you approach a potential partner?

MODULE 3

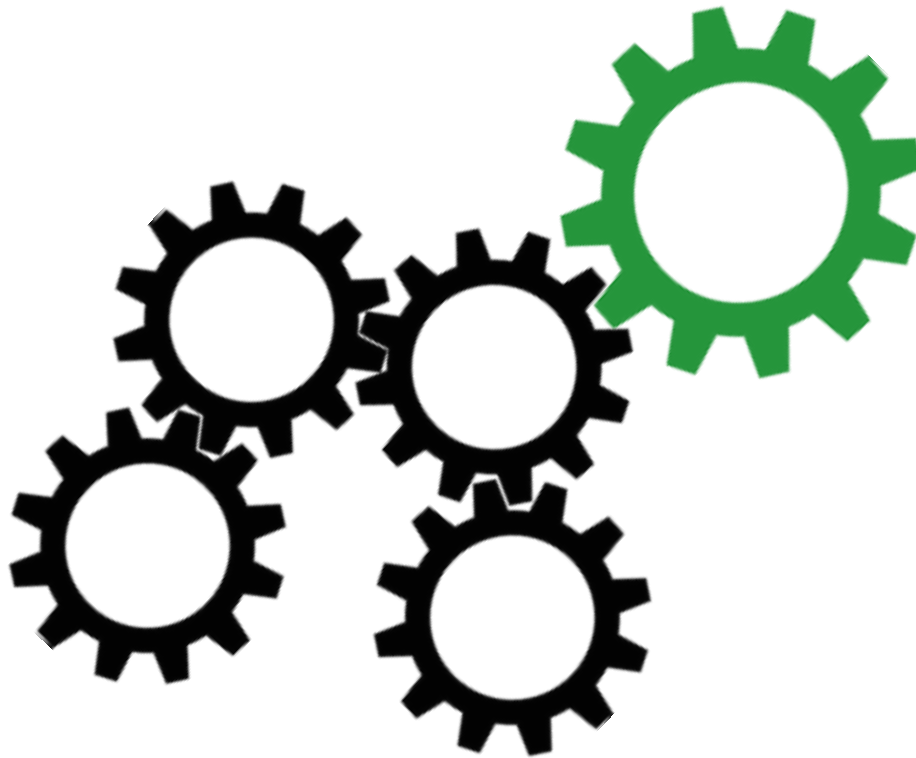
UNDERSTANDING STAKEHOLDER RELATIONSHIPS

- What do we mean by stakeholders?
- Why are they so important
- What do we mean by stakeholder engagement?
- Why is stakeholder engagement so important?

SUSTAINABILITY RELATED TOPICS SHAREHOLDERS AND INVESTORS ASK ABOUT



Individuals or groups who are **affected** directly or indirectly by the company activities or **affect** company activities & decisions.



STAKEHOLDERS



Split into 2 groups. As a group please define:

Group 1:

- Define the stakeholders of NGOs

Group 2:

- Define the stakeholders of private companies

- Time & Resources required
- Manage expectations of stakeholders and company
- Lack of transparency
- Current corporate culture
- Some stakeholders may be under/over estimated
- Parties not seeing the importance of the engagement
- Need for senior endorsement
- Identifying the starting point
- Fear of Change
- Who is the driver –the company or the stakeholder?

After this exercise, what are you going to change in the way to structure your proposals for partnerships?

