

UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT****Lebanon****Project Title:** Environmental Rehabilitation through the enhancement Of Integrated waste management - EROI**Project Award Number:** 00106573 – **Project Output Number:** 00107249**Implementing Partner:** UNDP (DIM)**Start Date:** 01 July 2020**End Date:** 31 December 2021**PAC Meeting date:** 13 July 2020**Brief Description**

Given that the Bekaa region hosts a large portion of refugees and is highly affected by the increase in waste production, and given that the Municipality of Zahleh already has a functioning sanitary landfill that however needs additional support (as per detailed assessment study conducted in summer 2016), “Environmental Rehabilitation through the enhancement Of Integrated waste management – EROI” project aims at providing additional institutional support to both the Ministry of Environment (MoE), responsible for solid waste management at the national level, and to the Municipality of Zahleh to expand, better manage, and support in solid waste management in the Bekaa region.

Moreover, the updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites throughout the country of Lebanon has determined the location and size of all the Municipal Solid Waste dumpsites that require immediate intervention. The Solid Waste Management project targets to close/rehabilitate dumpsites in the vicinity of the Zahleh landfill given that this facility exists as a viable alternative for open dumping. The dumpsites, proposed for closure/rehabilitation, are in proximity to one another to ensure that any treatment of the waste or transport is efficiently done.

This will have a direct impact on the Litani river and Qaraoun lake, in terms of preventing further pollution and restoring the river quality. This has been flagged as a national priority for the country, based on the MoE/UNDP 2011 Business Plan for Combating Pollution of the Qaraoun Lake, later turned into a roadmap endorsed by all stakeholders, and which a follow up committee (basin committee) was established for by virtue of the Council of Ministers’ decision 32 of May 9, 2014.

UNSF Outcome involving UNDP: Outcome 3.3. Lebanon has improved environmental governance. CPD Output 4.2.: National Environmental Management strengthened; Outcome 4.3. Number of national development plans and processes integrating: biodiversity, renewable energy, energy efficiency, sustainable consumption and production, climate change, sound chemical management, and ecosystem services values. Indicative Outputs: 1) Legal and institutional support; 2) Technical research and policy support, and 3) Implementation to foster resilience and regional and national cross fertilization Gender marker: GEN2	Total resources required:	\$ 1,706,485 (exchange rate \$ 1 = € 0.879)	
	Total resources allocated:	UNDP TRAC:	
		Donor:	€ 1,500,000
		Government:	
	In-Kind:		
	Unfunded:		

UNDP

Ms. Celine Moyroud
Resident Representative

Date*: 10-Nov-2020

* The project start date was set in line the cost-sharing agreement; however, the Project document is submitted for signature in line with the receipt of the funds.

I. DEVELOPMENT CHALLENGE

Overall Background

The protracted Syrian crisis has severely affected Lebanon. As of June 2017, Lebanon has taken over 1,500,000 Syrian refugees and hosted the largest per capita refugee population. This massive influx of refugees has stretched the capacity to address the increased demand for services and resources, exacerbating social tensions between refugees and host communities. The impacts of the Syrian conflict on the solid waste sector are significant, with an estimated increase of 15.7 percent of the total solid waste quantities generated by Lebanese citizens prior to the crisis.

Lebanon generates around 6,500 t/d of municipal solid waste (MSW). The generation rates vary from around 0.7 kg/capita/day in rural regions to around 0.9 - 1.1 kg/capita/day in urban areas. MSW generated in Beirut and Mount Lebanon accounted for nearly 60% of the total MSW generated nationally. The incremental quantity of MSW attributed to displaced population is about 887-ton flow of the displaced population, accounting for 13.6% of the total MSW generated in Lebanon. In addition, there has been a 40 % increase in municipal spending on waste management since the beginning of the war in Syria in 2011. MSW is currently disposed of as follows: about 50% in uncontrolled dumpsites (about 940 dumpsites); about 35% in sanitary landfills (Bourj Hammoud, Ghadir River estuary, and Zahleh); and it is claimed that the remaining 15% of MSW is streamed into recycling process, where recyclable or reusable materials (paper, cardboard, plastic, metal, glass, etc.) are sorted, and organic matter is converted into compost in approximately 50 facilities in Lebanon.

The composition of the waste is in majority organic (50-55%), followed by paper and cardboard (15-17%), plastics (10-13%), metals (5-6%), glass (3-4%), and others such as textile, wood, and miscellaneous (10-12%). MSW is characterized by high moisture content, often exceeding 60%.

Almost all of the MSW generated in Lebanon is collected by public or private haulers (99 percent in rural areas, 100 percent in urban areas); however, management varies from one area to another. Nationally, 8 percent of MSW is recycled, 9 percent is composted, 51 percent is landfilled and 32 percent is disposed of in open dumps (MOE/UNDP/ECODIT 2011). In Beirut Mount Lebanon (BML) excluding Jbeil, a relatively advanced solid waste management (SWM) system was put in place.

Outside BML, full or partial waste management systems exist, such as:

- 4 main facilities and sanitary landfills in Zahleh, Joub Jennine, Bar Elias, and Baalbek
- a semi controlled dump in Tripoli,
- a sorting facility and an anaerobic digester (AD) in Saida that were put in place through private sector financing,
- Several small and medium sized sorting and composting plants (varying from 10 to 150 metric tons (t) per day) that have been or are being constructed by the Office of the Minister of State for Administrative Reform (OMSAR) with EU financing, and,
- small community-based composting plants built in selected villages through the United States Agency for International Development (USAID) financing.

In the remaining parts of the country, waste management is characterized by rudimentary collect and dump practices.

Identification of Issues

In the region of the Bekaa, a large portion of refugees are hosted in communities that are already highly affected by the waste issue. Zahleh in the Bekaa region however is one of the few municipalities that contains a sorting and composting facilities and a sanitary landfill that is operational and receives municipal solid waste from the town of Zahleh as well as adjacent communities. However, the facility in Zahleh needs additional support. A preliminary technical assessment and design was conducted in 2016 of the facility by the UNDP in partnership with the Ministry of Environment (MoE) in addition to consultation meetings with the municipality of Zahleh.

