Empowered lives.
Resilient nations.

United Nations Development Programme
Lebanon
Project Document

Project Title: Support to Host Communities in North Lebanon in the WASH Sector

UNDAF Outcome(5): By 2014, improved accessibility and management of natural resources and enhanced response to national and global environmental challenges.

UNDP Strategic Plan 2014-2017 Integrated Results and Resources Framework – Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

UNDP Strategic Plan output 6.1.: From the humanitarian phase after crisis, early economic revitalisation generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women.

Expected CP Outcome(1): Environmental considerations mainstreamed in national priorities

Expected CPAP Output (1.1): Environmental action plans/strategies developed for the relevant line ministries and decentralized structures

Executing Entity/Implementing Agencies: United Nations Development Programme

Brief Description

The shortage in supply of water to communities in North Lebanon has been severely impacted by the Syrian crisis and the influx of refugees. North Lebanon has the second largest share of Syrian refugees which is greatly impacting the continuity of water supply in host communities. The Swiss Development Cooperation (SDC) has provided the Lebanon Country Office with resources for the support of water infrastructure in North Lebanon. Accordingly, this project aims at increasing the supply of water in host communities and relieving the associated economic, health, and social stresses.

Sustainability of the proposed systems is ensured through close cooperation with the North Lebanon Water Establishment which will be the final proprietor of these systems responsible for

Programme Period:	2013-2017
Key Result Area (Strategic Plan)	Outcome 6 Output 6.1.
Atlas Award ID: Atlas Project ID:	00077399 00088194
Start date: End Date	01 May 2014 30 June 2015
PAC Meeting Date	N/A
Management Arrangements	DIM

Total resources required	750,000 CHF
Total allocated resources:	750,000 CHF
Other:	
o Swiss Agency for Development and Cooperation (SDC)	750,000 CHF (826,901.87 USD)

REPUBLIC OF LEBANON
COUNCIL FOR DEVELOPMENT & RECONSTRUCTION

Agreed by CDR: Mr. Nabil El Jisr, President — 08 MAY 2014

Agreed by UNDP: Mr. Luca Renda, Country Director — 30 April 2014

LIST OF ACRONYMS

CDR	Council for Development and Reconstruction
CO	Country Office
LCWMC	Lebanese Center for Water Management and Conservation
MCM	Million Cubic Meters
MDG	Millennium Development Goals
MoEW	Ministry of Energy and Water
MOU	Memorandum of Understanding
NLWE	North Lebanon Water Establishment
NWSS	National Water Sector Strategy
PMU	Project Management Unit
RRP	Regional Response Plan
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
yr	Year

I. SITUATION ANALYSIS

Although known as a water rich country, recent assessments of water availability compared to demand for domestic use, agriculture, industrial and environment have shown that Lebanon will soon be facing water shortages. Some studies show that Lebanon may face chronic and critical water shortages by 2020 unless the sector is reformed. If business as usual continues then the Ministry of Energy and Water (MoEW) will in the very near future be unable to meet the needs of the country. Unsustainable water management practices, environmental risks and water governance shortcomings are among the key challenges to be met. In 2010, the MoEW has put forward a National Water Sector Strategy (NWSS) that encompasses all aspects of the water sector value chain from production and treatment to transmission and distribution and finally to wastewater, this was approved in 2012 by the Lebanese government.

The NWSS clearly demonstrates the current deficit in water balance between demand and supply whether on the national scale or more specifically for North Lebanon, Figure 1. This water balance is based on normal conditions in the sense of currently project population growth and weather patterns that are the major factors in setting the supply and demand. However, this doesn't account for the recent effect of the Syrian crisis on the population sudden boom and the ramifications on the water sector. This sudden influx of the displaced Syrians into Lebanese Host communities has further stressed the water sector which was already in stress with a national average of approximately 8 hours of water supply daily, a national potable network coverage of 75% while in North Lebanon the average is 68%, an unaccounted for water of approximately 50%, and a supply-demand imbalance.