MODULE 4

PROJECT MANAGEMENT EXPECTATIONS

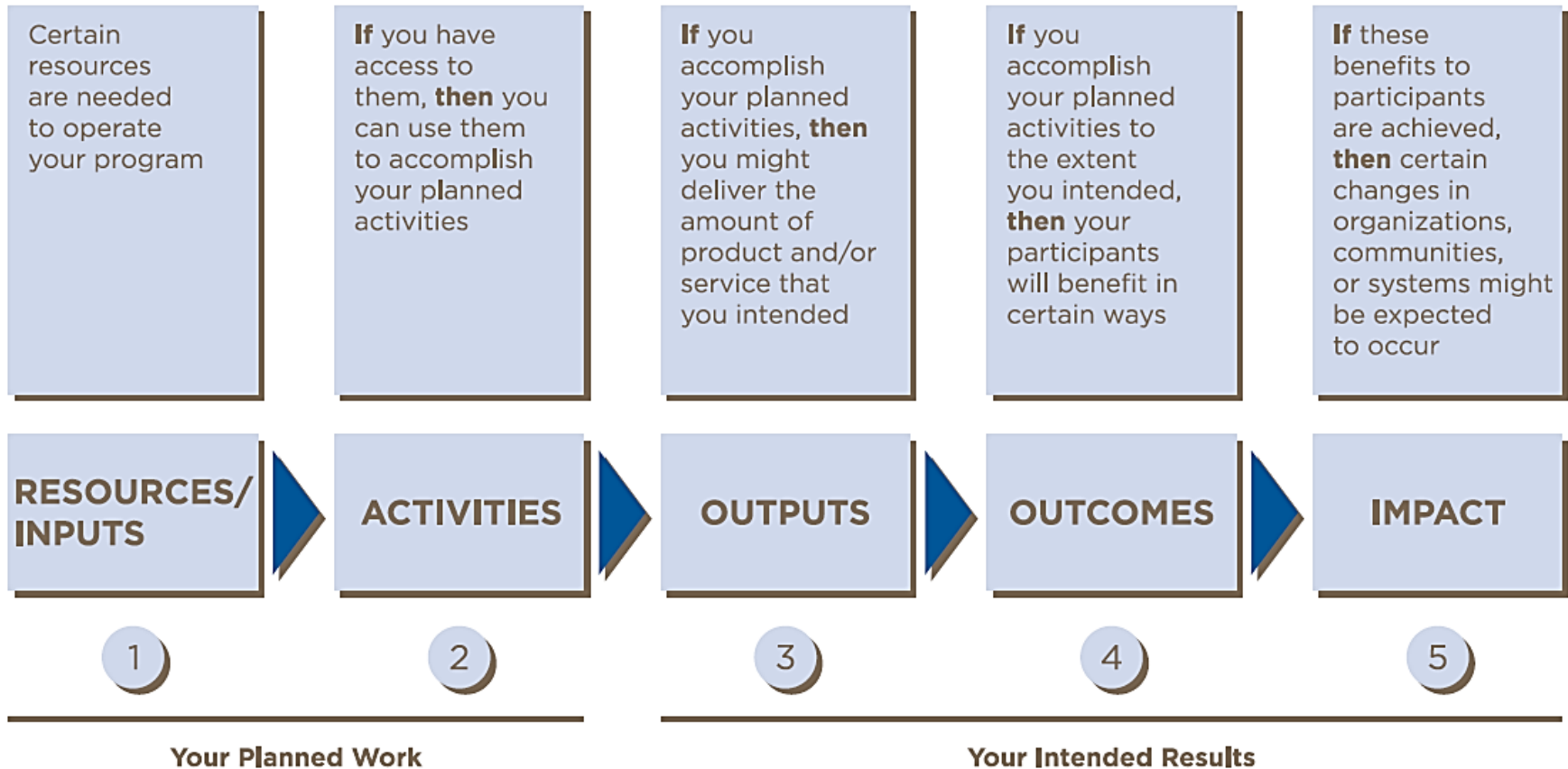
- What are the steps of a project?

GROUP WORK-

IDENTIFY THE STEPS OF OUR CASE STUDY

Resources/ Input	Activity	Output	Outcome	Impact
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MEASUREMENT AS A PROCESS



Basic Logic Model. Source: W. K. Kellogg Foundation Logic Model Development Guide.

Good Performance Measures:

- A way to see if our strategy is working
- Focus on what matters most to success
- Allow measurement of accomplishments, not just of tasks
- Provide a common language for communication
- Defined specific information (eg owner, unit of measure, collection frequency, data quality, expected value, targets)
- Measure the right things
- Are specific

MODULE 5

EFFECTIVE COMMUNICATION

THE KEY SKILL: COMMUNICATION!

“Sustainability is too big a job for any one person or any one organization to get done alone.”

