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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Lebanon

Project Title: STEPping up Nature Reserves Capacity – STEP4Nature

Project Award Number: 00113187 **– Project Output Number:** 00111469

Implementing Partner: UNDP (DIM)

Start Date: 01 July 2020 **End Date:** 30 June 2022

PAC Meeting date: 07 June 2019

Brief Description
The Ministry of Environment (MOE) is the national authority in Lebanon whose prerogative is to protect the environment as stipulated in Law 216 of 1993 (amended by Law 690 of 2005) establishing the MOE, and the Environment Protection Law No. 444 of 2002. Despite important strides since it was established in 1993, it is still critical for the MOE to carry on the process of asserting its full prerogatives and efficiently execute its obligations. The establishment and management of Nature Reserves' (NR) jurisdiction falls under the MOE since 1993, and since then, the MOE has established 18 NRs representing 3% of the Lebanese territories which incorporate rich biodiversity with about 370 different kinds of birds and 2,000 types of plants and wild flowers, and 30 species of mammals, many of which are endemic to Lebanon. According to the Lebanon National Biodiversity Strategy and Action Plan of 2016, MOE is planning to expand the NR cover to 5% of the Lebanese territories in 2030 while aiming at improving the conservation enabling environment to boost NRs resilience in conjunction with vulnerable communities living within or around NRs that are facing the risks associated with climate variability and the consequent environmental risks. In line with the Biodiversity Strategy that seek to build NR resilience, the MOE needs to recraft a holistic governance and management framework to enhance and adapt the NR conservation stance through legal and institutional strengthening, improved NR management in conjunction with local governments and communities, monitoring and evaluation system set up, biodiversity valuation methods, scientific research development, small to medium investments in infrastructure related to the NR and to strengthening capacities in this sector as well as training and capacity building activities. This project aims to improve the resilience of nature reserves in Lebanon as articulated in MOE's 2016 National Biodiversity Strategy and Action Plan.

UNSF Outcome involving UNDP: Outcome 3.3. Lebanon has adopted measures to improve environmental governance.
CPD Output 4.2.: National Environmental Management strengthened
Outcome 4.3. Number of national development plans and processes integrating: biodiversity 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:	**$ 3,412,970 (exchange rate** $ 1 = €0.879)	
Total resources allocated:		
	UNDP TRAC:	
	Donor:	**€ 3,000,000**
	Government:	
	In-Kind:	

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.

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I. DEVELOPMENT CHALLENGE

Overall Background

In terms of total wealth (produced capital plus natural capital plus human capital minus net foreign assets), Lebanon ranks 1st among the Middle East and North Africa countries with US$ 65,148 per capita and ranks last in terms of natural capital with US$ 4,131 per capita (World Bank, 2018). Indeed, Lebanon natural sites have long been subject to intense human intervention, exploitation and infringement, resulting into more forest fires and ecosystem losses that are eroding Lebanon's natural capital. Threats to these ecosystems are exacerbated by climate change as reported in the Third National Communication (TNC, 2016). By 2040, rainfall is projected to decrease by 10-20 percent, temperatures to increase by 1-2°C and extreme weather events are expected to intensify, with drought periods projected to become 9 days longer by 2040, altogether resulting in a higher water stress on plants and water shortages. Direct impact of climate change would be manifested through more recurrent, larger and more intense forest fires with some bioclimatic zones and habitats disappearing by the end of the century, namely those found on higher altitudes. The climate change and human activities nexus is accelerating the pace of Lebanon's land and land/seascape degradation, ecosystem fragilization as well as the depletion of natural resources.

Lebanon has been designating Nature Sites (NS) and landscapes as Protected areas (PAs) since the 1930's where protected forests' jurisdiction falls under the Ministry of Agriculture (MOA), cultural heritage jurisdiction falls under the Ministry of Culture, and Classified Touristic sites falls under the Ministry of Tourism while Nature Reserves' (NR) jurisdiction falls under the Ministry of Environment (MOE) since 1993 which has been responsible for their establishment and management ever since, and classified NSs fall also under the MOE. The Council of Ministers Decision 50 of September 5, 2019 has assigned to the Council of Development and Reconstruction (CDR) the task of elaborating a Master Plan for Environment Sensitive Areas, mainly mountain tops and natural landscapes as well as beaches, green spaces and agricultural lands.

The MOE is the national authority in Lebanon whose prerogative is to protect the environment as stipulated in Law 216 of 1993 (amended by Law 690 of 2005) establishing the MOE, and the Environment Protection Law No. 444 of 2002. Since then, the MOE made great strides in carrying on the process of asserting its full prerogatives and efficiently execute its obligations, as recently demonstrated with the introduction of regulatory instruments and the participation in the formulation of, and resource mobilization for a number of strategies, plans and programmes.

NRs are created in Lebanon to protect natural habitats and endemic and endangered species through legislative texts (namely the latest Law of Protected areas, Law 130 dated April 2019) defining their limits , objectives, prohibited and allowed activities within the reserves and within a 500-meter buffer zone, penalties, and Protected Areas Appointed Committees (APAC) to be in charge of the reserves.

MOE has jurisdiction over:

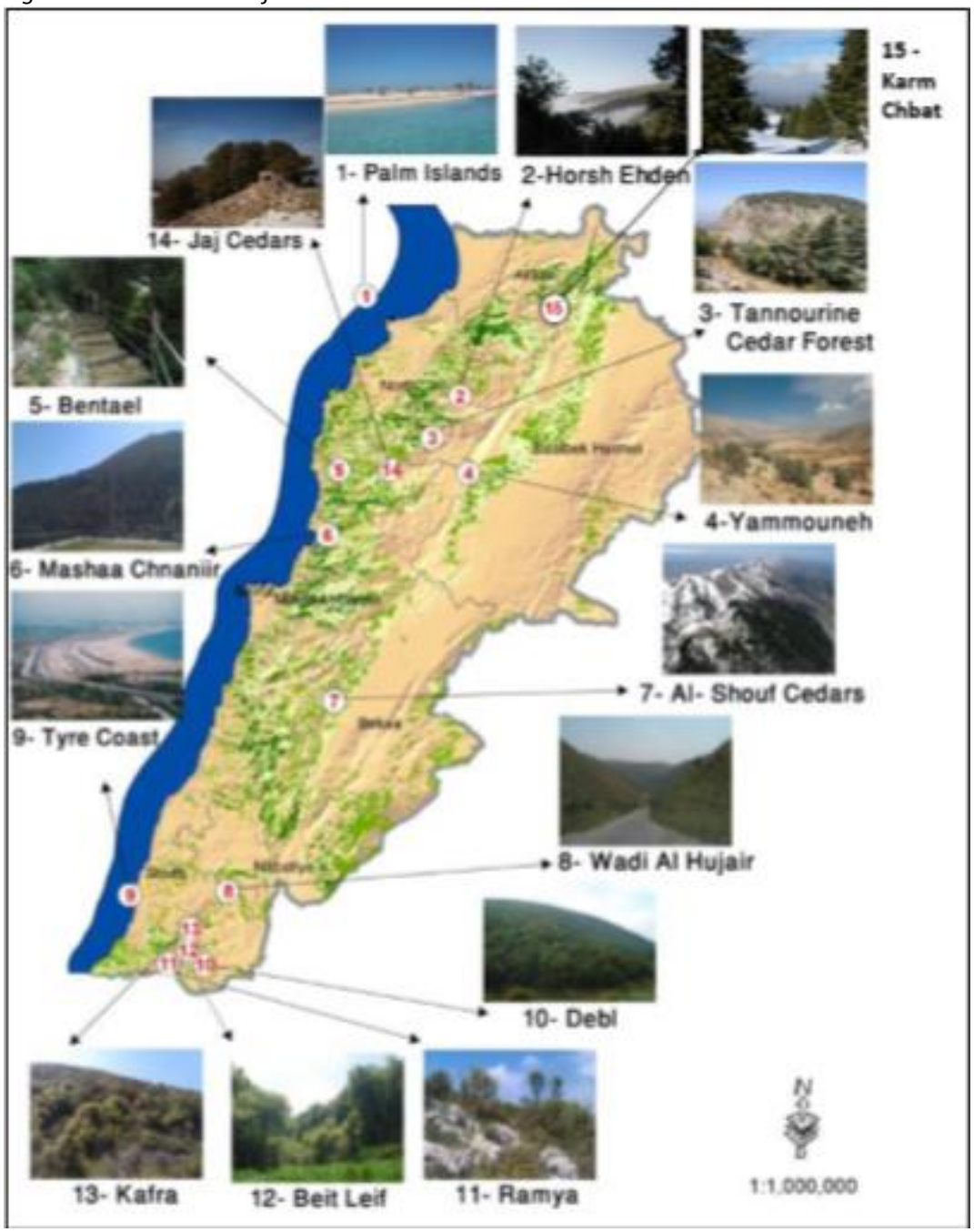
- **18 NRs** (Figure 1 and Table 1) of which 8 were established before the year 2000 and accordingly, have benefited (to various degrees) from many grants for monitoring and research, promotion of eco-tourism and overall management while 7 others were established between 2010 and 2015 and 3 in 2020, and accordingly are still at the very preliminary stages of their management status. Out of the 18 NRs: 1 is a UNESCO biosphere Reserves of Arz El Chouf-Ammiq Wetlands); 1 is a Barcelona Convention Special Protected Area (Palm Islands Nature Reserve); 2 are Specially Protected Area of Mediterranean Importance -SPAMI (Palm Islands and Tyre Coast Nature Reserves) under the Barcelona Convention; and 2 are RAMSAR NRs (Palm Islands and Tyre Coast Nature Reserves);