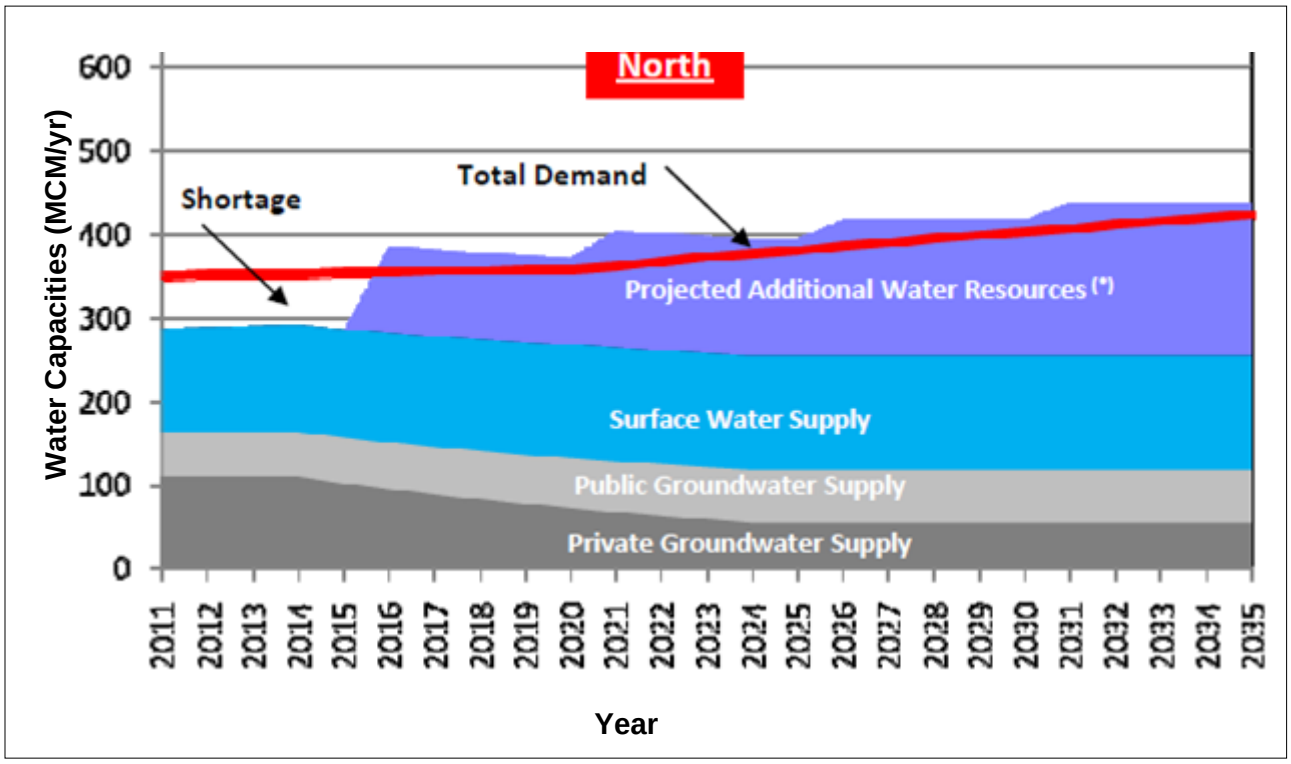


Figure 1. Water Balance for North Lebanon as per NWSS

With the continuing deterioration of the situation in Syria, Lebanon will continue to witness a sharply rising influx of refugees through the northern and eastern borders, spreading onward across the country. An estimated 1,000,000 individuals have sought refuge in the Lebanese territory. Given the current trend, this number may reach significantly more than 1 million by year end, more than 20% of the total Lebanese population.

Unlike other neighbouring countries, no official refugee camps have been established in Lebanon. The refugees are hosted in more than 1,400 locations across the country and increasingly residing

in informal tented settlements, with concentration in the poorest and most underserved communities, characterized by weak infrastructure and insufficient social services. Such quick increase in the population size has resulted in tremendous pressure, and is being exerted on the already deteriorated living environment and resources, specifically in terms of access to adequate basic services, leading not only to health and environmental hazards but also to rising conflicts.