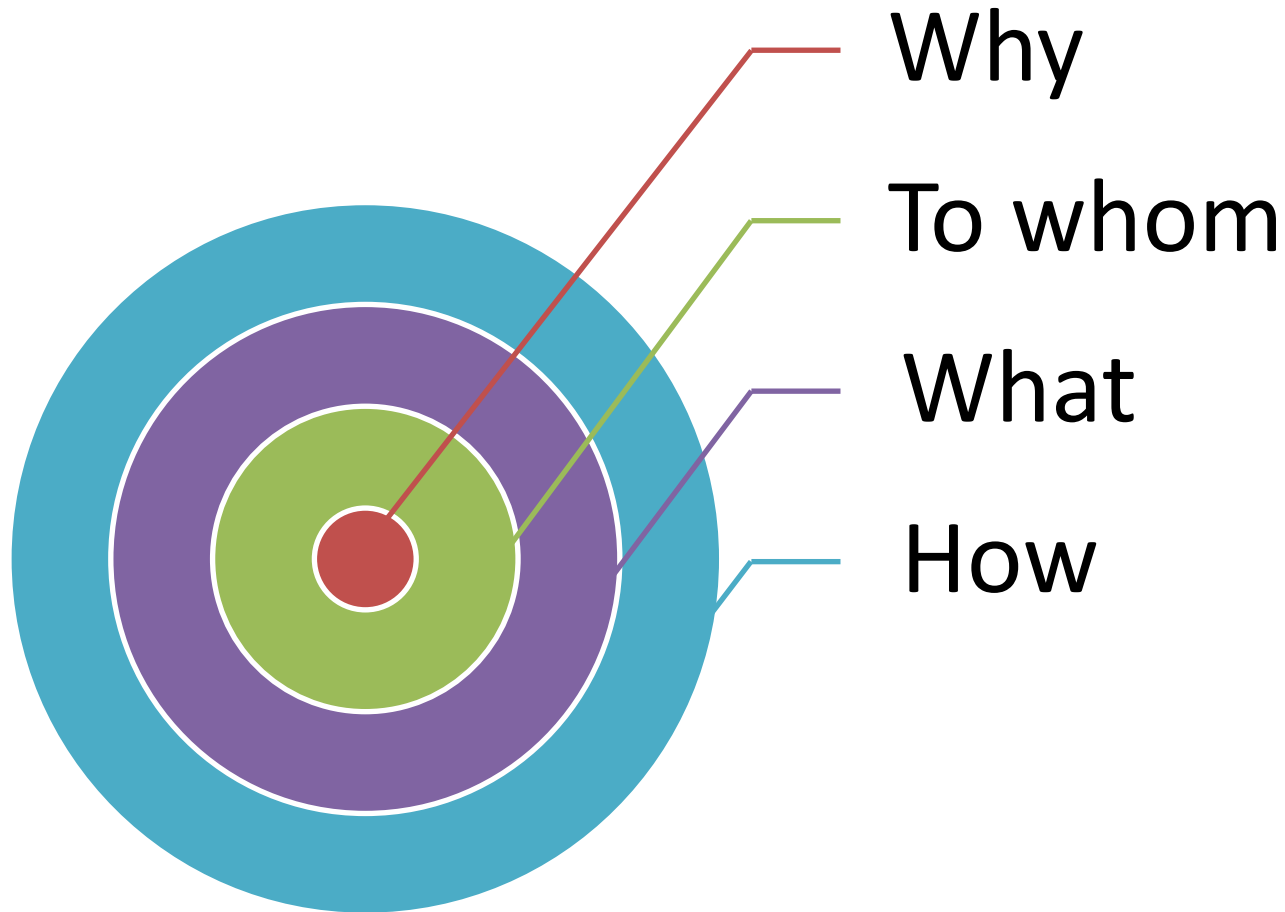
– *Anonymous*

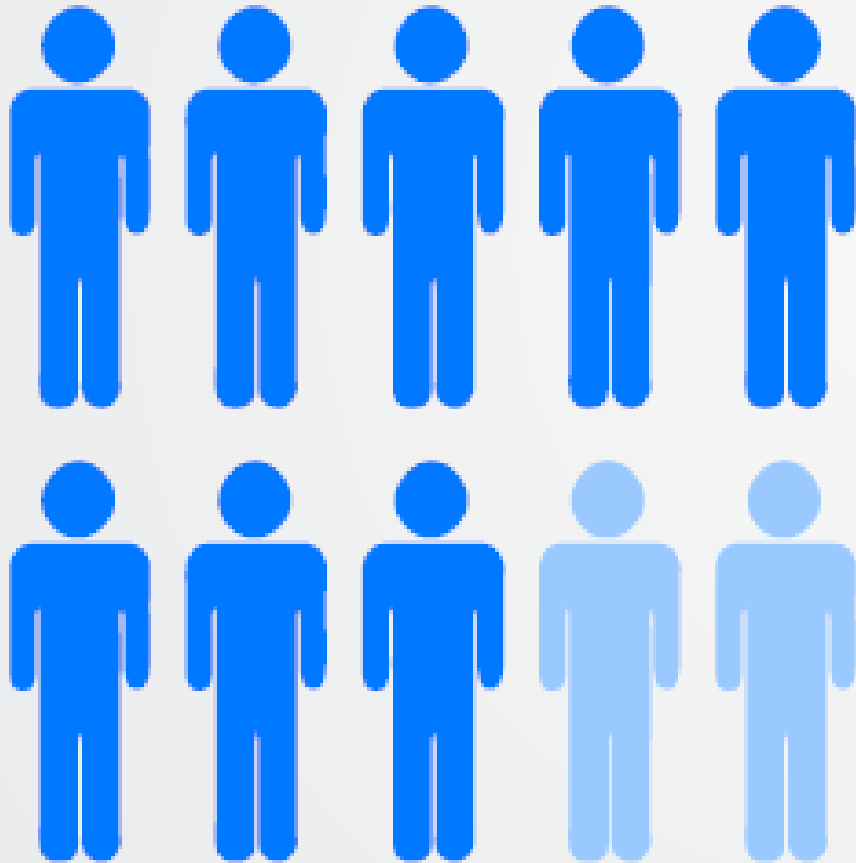
“It's all about change. It's the ability to encourage and influence the business to scale it up. Ultimately my job is to show people that we need to change, change is possible, and there is something that we need to get to.”