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- **4 additional NRs** are in the pipeline 2 of them are being discussed by the Parliamentary committees. These reserves will also benefit from this project if adopted within the life-time of the project.
- **20 NSs** of which 1 UNESCO biosphere reserve (Jabal Moussa –Table 2).
- **2 additional NSs** are in the pipeline.
- **2 RAMSAR** , and
- **several Important Bird Areas** (IBAs) that include NRs, NSs and RAMSAR.

NRs occupy 3% of the Lebanese territories which incorporate rich biodiversity with about 370 different kinds of birds and 2,000 types of plants and wild flowers, and 30 species of mammals, many of which are endemic to Lebanon (NBSAP, 2016).

Figure 1: Lebanon Classified Nature Reserves



Source: MOE, 2015.

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Table 1: Lebanon Classified Nature Reserves

#	Nature Reserve	Legal Instrument	Enacted Date	Approximate Surface Area (ha)	Elevation Zone (meters from sea level)	International Designations	Management Plan
Active NRs							
1	Palm Islands	Law 121	09/03/1992	417.7: 3 islands with 500 m of sur-rounding water	Sea Level	RAMSAR, Barcelona Convention Special Protected Area, SPAMI, IBA	**Yes**
2	Horsh Ehden	Law 121	09/03/1992	1,740	1,200 - 1,900	IBA	**Yes**
3	Tannourine Cedar Forest	Law 9	20/02/1999	195.48	1,300 - 1,800	IBA	**Yes**
4	Yammouneh	Law 10	20/02/1999	2,100	1,400 - 2,000	*None*	No
5	Bentael	Law 11	20/02/1999	75.31	250 – 800	IBA	**Yes**
6	Mashaa Chnaniir	Law 122	29/07/2010	27	500 – 530	*None*	No
7	Al Shouf Cedars	Law 532	24/07/1996	15,647	900 - 2,000	Biosphere Reserve, IBA	**Yes**
8	Wadi Al Houjeir	Law 121	23/07/2010	3,595	250 – 400	*None*	No
9	Tyre Coast	Law 708	05/11/1998	3,889.3 of which - Land: 176.3 - Sand: 6.12 - Water: 3,706.8	Sea Level	RAMSAR, SPAMI	**Yes**
10	Debl	Law 200	18/11/2011	25	~600	*None*	No
11	Ramya	Law 199	18/11/2011	20	~650	*None*	No
12	Beit Leef	Law 201	18/11/2011	20	~550	*None*	No
13	Kafra	Law 198	18/11/2011	40	~650	*None*	No
14	Jej Cedars	Law 257	15/04/2014	20	~1,650	*None*	No
15	Karm Chbat	Decision 14/1	06/10/1995	520	1,400 - 1,900	*None*	No
16	Kfarzabad	Decision 1502/1	10/3/2020	326	900-1000	*None*	No
17	Abbasiyeh	Law 170	14/5/2020		Sea level	*None*	No
18	Nmeirieh	Law 169	14/5/2020		~320	*None*	No
NRs in the Pipeline							
19	Jabal el Rihan	Draft decree				*None*	No
20	Donniyeh Lazzab	Draft decree				*None*	No
21	Naqoura	Draft decree				*None*	No
22	Qammouaa	Draft decree				*None*	No

Note: an assessment will be carried out to diagnose existing and needed soft (missing studies, plans, etc.) and hard (infrastructure and equipment) investments.
Source: Adapted from MOE, 2015.

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Table 2: Lebanon Classified Nature Sites

#	Decision/Decree number	Enacted Date	Description	Location
Active NSs				
1	Decision 15/1	1995	Prevent any action or making any changes in the vicinity of Faqra Natural Bridge in the district of Kesrouan	Kesrouan
2	Decision 151	1997	Kadisha Valley	Bcharre
3	Decision 34	1997	Ibrahim River to sea outfall	Jbail
4	Decision 22	1998	Al Jawz River to sea outfall	Batroun
5	Decision 29	1998	Al Damour River to sea outfall	Shouf
6	Decision 97	1998	Al Kalb River to sea outfall	Kesrouan
7	Decision 130	1998	Beirut River to sea outfall	Beirut and Mount Lebanon
8	Decision 131	1998	Al Awali River to sea outfall	Saida
9	Decision 132	1998	Forests between Ain El Hour- Daraya- Debiyé- Bérjin; Sheikh Osman Forest; Deir al Mokhalis surrounding; Ain w Zein Hospital surrounding; Dalboun forest; Al Mal valley; Kafra wells; Ainbal valley sites	Shouf
10	Decision 187	1998	Al Makmel Mountain	North Lebanon
11	Decision 188	1998	Arka River to sea outfall	Aakkar
12	Decision 189	1998	Al Assi River to sea outfall	Hermel
13	Decision 19	2002	Al Kammoua Area	Aakkar
14	Decision 21	2002	Al Qaraqeer Valley	Zgharta
15	Decision 22	2002	Dalhoun Forest	Shouf
16	Decision 8	2004	Baatara Sinkhole	Tannourine
17	Decree 7494	2012	Jabal Moussa	Kesrouan
18	Decree 11949	2014	Kassarat Grotto	Metn
19	Decree 2878	2016	Ehmej	Jbeil
20	Law 131	2019	Horsh Beirut	Beirut
NSs in the Pipeline				
21	Draft Decree		Pigeon Rock (Raouché)	Beirut
22	Draft Decree		Batroun Beach	Batroun

Source: Adapted from MOE, 2015.

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Identification of Issues

Issues affecting the sustainable management of NRs include: the political and socioeconomic landscape; lack of funding to live up to international binding agreements; weak MOE's capacity, funding, availability of mechanisms for the enforcement and supervision of the management teams; land use infringements; and missing knowledge platform due to piece-meal research and different valuation methods on ecosystem services in general and NRs in particular.

The political gridlock and the influx of Syrian displaced people since 2011 has affected the overall socioeconomic landscape and has put more pressure on NRs and NS in Lebanon which in turn has worsened the NR likelihood to achieving climate resilient ecosystems in the near future.

Furthermore, Lebanon has not mobilized enough financial resources to live up to its international/regional/national commitments to preserving its natural capital in general and NR ecosystems in particular. Concomitantly, Lebanon has not adapted the NR legal, institutional and regulatory framework to properly address management weaknesses as well as current and future risks. Hence, attaining the 2030 Sustainable Development Goals directly associated with resilient land and marine conservation, notably # 15 (life on land), # 14 (life below water) and # 13 (climate action) seem unlikely based on current practices.