Assessments carried out by UNDP and other agencies indicated that among the neediest and urgent interventions are those related to supporting basic services including water. In the recent years, UNDP has implemented several water related projects in areas most affected by the Syrian crisis: equipping municipalities and expanding potable water networks in the host communities to provide access to water to vulnerable Lebanese populations and Syrian refugees. In addition, several waste management and sanitation related projects were implemented aimed at reducing the risk of health problems.

North Lebanon hosts 270,000 refugees, the second highest number of Syrian Refugees by governorate after the Bekaa. In particular, the Cazas of Akkar has been highly impacted given the poor state of service and infrastructure. One of the highest priorities identified by UNDP and many other agencies is to increase access to safe potable water for the overstretched population that is hosting the Syrian Refugees.

UNDP will identify a small to medium scale project(s) with the objective of increasing access to safe potable water. The target project areas are in Akkar and in particular Wadi Khalid and Akroum, one of the most deprived regions of Lebanon. The extended Syrian crisis and the continuous influx of the Syrian refugee population have placed a considerable burden on the already overstretched financial, human and natural resources, basic social services, and stability in the area. Wadi area Khalid has an approximate population of 30,000 with an officially registered Syrian displaced population of 18,866 while Akroum area has an approximate population of 15,000 with an officially registered Syrian displaced population of 5,371 as of March 2014. The two areas are suffering from undersized infrastructure and inadequate water supply sources that no longer meet the increasing local population and the influx of the Syrian displaced.

II. STRATEGY

The implementation of the project aims at the increase of the water supply to host communities in the Akkar area in North Lebanon, and more specifically in the areas of Wadi Khalid and Akroum. The specific project activities will be determined in the initial stages of the project and may include rehabilitation of or new water supply networks, rehabilitation of or new water sources, or increased storage capacity. A technical assessment of the water needs of the Wadi Khalid and Akroum water sector requirements is being conducted by the Economic and Social Fund for Development (ESFD) which is funded by the EU. This project will build on this assessment and coordinate with ESFD in order that both projects compliment the available funding to maximize benefits to the area.

The project will be implemented under the same methodology used by UNDP for similar development projects but in a manner to cater in an expedited time frame to the urgent needs of the local host communities created by the Syrian crisis. More specifically the project will be implemented in stages as follows:

- Selection of a qualified engineering Consultancy firm to study and assess the identified projects in coordination with ESFD study. This would include review of the ESFD assessment of the selected project activities. Furthermore the Consultancy firm would provide a detailed design for the selected projects including preparation of all documents, specifications, bill of quantities, and fair price estimates. **The end result would be fully detailed tender documents for use in the tendering process with a cost estimate that may result in selection of performing all proposed works or perhaps prioritizing and performing works within the project budget and to priory host community hosting largest number of beneficiaries.** This stage would be closely coordinated with the NLWE in order to assure their satisfaction with the proposed systems as all facilities will be transferred to them and under their operation. This is necessary to insure sustainability of the project outputs. The role of the Consultancy firm will not end at this stage but will be required to provide technical back stopping support during the tendering process and supervision during the construction phase.
- Selection of qualified contractor for the required works through a competitive open process to ensure best money value. The works could be separated in lots based on location of works and type of work in order to ensure that the highest quality of works is ensured in the most efficient time frame that suits the project urgent nature.
- Implementation of works by the selected contractor as per tender document specifications and requirements will be supervised by UNDP project team and by Consultancy firm.
- All completed works will be tested, commissioned, and transferred to the NLWE with proper operation and maintenance manuals, as built drawings, and required spare parts for first year of operation. Where capacity building is required for the proper operations of the facilities, this will be provided to the NLWE staff.