Currently, the municipality is facing issues with the treatment of the leachate generated from Sorting/composting facilities as well as the landfill. The landfill facility currently has 7 cells and the municipality plan is to expand it further or to introduce a Waste to Energy solution

In addition, several uncontrolled and unsanitary dumpsites exist in the vicinity of Zahleh that need to be closed and/or rehabilitated once these areas start sending their waste to the Zahleh facility. These open dumpsites pose a high health hazard to the surrounding communities and are detrimental to the surrounding environment, including but not limited to contamination of ground and surface water bodies, the soil and ecosystems around them.

negatively affecting public health including displaced population and children. In addition, the open burning practice has been taking place posing serious health risks for the country's residents including displaced people, especially for those living near dumpsites. Open burning of MSW releases very toxic and carcinogenic compounds, which will negatively affect the health of the population living in the vicinity such as increased risk of heart disease, cancer, skin diseases, asthma, and respiratory illnesses. In addition, open burning is the largest contributor to Particulate Matter (PM) 2.5 and 10, severely damaging the air quality in Lebanon. These dumpsites have direct and indirect impact on the Litani river and Qaraoun Lake in terms of pollution load and the river quality.

The need to close and rehabilitate these dumpsites have been flagged as a national priority for the country; especially after the approval of the ISWM Road Map in August 2019.

II. STRATEGY

To reform the country's highly pollutive and unsustainable solid waste management, several steps were adopted by the Lebanese government. In 2018 an important action towards implementing Integrated Waste Management System was taken with the endorsement of the new Law (law 80 of 2018) on waste management which was in discussion since 2005. On 11 January 2018, the CoM issued Decision # 45 that approved the sustainable Policy on Solid Waste which relates to the gradual closure and rehabilitation of open dumps. It sets out overarching principles for solid waste management and includes a combination of parts of all the previous decisions. In addition, the CoM in its meeting on August 27, 2019, has approved the Integrated Solid Waste Management Road map that was submitted by the Ministry of Environment (MoE). The Road map included several decisions directly related to the sector and covering multiple aspects.

Despite these improvements, the solid waste sector is still in a deficient situation due to the various challenges, lack of resources in the country and weak management. In consequence, local communities are seeking for the optimal solution to implement an integrated solid waste management practices in a friendly environmental way.

To this end, aligned with Lebanon National Plan, the project will focus on improving the integrated solid waste management practices and enhancing environmental rehabilitation and sustainable management of natural resources at the local and national level.

Specific Objective

To improve solid waste management at the local level in an area, highly affected by the Syrian crisis, as well as build the capacity of Ministry of Environment and the concerned municipality (Municipality of Zahleh) in the field of solid waste management.

The project aims at a first stage, to assess the status of the Zahleh SWM facility and undertake the essential rehabilitation/upgrading activities in order to support the Municipality for a better operation and management. The aim is to upgrade the leachate management system for both the sorting/composting facilities and the landfill, including the collection network for the proposed expansion of the landfill, the vertical leachate recirculation wells, the leachate recirculation network, the recirculation pump, and the treatment.

Furthermore, and based on the updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites (UNDP, MoE, 2016), the project will assess the possibility of rehabilitation and/or closure of open dumpsites in the vicinity of the Zahleh landfill.

III. RESULTS AND PARTNERSHIPS

Expected Results

Environmental rehabilitation and sustainable management of natural resources at the local and national level enhanced.

The results will be achieved through the implementation of the following outputs:

1. Output 1 Ministry of Environment and the Municipality of Zahleh capacitated and supported in Integrated Solid Waste Management (ISWM).

As a start, the project will set-up a project management unit within the Ministry of Environment to follow-up on the implementation, coordination and monitoring of the work of this project. The team will consist of solid waste management experts and environmental specialists that would first undertake an assessment of the status of the Zahleh Solid Waste Management Facilities. The needs of the municipality and the technical status of the facility will be assessed to determine the exact needs in terms of improvement and capacity building.

The project team will identify the engineers working in the Zahleh facilities and will design a technical training programme for the operation and maintenance of the facilities. This will also include environmental management and leachate reduction and control. In addition, means to improve efficiency, reduce waste quantities and provide more integrated approaches to solid waste management will be targeted. Its design will follow the Ministry of Environment's guidelines on solid waste management as well as international best practice. The training programme will be implemented in full coordination with the municipality and will also include manuals and on-the-job support.

2. Output 2: Zahleh Solid Waste Management Facility improved

The project will undertake detailed technical studies in order to assessment Zahleh Facility current status and design an appropriate leachate management system for the Zahleh Municipality. This will include but not be limited to the following: (a) leachate collection network for the proposed expansion of the landfill, vertical leachate recirculation wells, leachate recirculation network, and recirculation pump, (b) leachate treatment. A specialised engineering company will be contracted to undertake the study and then a tender will be launched for the implementation of the works.

Furthermore, given that the leachate system produces large quantities of sludge which need to be treated, another technical study will be undertaken to determine the most suitable, feasible and environmentally sound option for its treatment. This study will also include the sludge production and treatment of the nearby wastewater treatment facility of the municipality. Any necessary environmental impact assessments studies for these facilities will also be prepared in coordination with the Ministry of Environment.

3. Output 3: Selected dumpsites in Zahleh vicinity closed and rehabilitated

A solid waste collection and disposal crisis occurred in Lebanon in July 2015 with the closure of the two main landfills that were serving the areas of Beirut and other regions. In addition, the influx of Syrian refugees, particularly to rural communities in the Bekaa next to the border, resulted in the increase of open unsanitary disposal of municipal waste throughout the country.

A survey conducted in 2016 with the Ministry of Environment identified more than 940 open dumpsites that often burn, posing a significant public and environmental health risk to neighbouring communities and to the natural ecosystems.

The Ministry of Environment has determined that the closure of these types of dumpsites is a priority for the years to come, however closure cannot take place if environmentally-sound alternative disposal sites are not made available. For the case of the region or district of Zahleh, the existence of an operational management facility makes it viable to close one or more dumpsites in the region on condition that the concerned municipality will then send its newly generated waste to the Zahleh facility.

One or more open dump in the vicinity of the Zahleh facilities rehabilitated/closed. The selection will be determined based on a technical assessment of the various dumpsites and an analysis of the budget that is available.