The current economic slowdown has strained MOE budget to perform all its prerogatives. MOE is understaffed, has no regularly earmarked funds for management, and lack a proper systematic mechanism to monitor the regular performance of APAC and the NR management teams that would protect the NRs. Although plans are in process to operationalise an environmental police programme, the institutional and legal procedures are expected to take some time.

Of the 15 NRs, only 9 have APACs, and only 6 of those 9 have management plans of which 5 are outdated. Moreover, salaries of APAC members are not regularly paid which is affecting NR management in addition to weak commitment and performance from APAC and the protected areas management teams. Finally, most NRs are missing grey and green investments[1] needed to restore damaged ecosystems, improve their accessibility as well as attractiveness to turn them into responsible and financially viable Eco-tourism venues.

Land use is poorly planned in Lebanon despite the formulation of the 2005 National Physical Master Plan of Lebanon (CDR, 2005) and downscaling plans in Akkar, Dennieh, Tannourine, Upper Metn, Jezzine and Tyre. The infringements of agro-pastoral land and urbanisation on land/seascapes have accelerated since the end of the Civil War in 1990 and are threatening vulnerable ecosystems and NRs. Furthermore, local level land ownership and land delineation issues in areas in and surrounding nature reserves with municipalities are also in need of clarification and further work.

NRs ecosystems are missing a common knowledge base in Lebanon that could help spur better management, resilience and potentially innovation within and across Mediterranean countries. Moreover, NRs are not monitored on a regular basis except for the ones that are receiving parallel financing, e.g., Arz El Chouf Nature Reserve and Ehden Nature Reserve. Alternative ways of sustainable management such as public-private partnership or considering fiscal instruments that could provide needed financial resources that have not yet been considered to improve the NR resilience.

Research and natural asset valuation are definitively needed for the creation of a knowledge platform on conservation but are irregularly covered by international financing institutions (IFIs) that usually implement programs in conjunction with foreign and local research centres and universities where all activities stop short of being stored on a knowledge platform with the end of each program. Therefore,

[1] Grey investments are investments that are for the construction of infrastructure that consists of concrete and steel material, such as solid waste management facilities and wastewater facilities. Green investments are geared towards natural ecosystems that although are manmade, consist of natural elements such as planting of trees or construction of natural wetlands for example.

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there is the need to tackle the abovementioned issues with a long-term view, to allow their self-sustainability and progressive lasting improvement.

MOE has difficulties addressing all these pressing issues. However, this project was preceded by the 2016-18 Sustainable development of the buffer zones of the Shouf Biosphere Reserve implemented in tandem by the MOE, the Italian Embassy, the Italian Agency for Development Cooperation and the Committee of Al Shouf Cedar Nature Reserve, for a total value of €500,000. The Shouf Biosphere Reserve project is in line with preserving ecosystem services by aiming at protecting and monitoring wildlife in the buffer and development zones of the reserve by providing environmentally-friendly agricultural techniques preserving wildlife and water resources, at managing biodiversity wealth in development areas in the vicinity of villages exposed to a high risk of fire, and at raising the capacity at the local, national and regional levels through training farmers on sustainable agricultural practices and nature reserves management teams on the management of wildlife in Lebanon. The replicability of this project, recognised in Lebanon as the fulfilment of its objective are visible by all other natural reserves, is a major element for the formulation of this new one.

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II. STRATEGY

Lebanon has ratified or is a party to a number of international/regional treaties, conventions and laws related to biodiversity conservation and ecosystem services, climate variability, desertification, conservation , e.g., UNFCCC ratified in 1994; Convention on Biodiversity ratified in 1995; Cartagena Protocol accessed in 2013; Nagoya Protocol accessed in 2018 (both under Convention on Biodiversity - CBD), Barcelona Convention ratified in 1977 and its protocol mainly the Specially Protected Areas of Mediterranean Importance (SPAMI protocol).

Aligned with the global biodiversity agenda, MOE is planning to expand the NR cover from 3% to 5% of the Lebanese territories (Figure 1) by 2030 as 5 NRs are already in the pipeline to be submitted to Parliament for review and ratification. The 2012 Lebanon Protected Marine Area Strategy calls for the establishment of a network of marine protected areas, established and managed within an integrated marine management framework, that contributes to the health of Lebanon's sea and marine environment. Conversely, the 2016-2030 National Biodiversity Strategy and Action Plan (NBSAP) has an estimated budget of US$ 40 million, aims to mainstream biodiversity into sectoral and cross-sectoral strategies, plans and programmes, and identifies 13 priority areas: threatened species; genetic diversity; protected areas; sustainable management and use of natural ecosystems and resources; ecosystem restoration; access and benefit sharing (ABS); invasive alien species (IAS); centre for environmental policy and advocacy (CEPA); biodiversity mainstreaming in national and sub-national policies and plans; climate change; research and knowledge transfer; the institutional and legal framework; and resource mobilization. Eighteen national targets, which are mapped to the Aichi Biodiversity Targets, and 91 national actions (including responsible entities/partners and timelines) are distributed among the priority areas. Furthermore, as part of the monitoring and evaluation process, available impact indicators are presented, along with details on monitoring frequency and data sources. Finally, Lebanon intends to review its 2030 targets to ensure alignment with the global post-2020 biodiversity targets which are expected to be closely aligned with the SDGs.

The development of NRs is crucial for the conservation of the natural heritage of the country and furthermore and important aspect for the protection of the forest areas. The Government has further ambitious plans for increasing forest areas from currently 13% of the total land area to 20% in the next 20 years (the MOA 40 million Tree Program). This goes in pair with responsible hunting, particularly that the hunting law issued in 2004 was implemented for the first time in 2017. While the law strictly forbids hunting in NRs, training and awareness remain curial for proper application and enforcement of the law.

STEP4Nature aims to directly tackle 7 targets in full or in part although a number of others are targeted indirectly through NBSAP 2030 targets: (5) the total percent coverage of nature reserves is increased to reach at least 5% of Lebanon's area; (9) rehabilitation plans are implemented in at least 20% of degraded sites that they can safeguard the sustained delivery of ecosystem services; (14) vulnerable ecosystems to climate change are identified and adaptation plans are developed and implemented; (15) research on biodiversity is improved in Lebanon, and research outputs and biodiversity related reports are shared through a centralized platform (from both public and private institutions), which is updated and made accessible to the public (CHM); (16) traditional knowledge, uses, and practices of local communities relevant to biodiversity and sustainable use of resources are documented, preserved and shared/published; (17) the relevant institutional and legal framework and government policies are reviewed, updated and reinforced where necessary to ensure effective biodiversity conservation and sustainable use; and (18) Lebanon has developed and is implementing a robust resource mobilization strategy with a sustainable mechanism to finance biodiversity initiatives.

To this end, the project will strengthen MOE legal and institutional NR framework, improve NR management, monitoring and evaluation plans, assess the NR vulnerability to climate change and disaster risks, set up a knowledge platform, carry out needed natural capital valuation and scientific

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research while formulating and implementing inclusive participatory and gender equality green and grey investments where communities living surrounding the official NR boundaries will be targeted.

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III. RESULTS AND PARTNERSHIPS

Expected Results

General Objectives

To contribute to a strategic sustainable management of Nature Reserves in Lebanon.

Conserving Lebanon's natural capital and strengthening the Ministry of Environment's capacities to plan and sustainably manage protected areas and nature reserves. By promoting innovative approaches to protected areas, nature reserves and forest management, that also imply the translation of principles of ecosystems and biodiversity economics into practice, this project will demonstrate a broad range of tangible benefits that local and wider communities could enjoy from preserved and well-functioning ecosystems. In this respect, the project will identify priority governmental needs in the areas of stewardship and safeguarding the ecosystem services, the conservation of biodiversity and the sustainable use of natural resources in protected areas. Within the framework of this process, specific needs for the institutional strengthening of the Ministries will be identified as priority requirements to improve its capacity in the above-mentioned spheres of its responsibility.

Specific Objectives

Enhancement of the Lebanese natural capital through the strengthening of the institutional network and the creation of instruments for the active conservation of protected areas.

The project will specifically contribute to the enhancement and improvement of nature reserves in Lebanon and will subsequently have positive effects from an institutional, socio-economic and technical perspective. These activities will also promote alternative sustainable income-generating activities for local populations residing near or within NRs while involving Italian Centres of Excellences in the sector.

The project will achieve its development objective through 3 interrelated outputs. Each output will include capacity building activities that would strengthen and ensure the sustainability of the programme.

Output 1: ***Legal and institutional support***

- The objective of Output 1 is to strengthen the legal, regulatory and institutional system of MOE. As targeted by the 2016 NBSAP, the legal, regulatory, institutional and governance framework will be reviewed, and specific priority legislative and policy needs will be revised by the project in line with international practice and targeting specific national needs to strengthen the overall framework that exists including performance review of nature reserves management teams (attendance basis, output basis and related reporting requirements), as well as supporting MOE in the drafting of the application decrees to the draft Protected Areas law approved by CoM decree 8045/2012 and currently under discussion at the Parliament. This will provide clear prerogatives and obligations by line-ministry with regards to revised categorisation between land and marine NRs as well as cultural heritage and natural sites, management arrangement of NRs, regulation of hunting and land management practices and others.
- The APAC set up will be reviewed from a legal and administrative perspective and recommendations will be provided to increase its effectiveness, inclusiveness, sustainability and scaling up The output will analyse the necessities for the management of the NR and

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provide updated templates for a more consistent approach. Issues such as the legal and administrative procedures for the expropriation of any private cadastres within the nature reserves, status of information available will be gathered in order to scope the database and other policy challenges will be identified and fed into the other project outputs as needed.

- An ecosystem database will be set up at MOE which will collect all ecosystem services data in general and NR in particular. The database may be developed in complementarity with other databases at the ministry that are also related to the improved environmental management of territories in the country. This database will be prepared throughout the duration of the project and will be fed with information collected by the various assessments including the technical assessments that will be undertaken within output 2 about the biodiversity and profiling of the NRs.
- Finally, several evaluations of ecosystem services studies were carried out in Lebanon and workshops have been offered to improve the valuation of ecosystem services and their important contribution notably as natural service providers and environmental regulators. However, they show large discrepancies (more details in Box 1) and accordingly, there is a need to adopt one official methodology to strengthen the valuation process. This activity can be implemented in collaboration with research institutions, universities and coordinated with the Central Administration of Statistics or other public institutions as needed.
- Enhance technical, procedural and infrastructural capacities of the Ministries will include undertaking trainings and capacity building to improve the management of the hunting sector including the monitoring capabilities of the Internal Security Forces, Forest Guards and Environmental Police. The related needed equipment would be purchased accordingly to enhance enforcement and licensing capacity and awareness raising workshops would build overall public awareness of the need to reduce threats to the nature reserves from uncontrolled hunting practices and other damaging activities.

Box 1: Valuation Results of Ecosystem Services in Lebanon

Valuation of Nature Reserves (forests, land-seascapes and marine ecosystem services) were performed in Lebanon over the years for the Palm Islands combining direct use and contingent valuation (US$ 173 per ha in 2016 prices; (Kanbar (1999)), Cedar relics using a contingent valuation (US$ 730 per ha in 2016 prices; Sattout (2007)), the total economic value (TEV) of forests in Lebanon (US$ 199 per ha in 2016 prices (Croitoru (2011)), a more recent TEV of forests in Lebanon (US$ 592 per ha in 2016 prices with almost two and the half times the 2011 results; Sattout (2014)), the Shouf Biosphere using a TEV (US$ 339 per ha in 2016 prices; Ecodit (2015)), and the Jabal Moussa Biosphere using a TEV (US$ 210 per ha in 2016 prices; Karam (2016)). In Lebanon, the economic values of ecosystem services are broken down as follows: 44% for provisioning services; 33% for regulation; 18% for cultural activities; and 5% for habitat support (Sattout, 2014).

Output 2: ***Technical research and policy support***

- The objective of Output 2 is to carry out NR technical research (biological and climate change/disaster risk particularly the NRs of Mashaa Chnaniir, Jej and Wadi Hujair), prepare participatory and gender equality NR management plans and propose policy options for sustainable funding. The technical research and policy support is to improve NRs and community resilience over the next decades based on a multidisciplinary approach where the results will be fed into the database (Output 1). Furthermore, these studies will also guide the

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design and implementation of the activities within the NRs (output 3) that will mainly start during the second year of the project to allow for clarification of the needs.

- Financing options will be assessed to help decision-makers and communities make informed choices with regards to not only creating opportunities for NR goods and services as well as ecotourism, but also tackling new avenues such as debt-to-nature/climate swaps, green/blue bonds, fiscal instruments, foreign trust fund or other mechanisms that could be capitalized by the Lebanese diaspora, private crowding, Extended Social Responsibility, etc.
- Finally, the review of the APAC activity under output 1 and all the above-mentioned activities under Output 2 will feed into the formulation of a number of participatory and gender equality management, monitoring and evaluation plans for the nature reserves where needed and where international norms will be adopted. This will be coupled by a monitoring system that will be set-up at the MoE. Mashaa Chnaniir, Jej and Wadi Hujair, followed by the 6 NRs whose APACs will be appointed including Karm Chbat, Yammouni, Kafra, Ramya, Debl, Beit Leef. Up to 5 management plans updates are needed for the following reserves: terrestrial (Horsh Ehden, Bentael, Tannourine Cedar Forest) and marine (Palm Islands, Tyre Coast). These plans will improve both NR resilience and livelihoods (ecotourism) while increasing the connectivity and exchange of experiences across national, regional and international protected areas and networks. The formulation of the participatory and gender equality plans will involve communities surrounding NRs, except Arz el Shouf NR, to reduce harmful practices (e.g. agro-pastoral and building infringements), regenerate lost ecosystem services, creating new opportunities to benefit from goods and services (e.g., income-generating activities such as ecotourism, B&B, reforestation activities, establishing nurseries, product certification, production of briquettes and bioenergy tapping UNDP-CEDRO expertise, etc.).

Output 3 ***Implementation to foster resilience and regional and national cross fertilization***

- The objective of Output 3 is to implement (grey and green) investment plans that will be prioritized for the various NR and will be based on the management plans developed in output 2. as follows: The project will prioritise the needed investments in partnership with the MOE so that investments in green and grey works and equipment are procured and supervised over the project timeframe such as the creation and upgrade nurseries for some reserves, reforestation activities in selected nature reserves and in the villages surrounding all nature reserves as needed, using endemic species and new reforestation techniques. A key area of support includes administrative and technical support to strengthen the management and control of hunting practices that directly impact biodiversity and resources related to nature reserves. In terms of the grey investment, such activities include the construction of small solid waste management facilities in the Chouf NR for example as well as the provision of equipment and small machinery for other reserves based on the identification of needs in the management and investment plans. The project also foresees the involvement of the Italian State Forestry Corps, in particular with regards to training and capacity development related to reforestation and sustainable use of natural resources.
- Exchange of knowledge and trainings will be undertaken to help all stakeholders benefit from interacting with regional (e.g., MEDCIP and the Arab Union of Nature Reserves) and national peers with successful experiences and practices, hence enriching the NR iterative inclusive and sustainable management and investment process. Sharing of experience and knowledge will build on ongoing or finalised projects that developed methods for community engagement in forest management and conservation funded by the EU (ARDP), FAO-GEF (SALMA), USAID (LRI), GEF/UNDP/MOE Safeguarding Lebanon's Woodland Resources project (2009-2014) experience, ongoing FAO/MOA and GEF/MOE landscape activities and important research carried out by CNRS, universities (AUB, USJ, Lebanese University, Balamand

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University, etc.) and NGOs (SPLN, Jouzour Loubnan, AFDC, etc.). These trainings will be mostly in the form of workshops and roundtable discussions to exchange knowledge and experience among the partners working in this field.