The direct benefits to beneficiaries will be an increased supply of water which will result in the overall reduction of cost of water as currently the lack of supply is augment by the purchase of water cisterns in the area. Furthermore, the increased supply of water will lead to improved hygiene as the beneficiaries will no longer need to sacrifice their hygiene water demands if they can't afford to buy cisterns.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 1 - Environmental considerations mainstreamed in national priorities				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: (Indicator) Ministerial plans/strategies include environmental considerations such as the Land Use Master Plan (Baseline) Ministerial plans/strategies do not include environmental considerations (target) At least 2 line ministries develop environmental action plans				
Applicable Key Result Area (from 2014-2017 Strategic Plan): Outcome 6 - Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.				
Project title and ID (ATLAS Award ID): Support to Host Communities in North Lebanon in the WASH Sector Award ID 00077399 – Project ID 00088194				
INTENDED OUTPUTS	**OUTPUT TARGETS**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 1: Increased supply of water and storage capacity to host communities Baseline: Limited supply and storage capacity available resulting in non-continuous supply of water Indicators: - Increased supply/storage of safe water to host communities	Targets: - Selection of Technical backstopping engineering consultancy firm - Launch of ToR documents for water supply/storage works - Completion and testing of works - Commissioning of works and transfer to NLWE	. 1 Activity Result: *Implementation of water supply/ storage projects:* ▪ Project Management ▪ Selection of qualified technical backstopping engineering consultancy firm ▪ Selection of qualified contractors for completion of works ▪ Monitoring and Implementation ▪ Commissioning of works and transfer to NLWE	UNDP	*CHF 750,000* *(826,901.87 USD)*

IV. ANNUAL WORK PLAN

Year: 2014/2015

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2014		2015			Funding Source	Budget Description	Amount
		Q3	Q4	Q1	Q2				
Output 1: Increased Supply of Water and storage capacity to host communities *Baseline:* Limited supply and storage capacity available resulting in non-continuous supply of water *Indicators:* Increased supply/storage of safe water to host community *Targets:* - *Completion of water supply/storage works* - *Commissioning and handover of works to NLWE* *Related CP outcome:* *Environmental considerations are Mainstreamed in sector/local level strategies/plans*	1. <u>Activity Result:</u> Implementation of water supply and storage projects including project management - Selection of qualified technical backstopping engineering consultancy firm - Selection of qualified contractors for completion of works - Monitoring and Implementation - Commissioning of works and transfer to NLWE	X	X	X	X	UNDP	Fund: 30000 Donor: 11403 (SDC)	71400 - Contractual Services - Individual	82,155
			X	X	X			71600 - Travel	2,000
			X	X	X			72100 - Contractual Services - Companies	616,497
		X	X	X	X			72200 - Equipment and Furniture	35,000
		X	X	X	X			72800 - Information Technology Equipment	2,000
		X	X	X	X			73100 - Rental and Maintenance - Premises	7,000
		X	X	X	X			73400 - Rental and Maintenance of other equipment	7,000
		X	X	X	X			73500 - Reimbursement Costs	15,153
		X	X	X	X			74500 - Miscellaneous	6,000
		X	X	X	X			75100 - Facilities and Administration	54,096.87
TOTAL									826,902.87