The above-mentioned results will feed into the planned outcome of this project in specific and ultimately contribute to the United Nations Strategic Framework for Lebanon for the years 2017 – 2020. This is specifically related to UNSF Outcome 3.3 Lebanon has improved environmental governance, and CPD indicator 4.2.2 Number of solid waste, water and waste water management initiatives implemented.

Resources Required to Achieving the Expected Results

UNDP was instrumental under previous programmes and projects executed on behalf of MoE in striking the right balance between advisory services, guidance to the Project Management Team (PMT) and effectiveness in procuring the needed contractual human resources, services, equipment and works in a timely manner. EROI has more ambitious output and outcomes than previous UNDP executed programmes as well as projects and will benefit from the same professional support from UNDP as resources have been secured to help achieve the expected results.

Partnerships

The successful partnerships at various levels achieved under previous UNDP executed projects on behalf of MoE, the initiative will extensively build on the experience gained previously to seek collaboration with local partners and leveraging AICS funding (Dutch Embassy, EU, French Agency for Development, Norwegian Embassy, UN body, World Bank, etc.) to scale up good Integrated Solid Waste Management practices under MoE stewardship while ensuring the sustainable management with all stakeholders, government tiers, communities (with a focus on the poor and women) surrounding their boundaries, NGOs, universities, media, etc.) and their resilience to vis-à-vis externalities and the elements.

Risks and Assumptions

A number of risks have been identified that could affect the implementation of the project and are aggregated as follows: political, financial, operational and social. Engaging the government at all levels could reduce these risks. As for the financial risk, maintaining the dialogue with MoE and other relevant institutions by making the case for implementing the project would help transfer funds in a timely manner. On the operational side, the unwillingness to cooperate in the project would be mitigated by showing the benefits that will accrue after the project implementation.

Stakeholder Engagement

The project aims to improve Integrated solid waste management practices by systematically engaging communities, especially vulnerable, poor and women in understanding the meaning of

enhancing environmental rehabilitation and sustainable management of natural resources at the local and national level. In addition, it will improve the performance of the members of the municipality and local NGOs and authorities in the country national plans and strategies.

Beneficiaries:

The direct beneficiary will be the Ministry of Environment, the Municipality of Zahleh, the Bekaa area and most importantly the population living within the watershed of the Litani River and Qaraoun Lake, corresponding to almost 1 million inhabitants in terms of preventing further pollution and restoring the river quality. The intervention will indirectly benefit the country as a whole.

Through multi-stakeholder consultations on several SW-related subjects, cooperation with various stakeholders has been secured for the long-term, and they have been included in SW activities ever since.

The project will also coordinate with line ministries or any other authorities as needed in order to ensure access to any available data, or to facilitate the collection of such data.

The list of stakeholders includes but is not limited to:

- Ministry of Environment
- Municipality of Zahleh
- OMSAR: Office of the Minister of State for Administrative Reform
- USAID (Donor agency operating in the same area)
- Women/gender NGOs: there are a number of NGOs working on gender equality and mainstreaming in Lebanon, and it is crucial to harmonize activities with those organizations for a bigger impact. Therefore, identified NGOs will be included in the implementation of the proposed activities.

As described above, the current project intends to address specific activities tailored to the needs of the Zahleh municipality and pertaining to the Zahleh SWM facilities considering its administrative and regulatory contexts. As such the South-South or Triangular cooperation remains limited.

Knowledge

Under the third Output, the knowledge platform under MoE allows the inside and outside flow of protected area experiences, practices, methods, management, conservation, restoration, valuation, risk mitigation, etc. MoE will need to maintain and fine-tune the flow of information so that it not only spread environmental knowledge to stakeholders but to all government entities and the public at large.

South-South and Triangular Cooperation (SSC/TrC)

South-South and Triangular Cooperation (SSC and TrC) has emerged as an integral part of the global development cooperation architecture, helping to achieve development results through a variety of cooperation modalities, including knowledge exchanges, technological transfer, funding and neighbourhood initiatives. The initiative will use the exchange platform to expose stakeholders to best practices and will rely on regional networks to inform the process of change in terms of Integrated Solid Waste approach and frameworks, gauging the climate and disaster risks, valuing sustainable management of natural resources and engaging all stakeholders in the process.

Sustainability and Scaling Up

The project calls for determining options for financial sustainability at the macro and micro level that will help inform decision-makers to adopt the most efficient and equitable policy choices to put solid waste management practices on a sustainable footing.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project builds on experiences gathered through the implementation of several solid waste management projects within the Energy and Environment Programme of UNDP. Hence cost and time effectiveness are achieved through the use of already existing management tools and strategies of the Programme, in addition to the services of the Project Manager. Should it be necessary, given the limited resources available for project management costs, the Project Manager may be hired on a part-time basis or his/her salary may be cost-sharing with other related projects to maximise efficiency (without any double charging or compromise on responsibility towards achieving each project outcomes in line with the commitments in the project document).

Given that the project follows the Direct Implementation Modality (DIM), the procurement of services will follow UNDP rules and regulations that are based on transparency, cost-effectiveness, and best value for money.

Past practice of UNDP-executed projects showed positive results over the years in terms of building MoE's capacity and mainstreaming sustainable development within and across line institutions. Moreover, International Finance Institution financing MoE on-going projects allowed to reduce transaction costs, increase allocative efficiencies and helped reap synergies. Also, the MoE has built the necessary trust over the years regarding UNDP procurement policies and procedures which ensured quality and efficiency in the selection process and output delivery.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of general oversight and management services (GMS) for the activities of the project. GMS will be recovered at a flat rate of 8 percent of the AICS grant advanced to UNDP. The GMS include the following services:

- i. Corporate executive management and resource mobilisation
- ii. Corporate accounting, financial management, internal audit, legal support and human resources management
- iii. Policy guidance and Bureau/Country Office management

The UNDP Country Office shall provide the following support services (charged as Direct Project Costing) for the activities of the project:

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Payroll management services and Medical Clearance Services for all staff, external access to ATLAS for project managers and other staff
- iv. Procurement of services and equipment, including disposal
- v. Travel including visa requests, ticketing, and travel arrangements
- vi. Organization of training activities, conferences, and workshops, including fellowships
- vii. Shipment, custom clearance, vehicle registration, and accreditation
- viii. Security management service and Malicious Acts Insurance Policy
- ix. Quality Assurance and Quality Control
- x. Policy advisory support
- xi. Thematic and technical backstopping
- xii. Resource management and reporting

Project Management

The MoE is the national technical partner on behalf of the Government of Lebanon. The MoE will work in full collaboration with the UNDP Lebanon Country Office.