– *Bart Alexander, Molson Coors*

“You have to have the ability to create a vision for the future, and have the communication and intercultural skills to translate that into bits that people can chew on.”

– *Bart Alexander, Molson Coors*



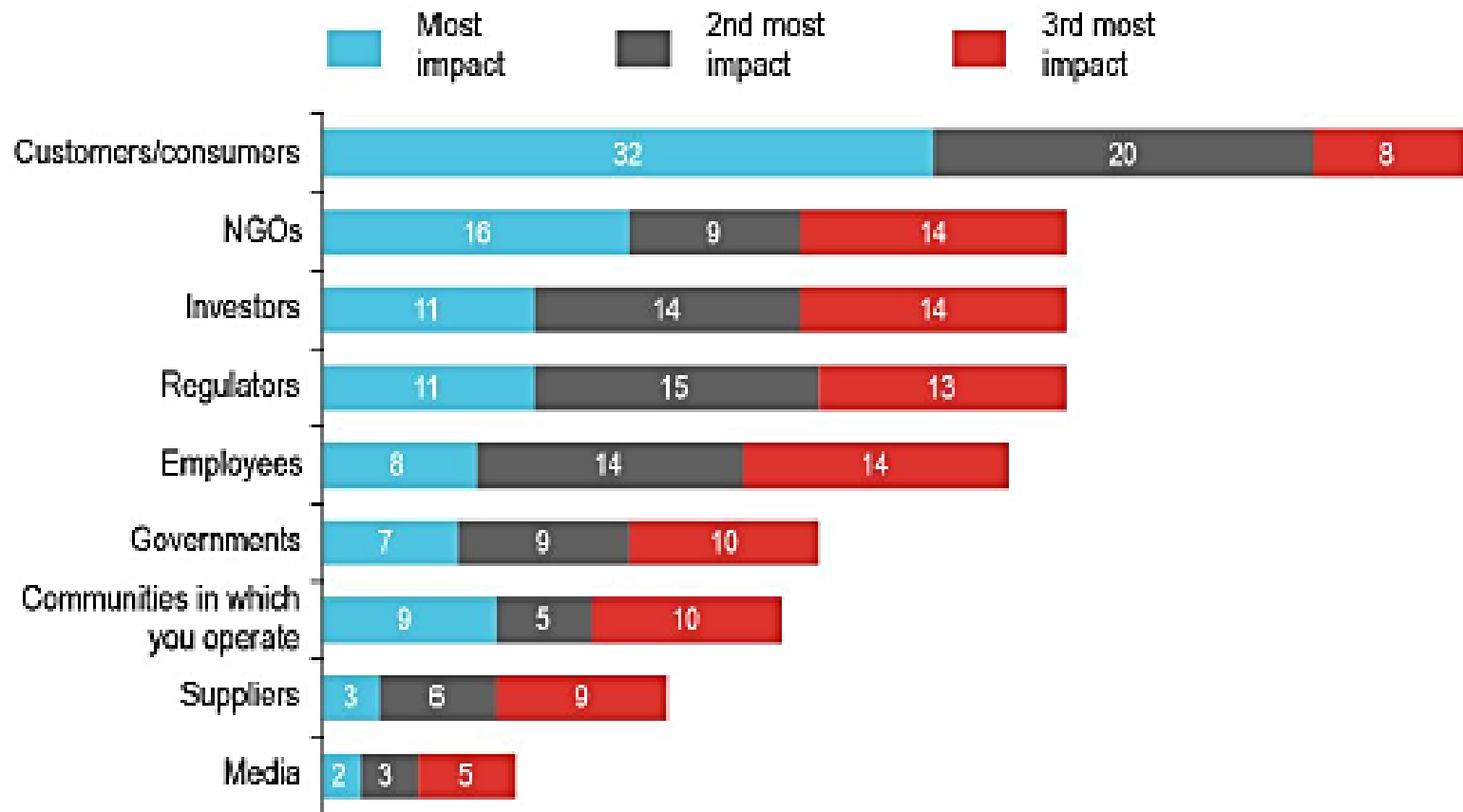


80% agree

▲ up from 74% in 2015

“A company can take specific actions that both increase profits and improve the economic and social conditions in the community where it operates.”