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. STEP4Nature 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 NRs under MOE stewardship while ensuring their 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.

In the frame of the project implementation other UN agencies and the Italian State Forestry Corps will be directly involved, in particular with regards to training and capacity development related to reforestation and sustainable use of natural resources.

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 the risk of unwillingness to working in NR areas whereas a political instability would require the UN working in parallel in asserting the government sovereignty and the population legitimate representation. 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 to the reticent NR communities.

Stakeholder Engagement

The project aims to improve the resilience of NRs and communities living surrounding their borders by systematically engaging communities, especially vulnerable, poor and women in understanding the meaning of preserving natural capital to reap sustainable benefits and informing communities on the potential opportunity to participate in the management as well as the grey and green investments in NR on their livelihoods. In addition, it will improve the performance of the APAC (which includes members of the municipality and local NGOs and authorities) in the management of NRs.

Beneficiaries

Hence the direct beneficiaries of this project are of course MOE through building the capacity of the staff, other government entities such as the APAC, MOA, municipalities, targeted NR communities. Indirect beneficiaries include all the communities living downstream that will also reap the benefits of better managing NRs as well as all the eco-tourists that seek new pristine areas to discover and enjoy. Moreover, indirect beneficiaries are the civil society at large that will have access to a flow of knowledge through the set-up of the database and the knowledge platform.

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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 NR enabling environment and frameworks, gauging the climate and disaster risks, valuing ecosystems services and engaging all stakeholders in the process.

Sustainability and Scaling Up

STEP4Nature 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 NRs on a sustainable footing as new instruments are available to lower public debt or involved the private sector; and communities surrounding NR boundaries to participate in NR management and monitoring activities as they need to understand that preserving the natural capital of NRs will generate constant financial flows when it comes to selecting the right income-generating activities that will create jobs. Scaling up activities are considered under the initiative as the number of NRs should increase from 15 to 20 within the project timeframe. The 3 outputs consisting of improving the NR enabling environment while strengthening MOE technical and managerial capacity and transferring and exchanging knowledge through the platform will help inform stakeholders, increase the efficiency of the inclusive scaling up process to 20 resilient NRs and beyond.

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IV. PROJECT MANAGEMENT

Cost Effectiveness and Efficiency

Past practice of UNDP-executed projects on behalf of MOE 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 project will be managed in accordance with standard UNDP procedures as Direct Implementation modality (DIM). 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 direct 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).

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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 that will be shared by the global team.

The project management team (PMT) will be located at the Ministry of Environment and will be responsible for day to day management of STEP4Nature, 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 such as FAO, international NGOs such as IUCN as well as individual consultants and/or consulting firms. It is expected that FAO will implement the sub-activities related to sustainable use of natural resources (under activity 3).

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

4. Poverty reduction and sustainable development promotion; 3.3. Lebanon has adopted measures to improve environmental governance.

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, sustainable consumption & production and ecosystem services values.
Baseline: 3 and Target: 6

CPD Output 4.2. National Environmental Management Strengthened

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.

Project title and Atlas Project Number: STEP4Nature in Lebanon - Award ID 00098955 – Project ID 00102170

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Activity 1: Legal and institutional support	Legal and governance framework		0	2018	0	1	**Risk analysis in presented in a specific table*
	Knowledge platform for nature reserves (database) including equipment		0	2018	0	1	**Risk analysis in presented in a specific table*
	Valuation methodology		0	2018	1		**Risk analysis in presented in a specific table*
	Review of APAC set-ups and studies		0	2018	0.5	0.5	**Risk analysis in presented in a specific table*
	Training and awareness material		0	2018			**Risk analysis in presented in a specific table*
	Workshops/trainings		0	2018	3	3	**Risk analysis in presented in a specific table*

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Activity 2: Technical research and policy support	Scientific studies and technical support		0	2018	1	2	**Risk analysis in presented in a specific table*
	Participatory and gender equality management plans & investment plans for reserves		0	2018	1	2	**Risk analysis in presented in a specific table*
	monitoring plans for reserves		0	2018	5	10	**Risk analysis in presented in a specific table*
	Workshops/trainings		0	2018	3	3	**Risk analysis in presented in a specific table*
Activity 3: Enhancement of infrastructural capacity	NR Implementation of participatory and gender equality investment plans		0	2018	2	8	**Risk analysis in presented in a specific table*
	Knowledge and Training		0	2018	2	8	**Risk analysis in presented in a specific table*

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Indicative Logframe matrix

Expected results	Description	Verifiable and objective indicators	Means of verification	Assumptions
General objective	Conserving Lebanon's natural capital and strengthening the Ministry of Environment's capacities to plan and sustainably manage protected areas and nature reserves.	Improved management and structures of nature reserves Ministry of Environment's capacity increased to oversee, monitor and evaluate NRs and other protected areas progress Total percentage coverage of nature reserves is increased to reach at least 5% by 2030 (baseline: 3%; 2018)	National reports on nature reserves from Ministry of Environment Convention on Biodiversity reports from Lebanon Lebanon's report Sustainable Development Goals report 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 contribute to the enhancement and improvement of nature reserves in Lebanon from institutional, socio-economic and technical perspectives.	Improved socio-economic conditions within and surrounding nature reserves. Stable and progressive increase of visitors of all nature reserves of at least 2% per year Consolidated data base of Lebanese biodiversity	Reports from nature reserves (with indication on improvement socio-economic conditions) Project reports	Buy-in from all stakeholders despite the sluggish economic situation Political commitments from the MoE and MoA
Output 1: Legal and institutional support	Legal and regulatory systems strengthened at the Ministry of Environment as well as within the nature reserve management structures	Legal and governance studies completed Knowledge platform for NR Number and type of training material developed	Issuance of the reports Availability of database at MoE Availability of training material	Commitment from the APAC continued and collaborative Buy-in from all stakeholders despite

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		Clear defined responsibilities and long term strategy for maintaining the knowledge platform at the MoE Evaluation of ecosystem services produced and shared with all stakeholders Participation at the Workshops of representatives from the Ministries, Universities e CSOs		the sluggish economic situation Political commitments from the MoE and MoA
Output 2: Technical research and policy support	Provision of technical support and analysis undertaken to strengthen nature reserves' planning and management systems	Management plans for nature reserves developed in a participatory and gender equality manner and approved by the competent authorities for all current 15 NR (baseline: 6 management plans: 2018) At least 15 monitoring systems designed for NR and approved	Progress reports from the project Reports of the NR	
Output 3: Implementation to foster resilience and regional and national cross fertilization	Implementation of some of the priority management plans for nature reserves including investments and capacity building activities	Number of grey and green investments in NR Number of awareness raising activities divided by national and regional level	Progress reports from the project Reports of the NR	

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		Number of capacity building activities/workshops at the national level Request of the private sector to be involved in the activities of the Nature Reserves increases 5% per year.		
Activities in relation to Output 1	- Defining and developing legal and governance frameworks - Building knowledge platforms for NR (database) - Developing ecosystem evaluation methodology - Reviewing of APAC structures and need analysis - Developing training material - Implementing workshops/trainings			
Activities in relation to Output 2	- Undertaking scientific studies for new reserves - Developing management and investment plans for NR - Designing monitoring plans for NR - Implementing workshops			
Activities in relation to Output 3	- Purchasing equipment and implementing needed infrastructure for the sector, including solid waste management and purchase of equipment to support the conservation and improvement of NR management - Implementing activities related to improved environmental practices including reforestation activities, upgrade of nurseries and other - Training activities including forest guards - Workshops and awareness raising			

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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 results framework 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.	Quarterly – Annually on Atlas	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.	MOE AICS UNDP	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.	MOE AICS UNDP	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 project quality rating summary, an updated risk long with	Annually, and at the end of the project (final report)		MOE AICS UNDP	Internal

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	mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review Steering Committee	The project's governance mechanism (i.e., project board) 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 Project Board 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, and at the end of the project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MOE AICS UNDP	Internal

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Evaluation	None	National Environmental Management Strengthened	Poverty reduction and sustainable development promotion	June 2022 for evaluation	MOE, Scientific Community, Local Governments, NR, and Beneficiaries	$30,000 & own funding

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VII. MULTI-YEAR WORK PLAN

Planned Activities			Planned Budget					
Activities	**Sub-activities**	**Budget Notes**	**Budget Description**	**Budget Code**	**Cost Year 1 (USD) 6 months**	**Cost Year 2 (USD) 12 months**	**Cost Year 3 (USD) 6 months**	**Total Cost (USD)**
Activity 1: Legal and instituional support			International Consultants	71200	-	35,000.00	75,000.00	110,000.00
	1.1 Legal and governance framework	1	Local Consultants	71300	-	23,000.00	25,500.00	48,500.00
	1.2 Knowledge platform for nature reserves (	2	Contractual Services-Companies	72100	-	95,000.00	115,000.00	210,000.00
	1.3 Evaluation methodology	3	Office Supplies	72500	-	5,000.00	2,500.00	7,500.00
	1.4 Review of GACs set-ups and studies	4	Information Technology Equipment	72800	3,000.00	3,000.00	-	6,000.00
	1.5 training material	5	Miscellaneous	74500	1,000.00	5,000.00	5,000.00	11,000.00
	1.6 Workshops/trainings	6	Training, Workshops and Conferences	75700	500.00	20,000.00	18,226.00	38,726.00
			F&A (8%)	75100	360.00	14,880.00	19,298.00	34,538.00
	Subtotal A1				***4,860.00***	***200,880.00***	***260,524.00***	***466,264.00***
Activity 2: Technical research and policy support	2.1 Scientific studies for newly established res	7	International Consultants	71200	3,000.00	20,000.00	20,000.00	43,000.00
	2.2 management plans & investment plans fo	8	Contractual Services-Companies	72100	-	300,000.00	535,153.00	835,153.00
	2.3 monitoring plans for reserves	9	Training, Workshops and Conferences	75700	1,000.00	15,000.00	15,000.00	31,000.00
	2.4 International expert	10	F&A (8%)	75100	320.00	26,800.00	45,613.00	72,733.00
	2.5 Workshops/trainings	11						
	Subtotal A2				***4,320.00***	***361,800.00***	***615,766.00***	***981,886.00***
Activity 3: Enhacement of infrastructural capacity	3.1 Equipment and machinery/vehicles for res	12	Contractual Services-Companies	72100	-	250,000.00	550,000.00	800,000.00
	3.2 Activities related to sustainable use of nat	13	*Responsible Party FAO*	72100	-	*130,000.00*	*162,000.00*	*292,000.00*
	3.3 Technical tools	14	Equipment and Furniture	72200	-	50,000.00	149,289.00	199,289.00
	3.4 Training of forest guards (CC)	15	F&A (8%)	75100	-	34,400.00	68,903.00	103,303.00
	3.5 Technical trainers/experts	16						
	3.6 Waste management	17						
	Subtotal A3				***-***	***464,400.00***	***930,192.00***	***1,394,592.00***
Activity 4: Project Management	PM1. 1 Project Manager + 1 driver	18	International Consultants	71200	-	17,000.00	6,610.00	23,610.00
	PM2. 1 Site engineer + 1 technical assistant	19	Contractual Services-Individuals	71400	20,000.00	150,000.00	230,924.00	400,924.00
	PM3. Miscelleanous (including evaluation + e	20	Direct Project Costs (DPC)	64300	5,000.00	30,000.00	68,454.00	103,454.00
	PM4. Direct Project Cost (DCP)	21	F&A (8%)	75100	2,000.00	15,760.00	24,480.00	42,240.00
	Subtotal A4				***27,000.00***	***212,760.00***	***330,468.00***	***570,228.00***
Total Project					***36,180.00***	***1,239,840.00***	***2,136,950.00***	***3,412,970.00***

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Note	Amount (USD)	Amount (EUR)	Description/brief explanation of sub-activity
1	62,231	54,701	International and/or local consultants to work on the review of the governance framework of the APAC and nature reserves management and suggest alternatives or improvements
2	116,683	102,564	Electronic database (information technology) to be designed and set-up at the MOE to include spatial information as well as general information about the nature reserves
3	48,618	42,735	Scientific evaluation methodology to be developed to assist the MOE in assessing the status of the nature reserves and possibly undertaking ecosystem service valuation estimates. This is to be performed either by individual consultants or a consultancy company
4	48,618	42,735	Studies to assess the institutional set-up and functioning of the committees that manage the protected areas in Lebanon and provide recommendations to the MOE on how to improve the overall management status. These studies are to be done by either individual consultants or consulting companies
5	97,236	85,470	Training material and awareness to be designed and printed for the nature reserves and MOE
6	58,341	51,282	Cost of workshops and trainings for the MOE staff, nature reserve staff, municipalities and other stakeholders
7	233,365	205,128	budget for consulting firms or academic institutions to undertake scientific assessments of the status of flora and fauna in newly established reserved and recommend
8	213,918	188,034	Consultancy costs for the development of management plans for the reserves (as needed and will be identified during the inception phase)
9	364,633	320,513	Consultancy costs for the development of scientific monitoring plans for the nature reserves in terms of fauna, flora and setting key performance indicators. This activity may be combined with that in budget note 8
10	38,894	34,188	International expert(s) to support the MOE on scientific issues for example in developing guidelines for management plans, designing mechanism for enhancing the supervision of the management teams of the NRs and enhancing their performance, or other studies as needed. Up to 50 days allocated.
11	58,341	51,282	Workshops and trainings related to the technical knowledge sharing targeting stakeholders
12	267,398	235,043	Purchase of equipment and material needed by the reserves and the MOE to improve their management ant to improve manage of practices that threaten their ecosystems such as unsound hunting practices. May include sign boards, vehicles, cabins, etc.
13	291,707	256,410	Cost of implementation of activities within the nature reserves to improve their ecosystem health.
14	80,706	70,940	Consultancy cost for the identification of technical and financial tools that can be used to support the NRs and provide guidance to the MOE
15	243,089	213,675	Training of Lebanese forest guards by the Italian State Forestry Corps through the FAO
16	68,065	59,829	Costs of various types of experts to undertake specific trainings and develop material to support stakeholders, including nature reserve management teams, MOE staff and others to build capacity
17	340,325	299,145	Design and installation of equipment for the management of solid waste issues in the vicinity of NRs to improve the protection of the natural environment
18	205,841	180,934	Project manager to ensure the operational and technical oversight of the project. Profile would include biodiversity, environmental science protected areas management or related field plus project driver
19	195,083	171,478	Site engineer: main technical person on the field, coordinates with the nature reserves and local municipalities, supports the consultants on the ground and supervises the implementation of work + technical assistant who will have partly administrative/finance tasks and partly technical to support the team including for example assistance on reporting, research assistance, organisation of the workshops, issuance of letters and payments, budget overview, etc.
20	23,611	20,754	Other expenses for operating the project including stationery costs, fuel costs, office furniture and equipment, etc
21	103,454	90,936	Direct costs for UNDP management including human resources for hiring project staff and managing contracts, procurement costs, programme management costs of quality assurance and quality control and communication costs

Exchange rate of 25 June 2020: 1 USD =0.879 EUR

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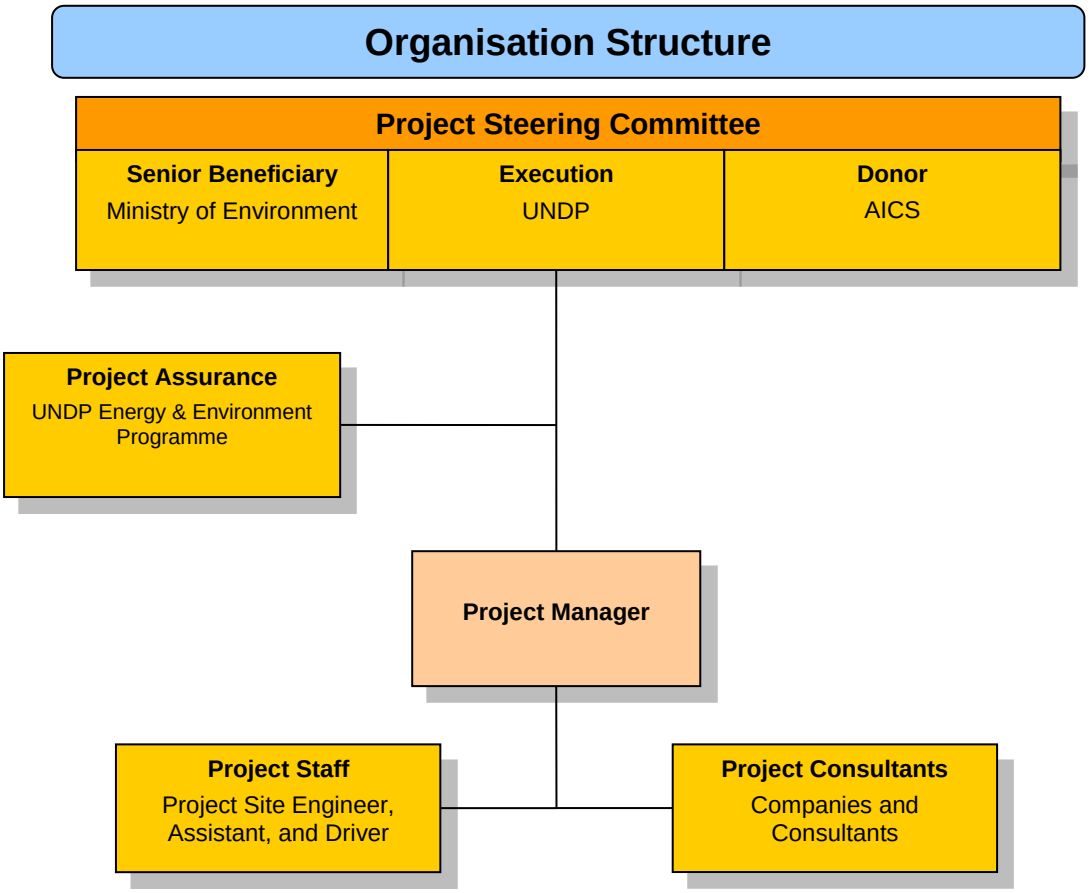
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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 Steering Committee (PSC) 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 PSC 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 PSC 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 PSC'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.



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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.

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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. 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;

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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. Choose one of the three following options:

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.

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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.

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XI. REFERENCES

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XII. ANNEXES

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

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ANNEX 1 – RISK ANALYSIS

Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Management response
Delay in receipt of funds by donor	Project initiation date	Financial	This would substantially delay the initiation of project activities *P = 5* *I = 5*	Follow-up with MOE and UNDP CO
Political instability and security situation in the country	Project initiation date	Political	Political or security changes can hinder access to site and delay in receiving legal issues *P = 5* *I = 5*	Close coordination with UN DSS
Low political willingness to work in this field	Project initiation date	Political	This may cause a delay in implementation of some policy level decision *P = 3* *I = 4*	Continuous support of MOE
Low willingness to cooperate amongst other stakeholders	Project initiation date	Operational	This may cause a delay in implementation of some technical activities *P = 3* *I = 4*	Continuous support of MOE
Social resistance to implement plans	Project effectiveness	Social	This could delay the formulation and implementation of orientation and depollution plans *P = 3* *I = 3*	Include stakeholders from the onset in the management plans

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ANNEX 2 – PROJECT ACTIVITIES AND WORKPLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME							
		YEAR 1				YEAR 2			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1: ***Legal and institutional support***	Defining and developing legal governance framework								
	Knowledge platform for NR (database)								
	Ecosystem evaluation methodology development								
	Review of APACs set-ups and studies								
	Training material								
	Implementation of Workshops/trainings								
	Subtotal A1								
Output 2: Technical research and policy support	Undertaking scientific studies for newly established reserves (at least 3)								
	Design of Management plans & investment plans for NRs								
	Monitoring plans for NRs								
	Consultancies through International expert								
	Implementation of Workshops/trainings								
	Subtotal A2								
Activity 3: Enhancement of infrastructural capacity	Purchase of equipment and implementing needed infrastructures for the sector,								
	Activities related to sustainable use of natural resources and improved environmental practices								
	Technical tools								
	Training of forest guards								
	Workshops								
	Subtotal A3								
Human and technical Resources	Project management								
	Subtotal A4								
	Subtotal								
	GMS (8%)								
	Total								

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ANNEX 3 –PROJECT QUALITY ASSURANCE REPORT

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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 Principled 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 be approved in its current form. 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
For all questions, select the option that best reflects the project

STRATEGIC

	3	2	1	Evidence

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

3: STEP4Nature aims to directly tackle 7 targets in full or in part although a number of others are targeted indirectly through NBSAP 2030 targets: (5) the total percent coverage of nature reserves is increased to reach at least 5% of Lebanon's area; (9) rehabilitation plans are implemented in at least 20% of degraded sites that they can safeguard the sustained delivery of ecosystem services; (14) vulnerable ecosystems to climate change are identified and adaptation plans are developed and implemented; (15) research on biodiversity is improved in Lebanon, and research outputs and biodiversity related reports are shared through a centralized platform (from both public and private institutions), which is updated and made accessible to the public (CHM); (16) traditional knowledge, uses, and practices of local communities relevant to biodiversity and sustainable use of resources are documented, preserved and shared/published; (17) the relevant institutional and legal framework and government policies are reviewed, updated and reinforced where necessary to ensure effective biodiversity conservation and sustainable use; and (18) Lebanon has developed and is implementing a robust resource mobilization strategy with a sustainable mechanism to finance biodiversity initiatives.

To this end, the project will strengthen MOE legal and institutional NR framework, improve NR management, monitoring and evaluation plans, assess the NR vulnerability to climate change and disaster risks, set up a knowledge platform, carry out needed natural capital valuation and scientific research while formulating and implementing inclusive participatory and gender equality green and grey investments where communities living surrounding the official NR boundaries will be targeted.

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2. Is the project aligned with the UNDP Strategic Plan? • **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[2] and adapts at least one Signature Solution[3]. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. *Evidence:* 3: The project responds to two SPs: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development, and adopts one SS: Promote nature based solutions for a sustainable planet. The project's RRF includes the relevant SP Output (1.4.1).	3	2 1 Evidence
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme) *Evidence:* Yes. Please refer to Results Framework of the project document.	Yes	No
RELEVANT		
4. Does the project target groups left furthest behind? • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. *Projects that build institutional capacity should still identify targeted groups to justify support* *Evidence:* 3: The direct beneficiaries of this project are of course MOE through building the capacity of the staff, other government entities such as the APAC, MOA, municipalities, targeted NR communities. Indirect beneficiaries include all the communities living downstream that will also reap the benefits of better managing NRs as well as all the eco-tourists that seek new pristine areas to discover and enjoy. Moreover, indirect beneficiaries are the civil society at large that will have access to a flow of knowledge through the set-up of the database and the knowledge platform.	3	2 1 Evidence
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?	3	2 1

[2] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[3] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

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• 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1 *Evidence:* 3: The project was designed based on the knowledge and lessons learned from the previous UNDP projects.	Evidence
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? • 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, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)* • 2: Some analysis has been conducted on the role of other partners in the area 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, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. 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. *Note: Management Action or strong management justification must be given for a score of 1 *Evidence:* 3: 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 NRs under MOE stewardship while ensuring their 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. In the frame of the project implementation other UN agencies and the Italian State Forestry Corps will be directly involved, in particular with regards to training and capacity development related to reforestation and sustainable use of natural resources.	3 2 1 Evidence
PRINCIPLED	
7. Does the project apply a human rights-based approach?	3 2 1

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• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. 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. *(all must be true)* • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. 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. *(both must be true)* • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1 *Evidence:* 3: The project seeks to further the realization of human rights-based approach by upholding the Convention of Biological Diversity and the national Lebanese legislation related to the protection of the environment and natural resources. There are no potential adverse impacts of this project that might affect human rights as the project will result in the improvement of livelihoods and the reduction of environmental degradation and its negative impacts on public health.	Evidence
8. Does the project use gender analysis in the project design? • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)* • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • 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 gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1 *Evidence:* 3: The project will formulate the participatory and gender equality plans for natural reserves by involving related communities/	3 2 1 Evidence
9. Did the project support the resilience and sustainability of societies and/or ecosystems?	3 2 1

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• 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true)*. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)* • 1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1 *Evidence:* 3: The project directly addresses sustainability and resilience in Lebanon through the protection of natural reserves. The project was designed by reflecting the interconnections between the social, economic and environment within the targeted areas.	**Evidence**
10. 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.] *Evidence:* Yes. SESP is uploaded.	Yes / No SESP Not Required
MANAGEMENT & MONITORING	
11. Does the project have a strong results framework? • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)* • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)* • 1: The project's selection of outputs and activities are not at an appropriate level; 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. *(if any is true)* *Note: Management Action or strong management justification must be given for a score of 1 *Evidence:* 3: The project has a strong results framework as depicted in the project document uploaded on the above.	3 / 2 / 1 **Evidence**
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	3 / 2 / 1

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• 3: The project's governance mechanism is fully defined. 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 of the project board has been attached to the project document. *(all must be true)*. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)* • 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. *Note: Management Action or strong management justification must be given for a score of 1 *Evidence:* 3: The MoE is the national implementing 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 DIM. 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 project Donor will receive the maximum visibility possible in line with the visibility guidance documents that will be shared by the global team. The project management team (PMT) will remain based at the MOE's office and will be responsible for day to day management of STEP4Nature, 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 such as FAO, international NGOs such as IUCN as well as individual consultants and/or consulting firms. Project Governance will be through the Project Steering Committee (PSC) 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 PSC 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 PSC 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.	Evidence
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	3 / 2 / 1

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• 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)* • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1 *Evidence:* 3: 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 the risk of unwillingness to working in NR areas whereas a political instability would require the UN working in parallel in asserting the government sovereignty and the population legitimate representation. 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 to the reticent NR communities.	Evidence
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: 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; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)* *Evidence:* Yes: Past practice of UNDP-executed projects on behalf of MOE 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.	Yes (3) / No (1)
15. Is the budget justified and supported with valid estimates? • 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. Realistic resource mobilisation plans are in place to fill unfunded components. 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. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 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, but no funding plan is in place. 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. *Evidence:* 3: The project budget includes a multiyear budget breakdown by budget account and relates to the specific procurement and recruitment actions as required to implement the activities.	3 / 2 / 1 Evidence

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16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? • 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. *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. Evidence: 3: 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.	3 / 2 1 **Evidence**	
EFFECTIVE		
17. Have targeted groups been engaged in the design of the project? • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. Evidence: 2: The project stakeholders at the national and local level were consulted during the design of the project. This included municipalities, local farmers, NGOs working in the areas particularly on forest management activities and others. Their concerns and issues have been taken into consideration and addressed.	3 / 2 1 **Evidence**	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation? Evidence: Yes: The project will conduct the mid-term evaluation and adapt its approach accordingly based on the results of evaluation.	Yes (3)	No (1)
19. 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. *Note: Management Action or strong management justification must be given for a score of "no" Yes: The gender marker are scored at GEN 2.	Yes (3)	No (1) **Evidence**
SUSTAINABILITY & NATIONAL OWNERSHIP		
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?	3 / 2 1	

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• 3: National partners (or regional/global partners for regional and global projects) 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/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. Evidence: 3: The Ministry of Environment (MOE) is the national authority in Lebanon whose prerogative is to protect the environment as stipulated in Law 216 of 1993 (amended by Law 690 of 2005) establishing the MOE, and the Environment Protection Law No. 444 of 2002. Despite important strides since it was established in 1993, it is still critical for the MOE to carry on the process of asserting its full prerogatives and efficiently execute its obligations. The establishment and management of Nature Reserves' (NR) jurisdiction falls under the MOE since 1993, and since then, the MOE has established 15 NRs representing 3% of the Lebanese territories which incorporate rich biodiversity with about 370 different kinds of birds and 2,000 types of plants and wild flowers, and 30 species of mammals, many of which are endemic to Lebanon. According to the Lebanon National Biodiversity Strategy and Action Plan of 2016, MOE is planning to expand the NR cover to 5% of the Lebanese territories in 2030 while aiming at improving the conservation enabling environment to boost NRs resilience in conjunction with vulnerable communities living within or around NRs that are facing the risks associated with climate variability and the consequent environmental risks. The project is in line with this MOE's plan and developed jointly with UNDP.	Evidence
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. 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: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. Evidence: 3: The capacity building of key institutions is one of the key interventions in the project.	3 / 2 / 1 Evidence
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible? Yes: The UNDP project team will involve MOE staff to work collaboratively and will be staffed with a number of project staff as developed under Section IV Project Management, and when need be, will contract out consulting firms and individual consultants. An in-house steering committee chaired by H.E. the Minister of the Environment or the technical ministry staff/ heads of relevant services, should be established to provide overall policy guidance, review work programs and resolve any implementation issues.	Yes (3) / No (1)

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23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)
Yes: STEP4Nature 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 NRs on a sustainable footing as new instruments are available to lower public debt or involved the private sector; and communities surrounding NR boundaries to participate in NR management and monitoring activities as they need to understand that preserving the natural capital of NRs will generate constant financial flows when it comes to selecting the right income-generating activities that will create jobs. Scaling up activities are considered under the initiative as the number of NRs should increase from 15 to 20 within the project timeframe. The 3 outputs consisting of improving the NR enabling environment while strengthening MOE technical and managerial capacity and transferring and exchanging knowledge through the platform will help inform stakeholders, increase the efficiency of the inclusive scaling up process to 20 resilient NRs and beyond.		

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ANNEX 4 – SOCIAL AND ENVIRONMENT SCREENING

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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	STEPping up Nature Reserves Capacity – STEP4Nature
2. Project Number	Project Award Number: 00113187 – Project Output Number: 00111469
3. Location (Global/Region/Country)	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 upholding the Convention of Biological Diversity and the national Lebanese legislation related to the protection of the environment and natural resources. There are no potential adverse impacts of this project that might affect human rights as the project will result in the improvement of livelihoods and the reduction of environmental degradation and its negative impacts on public health.
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 natural reserves 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 protection of natural reserves. The project was designed by reflecting the interconnections between the social, economic and environment within the targeted areas

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**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***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required***

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		(Low, Moderate, High)		***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	Even though the climate change might affect the potential outcomes of the project, the impact and probability within the project timeframe are considered to be very low.	No management measures are required.
Risk 2 ….	I = P =			
Risk 3: ….	I = P =			
Risk 4: ….	I = P =			
[add additional rows as needed]				

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	X	**The project has no identifiable social or environmental risks**
	Moderate Risk	☐	
	High Risk	☐	
	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	☐	
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	☐	

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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.

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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? [4]	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? *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*	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		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

[4] 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.

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	For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
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? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	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? *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.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[5] 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)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
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

[5] In regards to CO_2, '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.]

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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?[6]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
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] 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.

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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? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	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

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ANNEX 5 – PROJECT BOARD TERMS OF REFERENCE AND TORS OF KEY MANAGEMENT POSITION

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 10 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.

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ANNEX 6 – 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 00113187 Output 00111469 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	103,454.00 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			

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

Support services	Description (but not limited to)
Financial Services	- Payment process - Issue check - Vendor profile
Human Resources Services	- 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	- 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	- Travel authorization and arrangements - F10 settlement
General Administration Services	- 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	- Security clearance - Security plan and management - Malicious Acts Insurance Policy
Quality Control/Quality Assurance	- Audit, evaluations, quality assurance services on project implementation
Policy advisory support	- Provision of policy advisory services and coordination (horizontal and vertical) with national and international entities on sectoral interventions
Technical backstopping	- Guidance on technical best practices and approaches
Resource management and reporting	- AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit) - Overall management and administration of projects