The project will be managed in accordance with standard UNDP procedures as Direct Implementation (DIM) modality. UNDP will ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. All services for the procurement of works, goods and services, the recruitment of personnel, financial transactions, auditing and reporting will be carried out in compliance with UNDP procedures, rules and regulations for support to national implementation.

The audit of the DIM project is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigation).

UNDP will ensure that the Ministry of Environment and the project Donor will receive the maximum visibility possible in line with the visibility guidance documents.

The project management team (PMT) will remain based at the MoE's office and will be responsible for day to day management of project documentation and monitoring and provision of policy and technical advice. The PMT will also seek technical services to be carried out by UN agencies and, international NGOs as well as individual consultants and/or consulting firms.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNSF/Country Programme Results and Resource Framework: 3.3. Lebanon has adopted measures to improve environmental governance.</p>
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Outcome indicator 4.3. Number of national development plans and processes integrating biodiversity, renewable energy, energy efficiency, sustainable consumption and production, climate change, sound chemical management, and ecosystem services values. Baseline: 2 and Target: 10 CPD Output 4.2. National Environmental Management Strengthened</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: Output 1.4.1. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.</p>
<p>Project title and Atlas Project Number: Environmental Rehabilitation through the enhancement Of Integrated waste management – EROI – Award ID 00106573 Project ID 00107249</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	FINAL	
Output 1 MoE and the Municipality of Zahleh capacitated and supported in ISWM	1.1 PMU set up		0	2020	1	0	1	
	1.2 Assessment of the Zahleh facility undertaken	Assessment reports	0	2020	1	0	1	Contracting environmental firm
	1.3 Training program in place for the facility operators for O&M Environmental management and leachate reduction and control	O&M training documents/Manual	0	2020	0	1	1	Project team

Output 2 Zahleh Facility upgrading and rehabilitated (Leachate management system improved)	2.1 Technical studies and designs of an appropriate leachate management system undertaken	Existing studies of the Zahleh facility "ELARD" Report	1	2020	1	0	1	Project team
	2.2 A specialized engineering firm contracted to undertake implementation	Site visits	0	2020	0	1	1	Project team
	2.3 A technical study undertaken to determine the most suitable, feasible and environmentally sound option for treatment of the generated sludge	Technical study	0	2020	0	1	1	Project team Risk: unavailability of local labs to complete the leachate tests
	2.4 EIA studies undertaken and approved by MoE for both leachate and sludge treatment	Treatment Process	0	2020	0	1	1	Project team Risk: EIA approval from MoE
Output 3 One or more open dumps closed and /or rehabilitated	3.1 The necessary study undertaken for the closure of one or more open dump	Assessment	0	2020	0	1	1	Project team
	3.2 Implementation: One or more open dump is closed		0	2020	0	1	1	Project team

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP	Internal
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP MoE AICS	Internal
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	Internal
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP MoE AICS	Internal
Project Report	A progress report will be presented to the Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual	Annually, and at the end of the project (final report)		UNDP	Internal

	project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review Steering Committee	The project's governance mechanism (i.e., Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually)	Any quality concerns or slower than expected progress should be discussed by the Steering Committee and management actions agreed to address the issues identified.	UNDP MoE AICS	Internal

VII. MULTI-YEAR WORK PLAN

*Responsible party: UNDP

Planned Activities		Planned Budget								
Activities	Sub-activities	Budget Description	Budget Code	Cost Year 1 (USD) 6 months	Cost Year 2 (USD) 12 months	Total Cost (USD)	Total Cost (USD)	Total Cost (Euro)		
Activity 1: Improvement of institutional capacity of on ISWM		Individual consultant	71300	-	15,000.00	15,000.00	214,587.03	188,622.00		
		Contractual Services-Individuals	71400	-	214,587.00	214,587.00				
	1.1 Coordinating and managing the implementation of activities	Office Supplies	72500	1,000.00	4,000.00	5,000.00			36,405.01	32,000.00
	1.2 Supporting the Ministry of Environment and Zahleh municipality on technical aspects of the work	Information Technology Equipment	72800	-	3,000.00	3,000.00			-	-
		Miscellaneous	74500	1,000.00	12,405.00	13,405.00			-	-
	1.3 Site supervision	Trainings, workshops and conferences	75700	-	68,306.00	68,306.00			68,306.03	60,041.00
	Capacity Building	Direct Project Costs (DPC)	64300	2,000.00	7,358.00	9,358.00			9,358.36	8,226.00
	PM3. Miscellaneous (including evaluation + equipment)	F&A	75100	320.00	25,972.48	26,292.48			26,292.51	23,111.12
	Subtotal A1			4,320.00	350,628.48	354,948.48	354,948.94	312,000.12		
							-	-		
Activity 2: Improvement of Zahleh Facility	2.1: Design and installation of leachate management system	Contractual Services-Companies	72100	10,000.00	1,013,891.00	1,023,891.00	1,023,890.78	900,000.00		
	2.2: Capacity building and training activities	F&A	75100	800.00	81,111.28	81,911.28	81,911.26	72,000.00		
	2.3: Technical studies and designs						-	-		
	Subtotal A2			10,800.00	1,095,002.28	1,105,802.28	1,105,802.05	972,000.00		
							-	-		
Activity 3: Rehabilitation of dumpsite	3.1: Technical assessments for dumpsite rehabilitation	Contractual Services-Companies	71200	10,000.00	217,531.00	227,531.00	227,531.29	200,000.00		
	3.2: Rehabilitation of a dumpsite in the Zahleh region	F&A	75100	800.00	17,402.88	18,202.88	18,202.50	16,000.00		
	Subtotal A3			10,800.00	234,933.88	245,733.88	245,733.79	216,000.00		
							-	-		
Total Project				25,920.00	1,680,564.64	1,706,484.64	1,706,484.78	1,500,000.12		