WHICH STAKEHOLDERS IMPACT COMPANIES THE MOST ON SUSTAINABILITY?



BSR16 13c

Demonstrate your strategy/plan

Use facts and numbers to highlight your impact

Prioritise and focus on what matters

Have a purpose/clear objective

What are the key impacts of our selected case study?

Group work

- Prepare the key points to communicate to your selected stakeholder group

**Local
community**

-

-

Municipality

-

-

Businesses

-

-

THE KEY SKILL: COMMUNICATION!

“It is easy to make a mall green in terms of technology, in terms of infrastructure, however to be sustainable it is more important to engage the community at large to learn about sustainability — to know about energy conservation, waste recycling, water conservation”

- Allen Ang, Head of Innovation & Green Building at CDL.

CLOSING REMARKS

ABOUT AGLAIA NTILI



SUSTAINABILITY KNOWLEDGE GROUP



Aglaia is the Managing Director of [Sustainability Knowledge Group](#), providing Sustainability and CSR advisory and training services at international corporate level. She is the founder of [CSR Coaching](#), supporting professionals in Corporate Responsibility and Sustainability, and the founder of the [CSR & Sustainability meetup](#), the 1st and only open platform to support active learning and knowledge sharing on CSR and Sustainability in the UAE. Aglaia is the Chair of the UAE Chapter of the International Society of Sustainability Professionals (ISSP), the only professional body for Sustainable Professionals in the region.

With nearly 15 years' experience in the fields of Sustainability Strategy, Reporting, Training, CSR Programs, Stakeholder Engagement, SROI, Quality, Performance, Environmental Management and Systems Implementation, Aglaia has made important contributions as practitioner, trainer, coach and advisor.

To date, she has trained over 450 professionals from the Middle East, Europe, Asia, Africa, and North America on sustainability topics including: Strategy, Reporting, CSR Programs, Stakeholder Engagement, SROI, Quality, Performance and Environmental Management. She has led Sustainability projects in Construction, Consulting, Banking, FMCG, Education, Local Authorities, Oil & Gas, Telecommunications, Pharmaceuticals, NGOs, Cosmetics, Technology, Shipping, Facility Management, Concessionaire and Hospitality

Aglaia developed the Middle East and Greek local standard version of GRI G3.1, G3.1 & G4 Bridging Module and G4 Training for local providers. Her qualifications include: MBA • MSc in Total Quality Management & Business Excellence • ISO 9000 Lead Auditor • EFQM Accredited Excellence Assessor • Institute of Environmental Management & Assessment (IEMA), Global Reporting Initiative (GRI), Institute of Leadership & Management (ILM) approved trainer.



SUSTAINABILITY KNOWLEDGE GROUP



ABOUT RAWAD MASSOUD



Rawad Massoud is a senior level executive with 7 years of experience in the field of air pollution and climate change with emphasis on greenhouse gas emission auditing and reduction.

Rawad Massoud is the co-founder of V4 Advisors, which is the only private company in the Middle East and Africa that is authorized by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) to audit the Carbon

Footprint of establishments as per the "Built on GHG Protocol" standard. Mr. Massoud has solid experience in GRI-4 requirements and reporting.

Prior to V4 Advisors, Rawad Massoud was one of the core team members of the American University of Beirut (AUB) to research and monitor air pollution levels.

Rawad has actively participated in Clean Energy Business Council events and was invited to 2 consecutive panel discussions during their annual meetings in Dubai to talk on GHG audit, Climate Change and Waste to Energy challenges.

Rawad Massoud holds a Masters degree in Risk Assessment in toxicology and environmental health from Utrecht University in Utrecht Netherlands and Bachelors degree in chemistry and Biochemistry from the Lebanese University.

Our clients include*

- Banking
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- Education
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- Local Authorities
- Oil & Gas
- Pharmaceuticals
- NGOs
- Shipping
- Telecommunications
- Technology

* *sample clientele*





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Thank You!

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