Schedule of Implementation

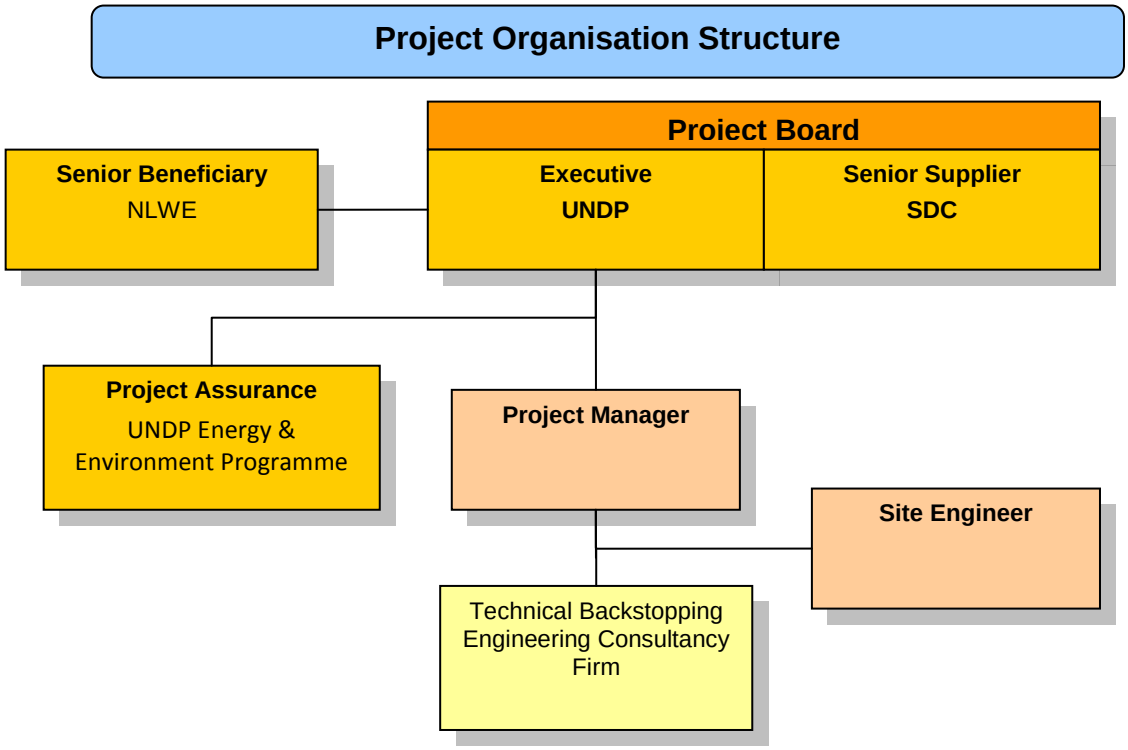
ID	Task Name	Year	2014							2015					
		Month	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1	**Task 1: Identification of project with ESFD**		X												
2	**Task 2: Selection of qualified technical backstopping engineering consultancy firm and preparation of Tender documents**			X	X										
3	**Task 3: Selection of qualified contractors for completion of works**					X									
4	**Task 3: Implementation of works**						X	X	X	X	X	X	X	X	
5	**Task 5: Completion of works and transfer to NLWE**													X	

V. MANAGEMENT ARRANGEMENTS

i. Execution Modality

The Project will be executed under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as the executing agency and the North Lebanon Water Establishment acts as the implementing partner. The UNDP will monitor the progress towards intended results, and will ensure high-quality managerial, technical and financial implementation of the project, and will be responsible for monitoring and ensuring proper use of administrated funds to the assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

A 'Project Board' or 'Project Steering Committee' will be set up and will be responsible for making, by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Project Board will meet every six months or more as needed by the project. The steering committee will also provide expertise and ensure the various studies carried out and recommendations are in line with national priorities and are well coordinated with other on-going activities within the sector. The Project Board/Steering Committee will consist of concerned national counterparts, including but not limited to the North Lebanon Water Establishment, the donor agency, and the UNDP.



ii. UNDP Support Services and General Oversight and Management Services:

The UNDP country office will provide, at the request of the designated institution, the following support services, covered by ISS charges/additional charges, for the activities of the programme/project:

i. Payments, disbursements and other financial transactions
ii. Recruitment of staff, project personnel, and consultants

iii. Procurement of services and equipment, including disposal
iv. Organization of training activities, conferences, and workshops, including fellowships
v. Travel including visa requests, ticketing, and travel arrangements
vi. Shipment, custom clearance, vehicle registration, and accreditation
vii. Security management service and Malicious Acts Insurance Policy
viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff

The UNDP country office will also provide the following general oversight and management services for the activities of the project which include the following:

i. General oversight and monitoring, including participation in project reviews
ii. Briefing and de-briefing of project staff and consultants
iii. Resource management and reporting
iv. Thematic and technical backstopping

iii. Audit

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

iv. Visibility

UNDP will ensure that the respective donors to the project will receive the maximum visibility possible.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorisation must be granted by the UNDP Resident Representative on a case by case basis.