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

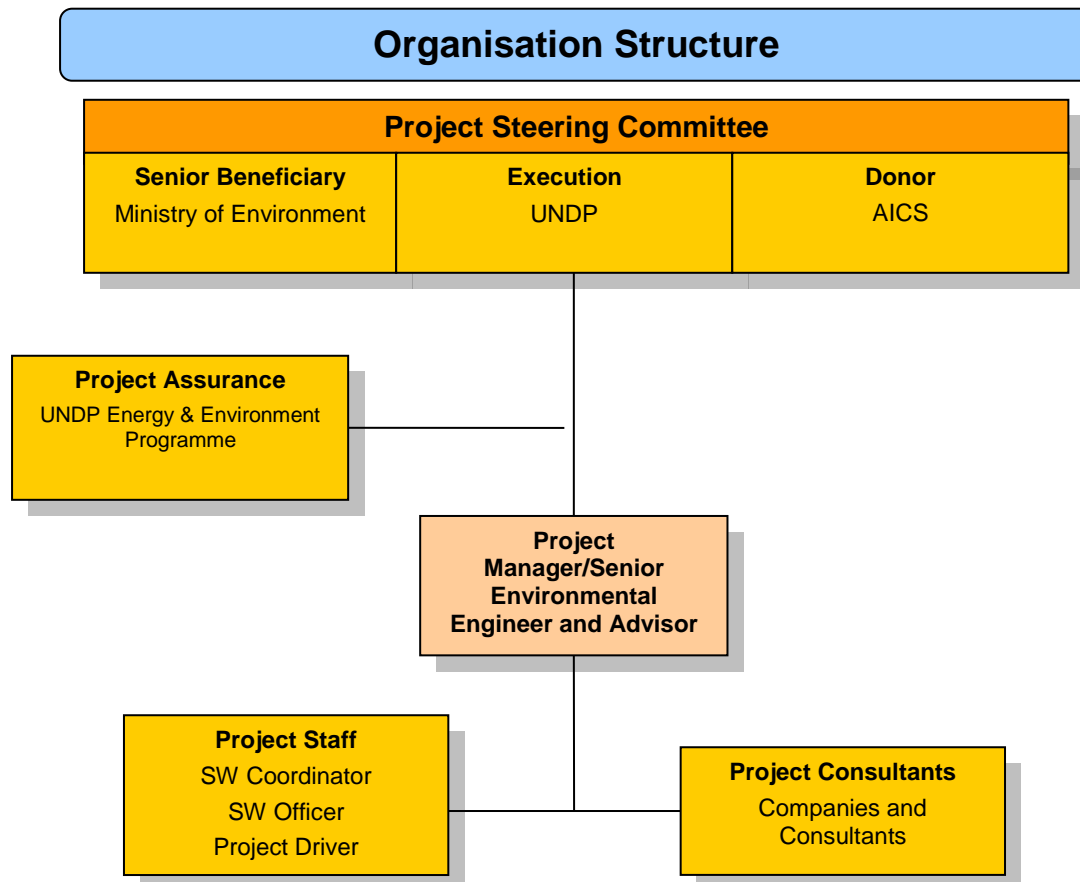
The project will maintain the same governance and management arrangements followed for DIM projects executed by UNDP where a Project Board will be overseeing the project and will consist of three senior MOE, UNDP and AICS representatives.

Project Governance will be through the Project Board which will be convened by UNDP in consultation with the government and AICS and will serve as the project's governance and decision-making body. The Project Manager will also attend board meetings. It will meet as necessary, but not less than once every 12 months and to review project progress, approve project work plans (including budgets). The project board is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document.

The Project Board's role will include:

- (i) overseeing project implementation;
- (ii) approving all project work plans and budgets;
- (iii) approving any major changes in project plans or programmes;
- (iv) providing technical input and advice;
- (v) ensuring commitment of resources to support project implementation;
- (vi) arbitrating any conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; and
- (vii) overall project evaluation.

The Project organisation structure is provided in the figure below.



Project assurance will be provided by the UNDP Energy and Environment Programme. Its responsibility is to provide objective and independent project oversight and monitoring functions while ensuring that appropriate management milestones are met.

The project management team will be established in the Minister of Environment. It will consist of a full time (SC) a Project Coordinator, SW Coordinator, and Project Driver who will be supervised by the Project Manager/Senior Environmental Engineer and Advisor.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and UNDP, signed on 10 February 1986. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the

terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. REFERENCES

Ministry of Environment website: <www.MOE.gov.lb>.

Ministry of Environment UNDP 2016-2017 - *Updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites* Beirut, Lebanon.

XII. ANNEXES

- 1. Risk Analysis**
- 2. Project Activities and Work Plan**
- 3. Indicative logframe matrix**
- 4. Project Quality Assurance Report**
- 5. Social and Environment Screening**
- 6. Project Board Terms of Reference and TORs of Key Management Positions**
- 7. Description of UNDP Country Office Support Services**

ANNEX 1 – RISK ANALYSIS

Project title: Environmental Rehabilitation through the enhancement Of Integrated waste management–EROI

Project Award Number: 00106573 – **Project Output Number:** 00107249 – **Date:** Project initiation

Description	Risk Owner	Risk Category	Impact & Likelihood (1= low, 5=high) = Risk Level	Risk Treatment / Management measures
Delay in receipt of funds by donor. This would substantially delay the initiation of project activities	Project Manager	Financial	$P = 5$ $I = 5$	Follow-up with Donor
Political instability and security situation in the country. Political or security situation might change in the project area during the implementation of the project. Political or security changes can hinder access to site and delay in receiving legal issues	Project Manager	Security and safety	$P = 5$ $I = 5$	The project will work in close coordination with UNDSS and the Lebanese authorities in the project area.
Low political willingness to work in this field. This may cause a delay in implementation of some policy level decision.	Project Manager	Political	$P = 3$ $I = 4$	Continuous support of MOE
Lack of cooperation between municipality and the contractor for exchange of information; or among the different players Some partners might have difficulty to exchange or relay information on time. This may cause a delay in implementation of some technical activities.	Project Manager	Operational	$P = 2$ $I = 3$	The project management will strive to ensure that coordination is maintained between all involved parties.

ANNEX 2 – PROJECT ACTIVITIES AND WORKPLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME					
		YEAR 1		YEAR 2			
		Q 1	Q 2	Q 1	Q 2	Q 3	Q 4
Output 1	Setting up a PMU at MoE Assessment of the Zahleh Facility Training Program for the Facility Operators on O&M	■	■	■	■	■	■
Output 2	Technical Studies and Designs of an Appropriate Leachate Management System Implementation of Appropriate Leachate Management System Technical Study for Sludge Treatment Options EIA Studies and MoE Approval for Both Leachate and Sludge Treatment		■	■	■	■	■
Output 3	Necessary Study for the Closure/Rehabilitation of One or More Open Dump Concerned Municipality Capacitated to Use the Zahleh SWM Facility Closure/Rehabilitation of One or More Open Dump		■	■	■	■	■

ANNEX 3- INDICATIVE LOGFRAME MATRIX

Expected results	Description	Verifiable and objective indicators	Means of verification	Assumptions
General objective	Enhance environmental rehabilitation and sustainable management of natural resources at the local and national level.	Improved the management of Solid Waste Ministry of Environment's capacity increased to awareness related to the Solid Waste sector	Technical studies and reports from Ministry of Environment CoM's decisions in the Solid Waste Sector Lebanese legislation	The Government of Lebanon remains committed to its strategic targets The changes/rotations in the personnel of the Ministry of Environment do not affect project implementation
Specific objective	The project will specifically assessment the current situation of Zahleh Facility and upgrade it.	Improved solid waste management in Zahleh and surrounding.	Project reports	Political commitments from the MoE
Output 1: Ministry of Environment and the Municipality of Zahleh capacitated and supported in Integrated Solid Waste Management (ISWM).	Setting up a PMU Assessment of the Zahleh Facility Training Program for the Facility Operators on O&M			
Output 2: Technical assessment for the improvement of Zahleh Solid Waste Management Facility	Provision of technical support and analysis to assessment Zahleh Facility current status and design an appropriate leachate management system for the Zahleh Municipality. Implementation of Appropriate Leachate	Technical study and assessment reflecting the current situation at Zahleh Facility Detailed design of the leachate management system	Existing studies at the MoE Database collected related to the project Initial assessment reports from the project	

	<p>Management System</p> <p>Any necessary environmental impact assessments studies and MoE Approval for both Leachate and Sludge Treatment</p>	<p>Environmental impact assessment for Zahleh facility</p> <p>leachate collection network for the proposed expansion of the landfill, vertical leachate recirculation wells, leachate recirculation network, and recirculation pump, (b) leachate treatment. A specialised engineering company will be contracted to undertake the study and then a tender will be launched for the implementation of the works</p>		
<p>Output 3: Selection of dumpsites in Zahleh vicinity to be closed and rehabilitated</p>	<p>Rapid assessment of existing dumpsites in the area</p> <p>Necessary Study for the Closure/Rehabilitation of One or More Open Dump</p>	<p>Number of critical dumpsites in the area based on the updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites (MoE/UNDP study 2016-2017)</p> <p>Number of awareness raising activities in the area</p> <p>Number of capacity building activities/workshops at the national level</p>	<p>Updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites (MoE/UNDP study 2016-2017)</p> <p>Another existing MoE studies related to the assessment of dumpsites</p> <p>Hazzerta Provision of Services for the Preparation of Necessary Studies for the Closure and Rehabilitation of Hezzerta Dumpsite</p> <p>Assessment of the current situation in the area based on LCRP studies and selection of dumpsites</p>	

			UNDP assessment in the area nearby Litani River	
Activities in relation to Output 1	<ul style="list-style-type: none"> • Setting up a PMU at MoE • Assessment of the Zahlé Facility • Training Program for the Facility Operators on O&M 			
Activities in relation to Output 2	<ul style="list-style-type: none"> • Technical Studies and Designs of an Appropriate Leachate Management System • Implementation of Appropriate Leachate Management System • Technical Study for Sludge Treatment Options • EIA Studies and MoE Approval for Both Leachate and Sludge Treatment 			
Activities in relation to Output 3	<ul style="list-style-type: none"> • Necessary Study for the Closure/Rehabilitation of One or More Open Dump • Concerned Municipality Capacitated to Use the Zahleh SWM Facility • Closure/Rehabilitation of One or More Open Dump 			

ANNEX 4 – PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): **2**

- **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

The project's strategy is to enhance environmental rehabilitation and sustainable management of natural resources at the local and national level. The strategy is in line with the national policies and recommendations of the Government of Lebanon, and specifically the Ministry of Environment. The project will support the implementation of sound integrated solid waste management approaches as detailed in the Council of Minister's decision number 45 of 11 January 2018.

The need to close and rehabilitate these dumpsites have been flagged as a national priority for the country; reference the MoE/UNDP 2011 Business Plan for Combating Pollution of the Qaraoun Lake that later became a roadmap for the depollution of Lake Qaraoun that was endorsed by all stakeholders. A committee was created for the follow-up of this initiative through a decision by the Council of Ministers issued on May 09, 2014

The project outcome will feed into the planned outcome of this project in specific and ultimately contribute to the United Nations Strategic Framework for Lebanon for the years 2017 – 2020. This is specifically related to Outcome 3.3 Enhanced Environmental Governance and specifically output 3.3.1 Number of initiatives linked to the national solid waste management Strategy implemented at regional and local level.

*Note: Management Action or strong management justification must be given for a score of 1

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Evidence	

<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): 3</p> <ul style="list-style-type: none"> 3: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. <p>The project responds to the following thematic focus of the UNDP Strategic Plan:</p> <ul style="list-style-type: none"> - Sustainable development pathways - Natural resources management 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence			
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<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): 3</p> <ul style="list-style-type: none"> 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>The target geographical areas are specified in the project. As for beneficiaries, the project will target the local municipality where the pilot projects will be implemented. The beneficiaries will include people living in the targeted area and within the watershed of the Litani River and Qaraoun Lake, corresponding to almost 1 million inhabitants in terms of preventing further pollution and restoring the river quality. Through multi-stakeholder consultations on several SW-related subjects, cooperation with various stakeholders has been secured for the long-term, and they have been included in SW activities ever since. The project will also coordinate with line ministries or any other authorities as needed in order to ensure access to any available data, or to facilitate the collection of such data.</p> <p><i>(all must be true to select this option)</i> *Note: Management Action must be taken for a score of 1, or select not applicable.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Select (all) targeted groups: (drop-down)</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Select (all) targeted groups: (drop-down)		Evidence	
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Select (all) targeted groups: (drop-down)									
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<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): 3</p> <ul style="list-style-type: none"> 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence			
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¹ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

² sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<ul style="list-style-type: none"> • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>The project was designed by taking into consideration knowledge and lessons from the past and ongoing interventions of UNDP and other institutions. These are fed into the project's theory of change.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>							
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):1</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>The project will undertake the stakeholder consultation specifically targeting the Women/gender NGOs and include them into the project activities.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>The roles of national partners and development partner (donor agency) are clarified in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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SOCIAL & ENVIRONMENTAL STANDARDS							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):3</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>The project aims at upholding the human right through the improvement of solid waste management, which has significant impact on health and living condition of people living within the targeted area.</p> <p>*Note: Management action or strong management justification must be given for a score of 1</p>							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):3</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>The project is planned based on the updated Master Plan for the closure and rehabilitation of uncontrolled dumpsites (UNDP, MoE, 2016) and previous comprehensive environmental impact assessment (UNDP, MoE, 2014).</p> <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.] Yes.</p>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td colspan="2">SESP Not Required</td> </tr> </table>	Yes	No	SESP Not Required			
Yes	No						
SESP Not Required							
MANAGEMENT & MONITORING							
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>The proposed result framework meets the requirements. (Please refer to the uploaded project document).</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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1							
Evidence							
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project? Yes.</p>	<table border="1"> <tr> <td>Yes (3)</td> <td>No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): 3</p> <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							

<p>of the project board has been attached to the project document. (<i>all must be true to select this option</i>).</p> <ul style="list-style-type: none"> 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>Please refer to the project document for the project governance mechanism in detail.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): 3</p> <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>Risk Log is attached in the project document.</p> <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	Evidence	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners. Yes:</p> <p>The project builds on experiences gathered through the implementation of several solid waste management projects within the Energy and Environment Programme of UNDP. Hence cost and time effectiveness are achieved through the use of already existing management tools and strategies of the Programme, in addition to the services of the Project Manager who is already in charge of other ongoing solid waste management projects.</p>	Yes (3)	No (1)
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?) Yes.</p> <p>Please refer to the evidence in No 14.</p>	Yes (3)	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. <p>The project budget is estimated based on the previous projects and validated with the donor agency.</p>	3	2
	1	
	Evidence	
<p>17. Is the Country Office fully recovering the costs involved with project implementation? 3</p>	3	2
	1	

<ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>DPC will be charged so that CO can fully recover the costs involved with the project implementation.</p> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	Evidence	
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>The adopted modality is full Country Office support to National Implementation and Letter of Agreements are signed with the national counterparts. Considering the capacity issues facing the country and the current crisis-situation in the country, HACT is not applicable. Please refer to the attached supporting document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? :3</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. <p>Please refer to the evidence in the question No 3.</p>	3	2
	1	
	Evidence	
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation? Yes</p> <p>Please refer to the M&E plan in the project document.</p>	Yes (3)	No (1)
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. No</p> <p>Although the gender maker for all project outputs is not scored at GEN2 or GEN3, the outcome of the project will benefit both women and man.</p>	Yes (3)	No (1)
	Evidence	

Management Response: We strongly believe the project will benefit both gender equally. *Note: Management Action or strong management justification must be given for a score of "no"		
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity level</i> to ensure outputs are delivered on time and within the allotted resources. 2: The project has a work plan & budget covering the duration of the project at the output level. 1: The project does not yet have a work plan & budget covering the duration of the project. <p>The multi-year work plan is formulated by taking into account the previous projects and expected risks.</p>	3	2
	1	
	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. <p>The project has been developed to be in line with the national policies and recommendations of the Government of Lebanon, and specifically the Ministry of Environment. Furthermore, the project will support the implementation of sound integrated solid waste management approaches as detailed in the Council of Minister's decision number 45 of 11 January 2018.</p>	3	2
	1	
	Evidence	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. <p>The capacity of the local institution will be strengthened as in the following: As a start, the project will set-up a project management unit within the Ministry of Environment to follow-up on the implementation, coordination and monitoring of the work of this project. The team will consist of solid waste management experts and environmental specialists that would first undertake an assessment of the status of the Zahle Solid Waste Management Facility. The needs of the municipality and the technical status of the facility will be assessed to determine the exact needs in terms of improvement and capacity building needs.</p> <p>The project team will identify the engineers working in the Zahleh facility and will design a technical training programme for the operation and maintenance of the facility. This will also include environmental management and leachate reduction and control. In addition, means to improve efficiency, reduce waste quantities and provide more integrated approaches to solid waste management will be targeted. Its design will follow the Ministry of Environment's guidelines on solid waste management as well as international best practice. The training programme will be implemented in full coordination with the municipality and will also include manuals and on-the-job support.</p>	3	2.5
	2	1.5
	1	
	Evidence	
25. Is there is a clear strategy embedded in the project specifying how the project will use national	Yes	No

<p>systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible? Yes.</p> <p>The following specific activities will be undertaken:</p> <ul style="list-style-type: none"> - The systems and equipment that will be added to the existing solid waste management facility in Zahleh will be closely coordinate with the municipality of Zahleh and its existing contractors and operators from the design phase. This will ensure that any installation will fit and be adapted to the existing equipment so that the long-term operation of the facility is ensured. - A memorandum of understanding will be signed with the municipality of Zahleh to ensure that any installation will be well maintained and operated. It is expected that the cost of operation will be integrated into the existing financing mechanism that is already applied for the overall solid waste management of Zahleh and therefore no issues are expected in this regard. The Zahleh municipality current has in place a full cost-recovery process that is based on a combination of tariff collection, national budgetary support and donor assistance that allows for the financial and technical operation and sound management of the facility. 	(3)	(1)
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)? Yes.</p> <ul style="list-style-type: none"> - Given that the Zahleh solid waste management facility already exists and is operational, the addition of the leachate management system will be considered by the local community and residents of Zahleh as a positive addition to the existing system and therefore the municipality has strong willingness to sustain the installation 	Ye s (3)	No (1)

ANNEX 5 - SOCIAL AND ENVIRONMENT SCREENING

The SESP analysis conducted at the PIF stage concluded that no further environmental and social review and management required for downstream activities.

Project Information

Project Information	
1. Project Title	Environmental Rehabilitation through the enhancement Of Integrated waste management – EROI
2. Project Number	Project Award Number: 00106573 – Project Output Number: 00107249
3. Location	Lebanon

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project seeks to further the realization of human rights-based approach by improving the solid waste management, which has significant impact on health and living condition of people living within the targeted area.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will formulate the participatory and gender equality plans for improving the solid waste sector by involving related communities.

Briefly describe in the space below how the Project mainstreams environmental sustainability




The project directly addresses sustainability and resilience in Lebanon through the enhancement of the environmental rehabilitation and sustainable management of natural resources at the local and national level.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	I = 1 P =1	Low		No management measures are required.
[add additional rows as needed]				
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	Low Risk	<input checked="" type="checkbox"/>	The project has no identifiable social or environmental risks	
	Moderate Risk	<input type="checkbox"/>		
High Risk	<input type="checkbox"/>			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply			Comments
	Principle 1: Human Rights	<input type="checkbox"/>		

	Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>	
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor Jihan Seoud Programme Manager 	09-Nov-2020	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Mohammed Salih Deputy Resident Representative 	10-Nov-2020	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair Celine Moyroud Resident Representative 	10-Nov-2020	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	

³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁴ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Possibly
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change,</i>	No

⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<i>specifically flooding</i>		
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁵	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or	No

⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

community based property rights/customary rights to land, territories and/or resources?	
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3 Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7 Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX 6 – PROJECT BOARD TERMS OF REFERENCE AND TORs OF KEY MANAGEMENT POSITIONS

TERMS OF REFERENCE OF THE PROJECT BOARD

The Project Board chaired by UNDP and composed of representative(s) of MoE (to be determined) and the donor will provide overall guidance and act as an advisory body to oversee annual plans, provide guidance, facilitate the project implementation, resolve any outstanding issues and monitor progress. It will also review the status of sub-project output and implementation on an annual basis. Ad hoc meetings could be requested by any of the parties to discuss a pressing matter.

TERMS OF REFERENCE OF THE PROJECT PROJECT MANAGER/SENIOR ADVISOR

Under the direct supervision of UNDP the Project Manager will be responsible for the overall execution of the project. The Project Manager will work in close coordination with UNDP, the Government of Lebanon, direct beneficiaries and stakeholders, and contractors. The specific functions of the Project Manager are as follows:

1. Project management role:

- Prepare detailed annual project work plan and budget breakdown in coordination with UNDP and the Project Board
- Develop TORs for local consultants on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures
- Manage local project team of consultants and resources
- Draft technical and financial progress reports to UNDP
- Provide regular training for the project team and local stakeholders

2. Project implementation and delivery:

- Monitor project progress against set deliverables and timeframes
- Supervise and follow-up on all project delivery and execution
- Ensure smooth and successful implementation of the various project activities
- Compile all technical needs assessment
- Ensure communication about the project is regular and accurate
- Undertake awareness raising activities (presentations, interviews, etc.) as needed

Competencies/Qualifications:

The Candidate must have knowledge of the national and local context relating to ecosystem management and nature reserves. The Candidate must have strong planning and managerial skills to ensure quick project implementation and timely delivery of required outputs.

- Education: Degree in environmental management, agriculture or closely related field.
- Experience: MA or PhD with at least 11 years of relevant experience in the field. Managerial experience, particularly in development projects and prior experience with UNDP is a plus. Computer experience.
- Language Requirements: Effective verbal and written communication skills in both Arabic and English. French is a plus.

ANNEX 7 – DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. In accordance with the provisions of the *project document*, the UNDP country office shall provide support services for the Project ID 00106573 Output 00107249 as described below.

2. Support services to be provided:

Support services	Schedule for the provision of the support services	Estimated cost to UNDP for providing such support services	Method of reimbursement to UNDP
1. Financial Services	Project Duration	9,358.36 USD	The reimbursement of UNDP will be done on quarterly basis through GLJE
2. Human Resources Services			
3. Procurement services			
4. Travel Services			
5. General Administration Services			
6. Security services			
7. Quality Control/Quality Assurance			
8. Policy advisory support			
9. Technical backstopping			
10. Resource management and reporting			

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

Support services	Description (but not limited to)
Financial Services	<ul style="list-style-type: none"> - Payment process - Issue check - Vendor profile
Human Resources Services	<ul style="list-style-type: none"> - Staff selection and recruitment process (advertising, short-listing, interviewing) - Medical clearance - Staff HR & Benefits Administration & Management (at issuance of a contract, and again at separation) - Recurrent personnel management services: staff Payroll & Banking Administration & Management (Payroll validation, disbursement, performance evaluation, extension, promotion, entitlements, leave monitoring) - Interns Management
Procurement services	<ul style="list-style-type: none"> - Consultant recruitment (advertising, short-listing and selection, contract issuance) - Procurement process involving local CAP and/or ITB, RFP requirements (Identification & selection, contracting/issue purchase order, follow-up) - Procurement not involving local CAP; low value procurement (Identification & selection, issue purchase order, follow-up) - Disposal of equipment
Travel Services	<ul style="list-style-type: none"> - Travel authorization and arrangements - F10 settlement
General Administration Services	<ul style="list-style-type: none"> - Issue/Renew IDs (UN LP, UN ID, etc.) - Shipment, customs clearance, vehicle registration - Issuance of visas, telephone lines - External access to Atlas - Organization of training activities, conferences, and workshops
Security services	<ul style="list-style-type: none"> - Security clearance - Security plan and management - Malicious Acts Insurance Policy
Quality Control/Quality Assurance	<ul style="list-style-type: none"> - Audit, evaluations, quality assurance services on project implementation
Policy advisory support	<ul style="list-style-type: none"> - Provision of policy advisory services and coordination (horizontal and vertical) with national and international entities on sectoral interventions
Technical backstopping	<ul style="list-style-type: none"> - Guidance on technical best practices and approaches
Resource management and reporting	<ul style="list-style-type: none"> - AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit) - Overall management and administration of projects