VI. MONITORING FRAMEWORK AND EVALUATION

4.1. Overall Monitoring Framework

UNDP will undertake periodic monitoring of the implementation progress through regular meetings with the project team. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion and to ensure smooth implementation of project activities. Furthermore, UNDP will be responsible for financial monitoring and reporting on all disbursements of the project.

Monitoring will be a continuous and systematic process review of the various activities and will be intended to

- measure input, output, and performance indicators;
- provide regular and up-to-date information on the progress towards meeting the overall Project Objectives;
- alert the implementing partners with problems in implementation, and provide basis on which performance may be improved, and
- determine whether the relevant stakeholders are responding as expected.

4.2. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

4.3. Annually

Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review: Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders

as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Increased Supply of Water and storage capacity to host communities		
Activity Result 1 (Atlas Activity ID)	*Implementation of water supply and storage projects*	Start Date: June 2014 End Date: June 2015
Purpose	*Increased Supply of Water and storage capacity to host communities*	
Description	- Selection of qualified technical backstopping engineering consultancy firm - Selection of qualified contractors for completion of works - Commissioning of works and transfer to NLWE	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Selection of qualified technical backstopping engineering consultancy firm	Contract awarded	July 2014
Selection of qualified contractors for completion of works	Contract awarded	September 2014
Commissioning of works and transfer to NLWE	Inauguration of works	June 2015

VII. 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.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

The executing agency agrees to 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.

The UNDP Resident Representative in Lebanon is authorized to effect in writing the following types of revisions to the Project Document, after consultation with the project partners:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes to the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project outputs or increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments

VIII. ANNEXES

Annex I: RISK LOG TEMPLATE

Project Title: Support to Host Communities in North Lebanon in the WASH Sector	**Award ID: 00077399**	**Date:**

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political instability and security situation in the country	Project initiation	Security/Political	*P = 4* *I = 3*	Close coordination with UN Department of Safety and Security (UNDSS)	UNDP			
2	Necessary licensing for works require lead time	Project initiation	Operational	*P = 5* *I = 4*	North Lebanon Water Establishment and UNDP to lobby for the timely issuance of all necessary licensing in due time	UNDP			
3	Site conditions do not match initial ESFD assessment	Project initiation	Operational	*P = 3* *I = 4*	UNDP to engage qualified technical engineering firm to confirm assessment to minimize risks	UNDP			

Annex 2: Description of UNDP Country Office Support Services

1. Reference is made to the Cost Sharing Agreement between the Donor and UNDP signed on December 2013, and with respect to the provision of support services by the UNDP country office for the nationally managed project ID 00088194 "Support to Host Communities in North Lebanon in the WASH Sector", *"the Project"*; The UNDP country office shall provide support services for the *Project* as described below.

2. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Method of reimbursement of UNDP (Biannually)
1. Financial Services (Finance and Programme)	Project duration	5.5 days	GLJE
2. Human Resources Services	Project duration	1.5 days	GLJE
3. Procurement services (Procurement Unit and Programme)	Project duration	9 days	GLJE
4. Travel Services	Project duration	1 day	GLJE
5. General Administration Services	Project duration	0.5 day	GLJE
6. Revenue Management Services	Project duration	1 day	GLJE

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

Support services	Description
Financial Services	- Payment process - Issue check - Vendor profile
Human Resources Services	- Staff selection and recruitment process (advertising, short-listing, interviewing) - 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 - F10 settlement
General Administration Services	- Issue/Renew IDs (UN LP, UN ID, etc.) - Shipment, customs clearance, vehicle registration - Issuance of visas, telephone lines
Revenue Management Services	- AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit)