



United Nations Development Programme
Country: Lebanon
Project Document

*Empowered lives.
Resilient nations.*

Project Title	Support to the Lebanon Environmental Pollution Abatement Project (LEPAP)
UNDP Strategic Plan (2014 – 2017)	Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
Expected CP Outcome(s):	Environmental considerations are mainstreamed in sector/local-level strategies/plans
Expected Output(s):	Environmental action plans/strategies developed for the relevant line ministries and decentralized structure
Implementing Entity:	United Nations Development Agency
Execution Entity:	Ministry of Environment

Brief Description

The objective of the Lebanon Environmental Pollution Abatement Project (LEPAP) is to reduce industrial pollution in targeted industrial enterprises and to strengthen the monitoring and enforcement capabilities of the Ministry of Environment. LEPAP is a joint initiative between the MOE, the Ministry of Finance, Banque Du Liban (BDL), the World Bank and the Italian Cooperation to set up a mechanism for financing the abatement of industrial pollution in targeted industrial enterprises and to provide necessary technical assistance for ensuring the implementation and the sustainability of these interventions.

This project document covers one component of LEPAP which concerns the establishment and operation of the Project Management Unit (PMU) of LEPAP and which will be funded by the Italian Government through the Italian Cooperation. LEPAP is in line and is fully integrated within UNDP's support to environmental management in Lebanon. It also reflects the importance given by the different international donors for supporting the environmental agenda in Lebanon.

Programme Period:	2014-2017
Key Result Area (Strategic Plan)	Outcome 1
Atlas Award ID:	00079305
Atlas Project ID:	00089320
Start date:	January 2014
End Date:	December 2016
PAC Meeting Date	31 October 2013
Management Arrangements	Support to NIM

Total resources required	€ 1,450,000
Total allocated resources:	€ 1,450,000
• Regular	_____
• Other:	_____
Donor:	Ministry of Environment
Origin of funds:	Government of Italy

Agreed by the Ministry of Environment: H.E. Mr. Nazem El Khoury, Minister

Agreed by UNDP: Mr. Luca Renda, Country Director

Agreed by CDR: Mr. Nabil El-Jisr, President



ds.

I. SITUATION ANALYSIS

1. The industrial sector in Lebanon is an important pillar of the economy contributing to roughly 21.5% of the country's GDP in 2010.¹ While in 2007 the Lebanese industrial sector grew at a rate of 13%, political uncertainty in the region has slowed industrial growth to 3% since 2010. Significant sub-sectors include cement production, fertilizer production, manufacturing industries, agro-industries and food processing.
2. The adverse impacts associated with industrial pollution in Lebanon are moderate and affect mainly the population living in urban and industrial areas. Nevertheless, industrial activities in Lebanon are putting greater pressures on the environment, while becoming increasingly prominent and visible. The World Bank Country Environmental Analysis (CEA) for Lebanon (2011) estimated the cost of environmental degradation (COED) in Lebanon at US\$800 million (equivalent to 3.7% of GDP). The largest proportion is attributed to water pollution (1.08% of GDP), followed by air pollution (0.7% of GDP).
3. The Government of Lebanon (GOL) has demonstrated a strong commitment to tackle industrial pollution and encourage green investments through a combination of regulations and incentives that were recently introduced by the Ministry of Environment (MOE). Improvements to the environmental legal framework include the following:
 - The enactment of the Framework Law for the Protection of Environment (444-2002)
 - The Health Care Waste Management Decree (8006-2002)
 - Four key environmental decrees passed in 2012 which are the following: (a) the Environmental Impact Assessment (EIA) Decree, (b) the Strategic Environmental Assessment (SEA) Decree, (c) the establishment of the National Council for the Environment; and (d) the establishment of the environmental compliance certification system (Decree 8471-2012)
4. However, Lebanon's track record of enforcement and compliance has been poor. The fact that MOE is not the only enforcement agency further complicates the implementation of environmental laws. The costliness and technical complexity of recently enacted laws also poses some challenges. GOL therefore seeks to pursue a sequenced approach, by first targeting priority industrial areas/sectors and assisting individual industries towards achieving compliance.
5. Therefore there is crucial necessity to identify actions aiming at remedying the challenges which should be implemented gradually and should focus first on issues that affect public health and natural resources degradation. These actions should be driven by the performance record of GOL to engage in policy reforms, improve governance and accountability in specific and well defined pollution management systems that are considered to be the cornerstone for Lebanon's transition to environmental sustainability.

¹ IMF. 2012. Lebanon Article IV.

II. STRATEGY

6. In order to ensure a smooth transition for Lebanon to environmental sustainability, the Government of Lebanon, through the Ministry of Environment has requested the support of the World Bank and the Italian Government to establish the Lebanon Environmental Pollution Abatement Project (LEPAP) as a national initiative to respond to the challenges for promoting the financial and environmental sustainability of the industrial sector in Lebanon.
7. LEPAP is a joint initiative between the MOE, the Ministry of Finance, Banque Du Liban (BDL), the World Bank and the Italian Cooperation to set up a mechanism for financing industrial pollution abatement interventions. LEPAP will aim at reducing industrial pollution in targeted industrial enterprises and will contribute to strengthening the monitoring and enforcement capabilities of the Ministry of Environment.
8. The primary Project Participants include the World Bank, the Ministry of Environment, Banque Du Liban (BDL), the banking sector and the industrial sector. The MOE is the environmental regulatory entity of the Government of Lebanon. The participants in the banking sector include BDL acting as an APEX bank and participating commercial banks who will lend LEPAP funds to industrial enterprises sourced through the APEX bank.
9. LEPAP consists of two main components; (A) Technical Assistance Component and (B) Investment Component. This Project Document concerns the first component of the project funded by the Italian Government through the Italian Cooperation. It provides resources to strengthen the capacity of MOE by setting up a Project Management Unit (PMU) at MOE's premises.
10. Since June 2008, the Italian Embassy/Local Technical Cooperation Office, has taken on the leadership of the working group on "Local Development and Environment", set up within the European Code of Conduct on the Complimentarily and Division of Labour. This group serves as a coordination forum and is fully recognised by all the actors involved in this sector (Government, European and international donors, UN agencies and International Financial Institutions).
11. This initiative is thus in line and fully integrated with the overarching DGCS (General Direction for Development Cooperation) support to environmental development in Lebanon, which represents a priority pillar of the Italian Cooperation's action and is at the centrepiece of donor's interest and involvement.
12. The objective of the Technical Assistance component is to strengthen the capacity of MOE and other key actors and provide project management support through setting up of a Project Management Unit (PMU) at the MOE premises.
13. The PMU, which will be funded by the Italian Cooperation, will be responsible for both management of the project and provision of needed Technical Assistance (TA). Thus the PMU will (a) serve as a one-stop office; (b) manage the project; and (c) provide TA, training, marketing/awareness and reporting of the project.
14. Based on the above, GOL is prepared to put in place during the pilot phase, the following processes and tools for the establishment of an Industrial Pollution Management System (IPMS) namely:
 - a) Reinforcing the Compliance and Enforcement Systems within MOE, through establishing a Compliance Committee and associated tool such as the Compliance

Action Plan, and at broader national level through the Inter-Ministerial Permitting Committees (IPC);

- b) Establishing an Environmental Compliance Fund at the Banque du Liban (BDL) for financing industrial pollution investments through selected commercial banks; and
- c) Fostering partnership with the Association of Lebanese Industrialists (ALI), with the Chamber of Commerce, Industry and Agriculture (CCIA) and selected NGOs to be the advocate in encouraging industries to comply on a voluntary basis with the Lebanese environmental regulations provided that an incentive system is put in place.

III. PROJECT COMPONENTS

Activity 1: Strengthen the monitoring and enforcement capabilities of MOE

15. This output involves the establishment of a Project Management Unit (PMU) which will be housed at the MOE premises. The PMU will consist of hiring 5 full time staff and a driver as of January 2014 for the duration of the project with the following profiles: a Project Director/Team Leader (Project Manager), a Project Manager (Environmental Engineer), a Procurement Officer (Procurement Specialist), a Project Finance/Administrative Assistant (Financial Management Specialist) and a Monitoring and Evaluation Assistant (Monitoring and Evaluation Specialist).
16. This output also involves the provision of necessary resources to cover the smooth operation of the PMU including the provision of needed technical expertise through the PMU, offices, goods and equipment (i.e. computers, office furniture and equipment, vehicles) and coverage of running costs of the unit.

Activity 2: Capacity Building and strengthening of environmental awareness and for industrial compliance

17. Communication and awareness raising constitute an instrumental element to achieve the objectives of LEPAP. This output builds on implementing various communication activities including awareness raising campaigns related to LEPAP interventions to enhance environmental awareness and compliance. Workshops/campaigns in various region of Lebanon will be conducted to inform stakeholders (industries, municipalities, etc.) about LEPAP and its activities. Media advertisement and interviews can be performed to ensure good dissemination of information about the project and the compliance decrees.
18. The communication activities will include the development of publications including flyers and/or brochures related to LEPAP interventions that will transmit well-targeted messages to the concerned partners. At the initiation of LEPAP, a brochure addressed to the banking sector will be developed to clarify the objective of the project, budget effectiveness, eligible applicants and the sub-loan process and on-lending terms.
19. This output will also include the development of a designated website to LEPAP initiative and related activities including procedures, terms and conditions for accessing concessionary loans and grants for pollution abatement investments. At a later stage of project implementation, projects results and activities as well as project documents (e.g. project documents, safeguard documents, study reports, workshop reports, etc.) will also be published on this website. Links to this website will be made available on the respective websites of the Ministry of Environment, and Industry as well as BDL, to improve together with the outreach and awareness activities coordination among the different actors and related initiatives and strengthen engagement and ownership.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Environmental considerations are mainstreamed in sector/local-level strategies/plans				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <u>Indicator:</u> Ministerial plans/strategies include environmental considerations such as the Land Use Master Plan; <u>Baseline:</u> Ministerial plans/strategies do not include environmental considerations; <u>Target:</u> At least 2 line ministries develop environmental action plans				
Applicable Key Result Area (from 2014-17 Strategic Plan): Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
Partnership Strategy				
Project title and ID: Support to the Lebanon Environmental Pollution Abatement Project (LEPAP); Award ID 00079305 – Project ID 00089320				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Activity 1: Strengthen the monitoring and enforcement capabilities of MOE</p> <p><u>Baseline:</u> weak enforcement and limited monitoring related to environmental laws and regulations</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • At least 15 environmental audits prepared and implemented by industries • At least 15 Environmental Compliance Certificates for industries with successful interventions issued by MOE 	<p>Targets (year 1): Establishment of a Compliance Plan in line with the compliance decree of 2012 and its decisions 202 and 203 of 2013.</p> <p>Targets (years 2,3): Increased number of environmentally compliant enterprises</p>	<ul style="list-style-type: none"> • Establish a Project Management Unit (PMU) as of January 2014 for the duration of the project • Provide needed technical expertise through the PMU including the provision of international expertise, goods and equipment 	MOE / PMU	<ul style="list-style-type: none"> • Consultation meeting on available Technical Assistance • Template for Application Form for interested enterprises • Letter requesting completed and signed Application Form • Confidentiality letter to be signed by selected consulting firm
<p>Activity 2: Capacity Building and strengthening of environmental awareness for industrial compliance</p> <p><u>Baseline:</u> limited environmental awareness and lack of compliance guidelines for industries</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Traffic on the established website for LEPAP • Number of applicants for LEPAP financing 	<p>Targets (years 2,3): Increased interest at the level of industrial enterprises on industrial pollution abatement.</p>	<ul style="list-style-type: none"> • Develop communication material related to LEPAP interventions to enhance environmental awareness and compliance • Conduct awareness campaigns on industrial compliance for concerned stakeholders 	MOE / PMU	<ul style="list-style-type: none"> • Define target groups • Flyers, brochures, website related to LEPAP interventions • Awareness campaigns

V. ANNUAL WORK PLAN

Years: 2014 - 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount (USD)
<p>Output 1: Strengthen the monitoring and enforcement capabilities of MOE</p> <p><u>Baseline:</u> weak enforcement and limited monitoring related to environmental laws and regulations</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • At least 15 environmental audits prepared and implemented by industries • At least 15 Environmental Compliance Certificates for industries with successful interventions issued by MOE 	<ul style="list-style-type: none"> • Establish a Project Management Unit (PMU) as of January 2014 for the duration of the project • Provide needed technical expertise through the PMU including the provision of international expertise, goods and equipment 	UNDP	MoE/Italian Cooperation	PMU	1,315,080
				Operating Costs	298,520
<p>Output 2: Capacity Building and strengthening of environmental awareness for industrial compliance</p> <p><u>Baseline:</u> limited environmental awareness and lack of compliance guidelines for</p>	<ul style="list-style-type: none"> • Provision of necessary training, to all concerned stakeholders, in environmental impact assessment, environmental audit, monitoring, compliance and enforcement • Develop and implement a communication plan including communication material and activities related to LEPAP interventions to enhance environmental awareness and 	UNDP	MoE/Italian Cooperation	Communication Material including website	53,000

industries <u>Indicators:</u> <ul style="list-style-type: none"> • Traffic on the established website for LEPAP • Number of applicants for LEPAP financing 	compliance			Awareness Campaigns	39,000
				Miscellaneous (Contingencies)	179,400
TOTAL			1,885,000		

VI. MANAGEMENT ARRANGEMENTS

i. Execution Modality

The Project will be executed under the UNDP Support to National Implementation Modality (Support to NIM), whereby UNDP will act as the implementing agency and the Ministry of Environment will act as the executing agency. A letter of agreement will be signed with the Ministry of Environment and UNDP detailing the collaboration arrangements between the two partners and defining the exact roles and responsibilities of each agency.

The letter of agreement will ensure that the MOE will respond to the obligations of the funding agencies of LEPAP, namely the Italian Cooperation.

The project will establish an Advisory Committee which will provide overall policy guidance and will act as an advisory body by resolving any inter-ministerial/entity implementation issues and reviewing semi-annually the status of sub-project selection and implementation. The Advisory Committee will be headed by MOE and will represent the following stakeholders: Banque Du Liban (BDL), Ministry Of Industry (MOI), Association of Lebanese Industrialists (ALI), Association of Lebanese Banks (ALB) and Chamber of Commerce Industry and Agriculture (CCIA). The World Bank and the Italian Cooperation can participate to these meetings as observers when needed.

For the day-to-day management of the project, the UNDP CO will recruit the Project Management Unit (PMU) which will consist of technical project staff (service contracts) who will work in coordination with relevant staff at the Ministry of Environment.

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. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

Overall guidance will be provided by the Project Board (PB). The Project Board will be responsible for making management decisions for the project, in particular when guidance is required by the Project Manager. It will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. The Project Board will ensure that required resources are committed. It will also arbitrate on any conflicts within the project and negotiate solutions to any problems with external bodies. In addition, it will approve the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the annual plan and also approve any essential deviations from the original plans.

In order to ensure UNDP's ultimate accountability for project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP Project Manager.

The Project Board will contain three members with the following roles:

- **UNDP, Executive Role:** This individual will represent the project “owners” and will chair the group.
- **Italian Cooperation, Senior Supplier Role:** This role requires the representation of the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier’s primary function within the Board will be to provide guidance regarding the technical feasibility of the project.
- **Ministry of Environment, Senior Beneficiary Role:** This role requires representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board will be to ensure the realization of project results from the perspective of project beneficiaries. This role will rest with the other institutions (key national governmental and non-governmental agencies, and appropriate local level representatives) represented on the Project Board, who are stakeholders in the project.

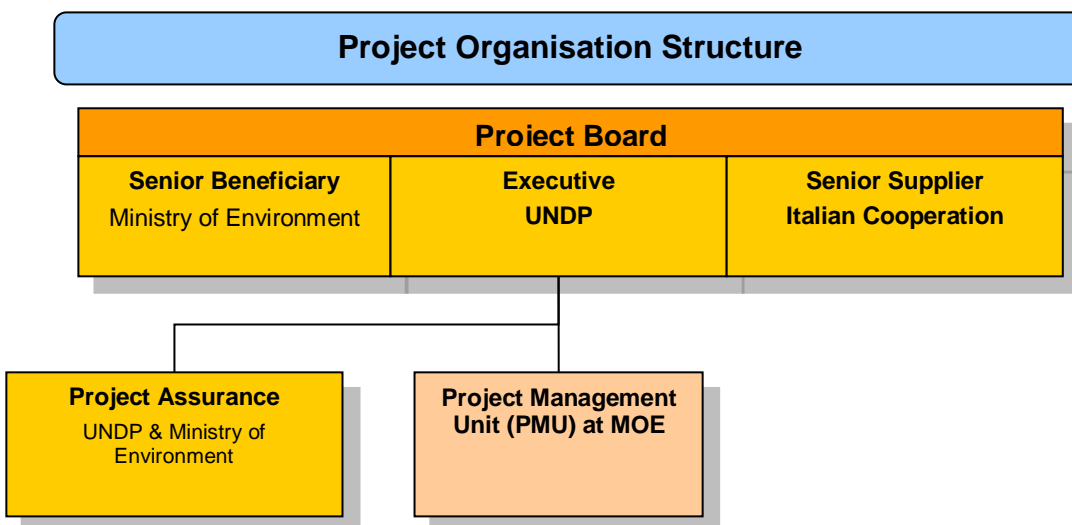
Project Assurance: The Project Assurance role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Assurance role will rest with UNDP Lebanon.

A **Project Management Unit (PMU)** will be established comprising Service Contract holders including: a Project Director/Team Leader (Project Manager), a Project Manager (Environmental Engineer), a Procurement Officer (Procurement Specialist), a Project Finance/Administrative Assistant (Financial Management Specialist), a Monitoring and Evaluation Assistant (Monitoring and Evaluation Specialist), and a Driver.

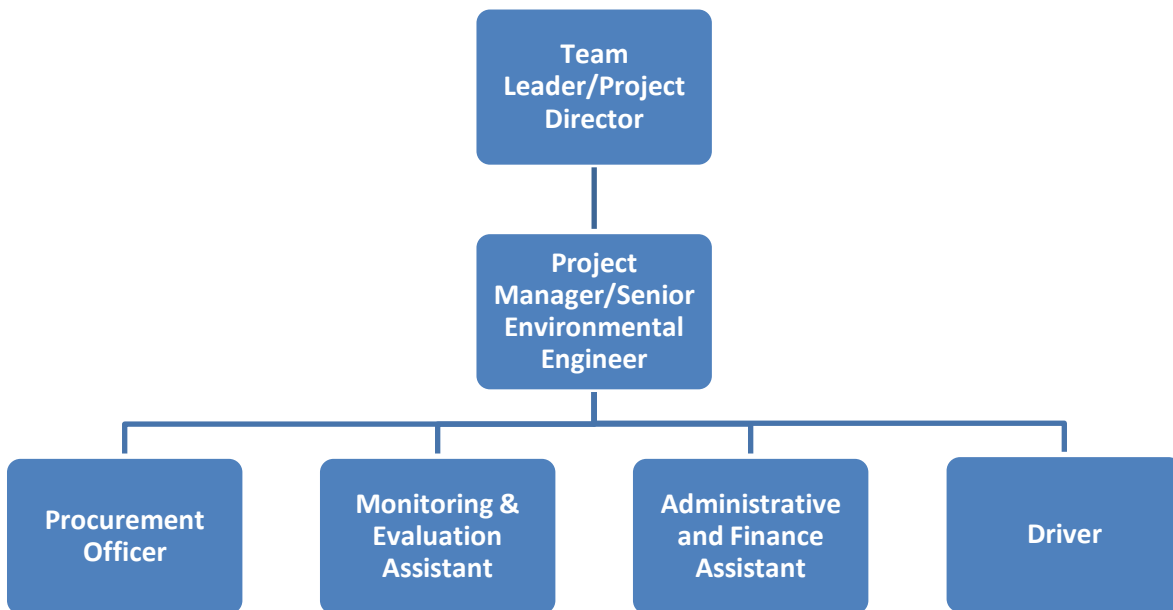
The PMU will work in close collaboration with the staff of both MOE’s Urban Environmental Protection within the Urban Environment Service where it will be housed, and MOE’s Integrated Environmental Systems Department within the Environmental Technology Service for EIAs, Audits/Compliance Action Plans and with MOE’s Guidance Service for outreach and awareness.

The PMU, following UNDP procedures on implementation of NIM projects (National Implementation Projects), will identify national experts and consultants, and international experts as appropriate to undertake technical work. National and international companies may also be involved in project implementation. These consultants and companies will be hired under standard prevailing UNDP procedures on implementation of NIM projects. The UNDP Country Office will provide specific support services for project realization through the Administrative and Finance Units as required.

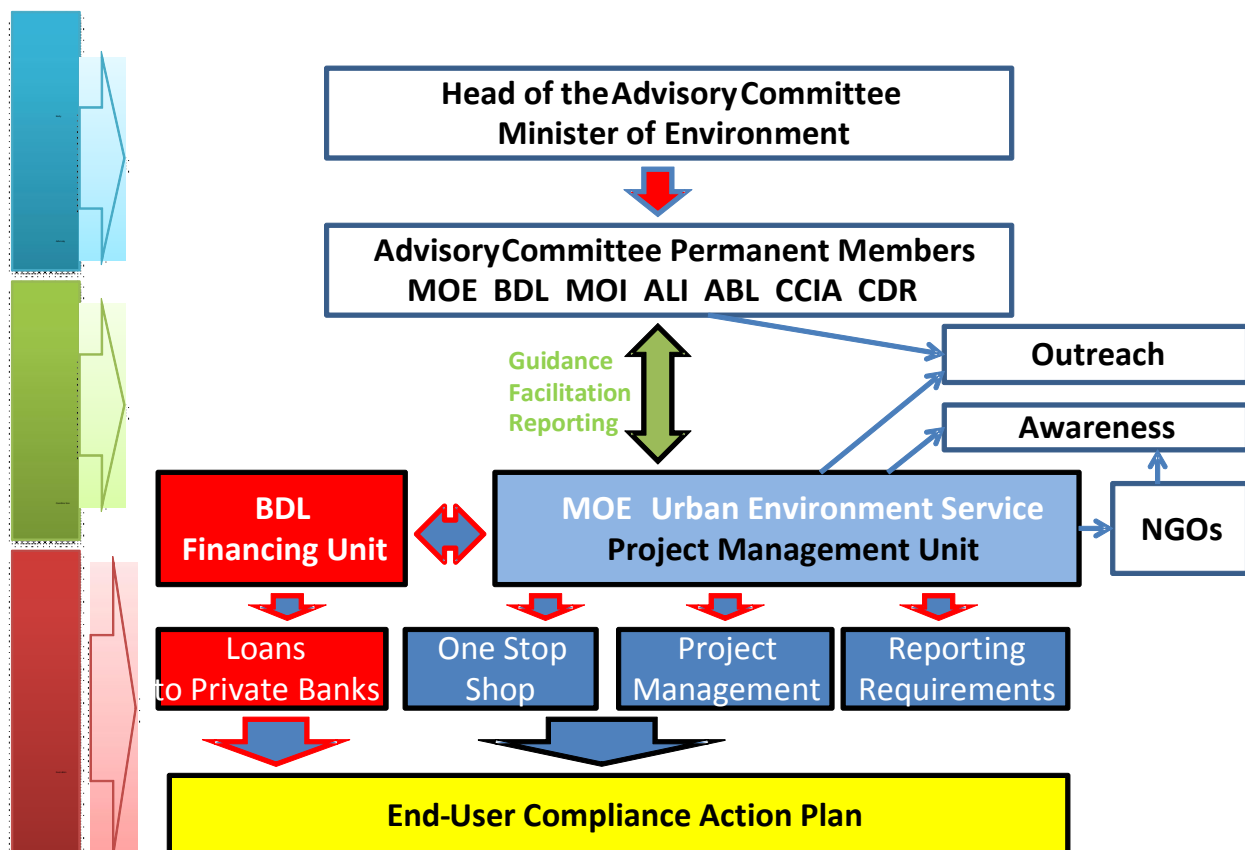
The project organizational structure is presented below:



Project Management Unit structure:



The project workflow structure is presented below:



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

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel including visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation
- Security management service and Malicious Acts Insurance Policy
- 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:

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

iii. **Audit**

The audit of NIM 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 Ministry of Environment and 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.

VII. MONITORING FRAMEWORK AND EVALUATION

i. 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.

ii. 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 the Project Manager 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 Project Progress Reports (PPR) 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

iii. 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.

iv. **Quality Management for Project Activity Results**

Below is a preliminary Quality Management table for the project. This table shall be further refined during the initiation phase of the project.

OUTPUT 1: Strengthen the monitoring and enforcement capabilities of MOE		
Activity Result 1 (Atlas Activity ID)	Establish a Project Management Unit (PMU) as of January 2014 for the duration of the project	Start Date:Q1 2014 End Date: Q4 2016
Purpose	Provide technical support to MOE	
Description	<ul style="list-style-type: none"> - Develop ToRs for PMU staff - Conduct a recruitment process 	
Quality Criteria	Quality Method	Date of Assessment
Development of a Compliance Plan in line with the compliance decree	Implementation of the Compliance Plan by MOE	End of the project
Activity Result 1 (Atlas Activity ID)	Provide needed technical expertise through the PMU including the provision of international expertise, goods and equipment	Start Date:Q1 2014 End Date: Q4 2016
Purpose	Ensure the smooth technical and operational management of the project	
Description	<ul style="list-style-type: none"> - Procuring needed international/national contractual services - Procuring needed goods and equipment for the smooth operation of the PMU 	
Quality Criteria	Quality Method	Date of Assessment
International/national contractees assigned and operating	Positive evaluation by project team and concerned parties	End of the project
OUTPUT 2: Capacity Building and strengthening of environmental awareness for industrial compliance		
Activity Result 3 (Atlas Activity ID)	Develop communication material related to LEPAP interventions to enhance environmental awareness and compliance	Start Date:Q1 2015 End Date: Q1 2016
Purpose	Increase environmental awareness and compliance at the national level	
Description	<ul style="list-style-type: none"> - Design and print communication material related to LEPAP interventions - Design and publish a website related to the project 	
Quality Criteria	Quality Method	Date of Assessment
Communication material disseminated through appropriate channels	Positive evaluation by project team and concerned parties	End of the project
Activity Result 4 (Atlas Activity ID)	Conduct awareness campaigns on industrial compliance for concerned stakeholders	Start Date:Q1 2015 End Date: Q1 2016
Purpose	Ensure right outreach of information related to LEPAP at the level of concerned stakeholders	
Description	<ul style="list-style-type: none"> - Conduct awareness campaigns /workshops at national level 	
Quality Criteria	Quality Method	Date of Assessment
Number of applicants for LEPAP financing increased	PMU and MOE evaluation reports	End of the project

VIII. 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.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) 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;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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 Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner] .

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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/further to 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

IX. ANNEXES

Annex 1. RISK ANALYSIS



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of Participating Bank involvement in the lending scheme		Political	Problems in initiating the project and delay in implementation P = 2 I = 4	Introduction by Banque Du Liban's (BDL) incentive scheme allowing the commercial banks to use BDL's 2013 stimulus package				
2	Lack of institutional capacity to set up the Monitoring, Compliance and Enforcement system and perform Compliance Action Plans		Capacity	Puts at risk project implementation and sustainability of results P = 3 I = 4	Project Coordination and reporting by the PMU under the Project Advisory Committee. Regular supervision missions.				
3	Lack of capacity to manage the proposed project according to the guidelines of the different donors of LEPAP and to adhere to their reporting requirements		Capacity	Poor project performance, effectiveness and reporting P = 2 I = 4	Preparation of a Project Operation Manual. Training of PMU which will include a skill mix to respond to the project's requirements.				
4	Political instability and security situation in the country affected by the ongoing events in the region		Security	Risk to the overall implementation of the project P = 3 I = 4	Close coordination with Internal Security Forces.				

Annex 2. Special Clauses

1. The schedule of payments to be received to UNDP is a lump-sum transfer of the equivalent of EUR 1,450,000 in Lebanese Pounds from the Ministry of Environment to the following UNDP bank account.

Bank Name	BANK OF AMERICA
Address:	1401 Elm St., Dallas TX 75202-USA
ABA No.:	111000012
Wire Routing Number	026009593
SWIFT Code:	BOFAUS3N
Account No.:	3752218192
Account Name:	UNDP Lebanon Representative in Lebanon US Dollar Account
Reference:	"Ministry of Environment" and "Support to Lebanon Environmental Pollution Abatement Project - ID 00089320"

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (DPC) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Annex 3. TERMS OF REFERENCE

MOE will host the project through a Project Management Unit (PMU) located at its Headquarters at Lazarieh Center in Beirut. The PMU will be headed by a Project Director/Team Leader, who will be assisted by a Support Team.

The duties of the Project Director / Team Leader are:

I. PROJECT DIRECTOR / TEAM LEADER

1. Functions / Key Results Expected:

- Serve as the key interlocutor for the Bank's Task Team Leader and ensure consistency between the beneficiary departments within MOE, BDL and with concerned private entities
- Oversee project implementation and provide policy advice on Industrial Pollution to the Ministry and other partners as needed for the purpose of achieving the project development objectives and ensure the institutionalization of the project activities within the relevant departments of MoE
- Support the relevant departments at MoE in establishing needed partnerships with national Governmental institution as well as private sector and research centres involved in Environmental Compliance and support the cross-sectoral coordination among national institutions
- Identify policy, institutional and individual capacity needs and support in the implementation of priority needs to support the implementation of the project and Environmental Compliance as a whole
- Support the relevant departments at MoE in establishing needed partnerships with the international partners of the project, namely WB, IC and UNDP as well as with other related international institutions and donors in view of harmonizing the project's strategy with the project's partners' evolving strategies and mobilizing additional support from other international institutions to the project
- Supervise the Project Manager to ensure fulfilment of work program and deliverables
- Supervise all negotiations for the resolution of problems or conflicts inherent to complex projects
- Provide direction and guidance to project team, contractors and consultants to ensure the project outputs are achieved.
- Ensure that all PMU staff apply the appropriate administrative, procurement, financial and technical procedures according UNDP rules and regulations pertaining to the component managed by UNDP and according to the loan agreement terms and the Bank's relevant fiduciary requirements
- Organize, review and coordinate meetings with the management and staff of MOE
- Coordinate with all stakeholders within and outside MOE to ensure smooth project execution, and maintain the Minister and the Bank informed on progress
- Provide guidance and support to PMU staff and component coordinators/advisors engaged in implementation of the various project components
- Strengthen and institutionalize all project management procedures of the PMU
- Support the institutional and financial sustainability of the project
- Supervise the preparation of semi-annual and annual progress and audit reports for UNDP, MOE, IC and World Bank review

- Participate in all project reviews and assist the Ministry in the preparation of the Implementation Completion Report (ICR)
- Monitor the quality of all communications and reports between the project, on the one hand, UNDP, MOE and the World Bank, on the other

2. Competencies

- Strong understanding of Lebanon's environment and development issues as well as the main components under investigation;
- Adequate experience in working and liaising with public administration, development partners, NGOs, academia, and the private sector;
- Experience and knowledge in international donors practices;
- Conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Strong commitment to problem solving and analytical skills
- Excellent communication and organizational skills
- Ability to work under stress
- Leadership skills
- Strong exposure and knowledge of Microsoft Office applications, mainly, Excel, Word, Power Point.
- Strong writing and presentation skills.

3. Qualifications

Education

- University Degree (Bachelor or equivalent) or Graduate Degree (Masters or equivalent) in Environmental Sciences/Studies, Environmental Health/Management/Technology, Development Sciences or any closely related fields.

Experience

- At least 10 years of relevant professional experience;
- At least 8 years of relevant professional experience with Graduate Degree or at least 11 years of relevant professional experience with Bachelor Degree;
- Proven track record of progressively responsible role in managing development projects;
- Experience in policy support and project management;
- Previous experience related to Industrial Pollution is a major plus.

Language Requirements

- Fluency in both spoken and written English and Arabic. French is a plus.

Support Team:

The ST will:

- Technically evaluate and monitor implementation of the financed sub-projects
- Ensure that all procurement is in compliance with the OM.
- Ensure the application of environmental assessments in accordance with Lebanese legislation and requirements.
- Prepare progress and completion reports for sub-projects.
- Ensure that the monitoring and evaluation procedures outlined in the OM are carried out.
- Manage the technical assistance component of the project.
- Provide required procurement and physical progress inputs to the Consolidated Project Semi Annual Reports.
- Monitor disbursement to ensure schedules are met, and adjust schedules as necessary.
- Ensure BDL and participating commercial banks prepare required financial reports and disbursement statements.
- Follow up with BDL and participating commercial banks in the disbursement schedule for each enterprise.
- Supervise and maintain financial records and accounts for the disbursement of the Lebanese contribution to the project, as necessary
- Track financial payments with BDL and participating commercial banks, as necessary.
- Receive reports and other data from BDL.
- Receive list of invoices (loans) for processing - showing contract number, contractor, invoice amount, and cumulative claims by contractor.
- Maintain a filing system which is used for the collection of enterprises, documents and invoices.
- Receive copies of relevant financial documents and coordinate filing and distribution of the documents, as required.
- Review and check validity of invoices.
- Prepare financial estimates for monthly, quarterly and annual forecasting as required
- Prepare Consolidated Project Semi Annual Reports and Annual Reports
- Maintain an internal accounting system at PMU.
- Track payments.
- Establish a proper system for inventories and consumables.
- Prepare monthly reconciliation for all bank statements and financial transactions for the PMU.

The ST will consist at minimum of a Project Manager, Procurement Officer, Monitoring and Evaluation Assistant and Administrative and Financial Assitant.

The composition of the ST and the duties of its staff are as follows:

II. PROJECT MANAGER / Senior Environmental Engineer

1. Functions/Key Results Expected:

- Liaise with the Project Director to assure the overall direction and integrity of the project
- Formulate work plans and identify and obtain any support and advice required for the management, planning and control of the project;
- Supervise all PMU staff and all consultants and ensure fulfilment of their respective Terms of Reference (TOR) and work program deliverables
- Undertake, through an adequate evaluation process, the evaluation of all consultants and staff
- Supervise and support PMU staff in the preparation of TOR for consultant selection, and technical assistance activities
- Supervise and ensure smooth execution of all contracts of consultants and firms with due diligence and efficiency
- Supervise all procurement and financial transactions, including the authorization of all bidding and disbursements made by the project
- Ensure accessibility of necessary documentation and accounts detailing all expenditures related to the project
- Responsible for project administration;
- Liaise with any suppliers;
- Draft needed technical specifications and develop criteria to evaluate tender documents;
- Follow-up on site work and determine if installation works are in line with technical specifications;
- Manage requests for the provision of financial resources by UNDP, using direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Director and Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare Final Project Review Reports to be submitted to the Project Director and the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Director and Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

2. Competencies

- Extensive knowledge of the national and local context relating to environment and industrial depollution issues:
- Willing to travel extensively to the project site:
- Strong managerial skills and experience in the implementation of similar projects in the context of development and environment to ensure quick project implementation and timely delivery of required outputs;
- Willing to contribute and adhere to the safety requirements of the operation.
- Practical and creative and have a professional manner with strong interpersonal skills.

3. Qualifications

Education

- Bachelor or Graduate degree (MSc/MEng) in civil or environmental engineering or physical sciences or closely related field.

Experience

- Minimum of 7 years of experience in the field with a Bachelor's Degree or 10 years of experience in the field with a Graduate degree;
- Experience in project management and prior experience with UNDP and/or international organisations is preferable.

Language Requirements

- Effective verbal and written communication skills in both Arabic and English. French is a plus.

III. PROCUREMENT OFFICER

1. Functions / Key Results Expected

➤ World Bank related tasks:

- Manage the project procurement through implementing all policies and procedures related to procurement activities & ensuring that Bank procurement guidelines and loan agreement provisions are followed in transactions;
- Develop procurement tools such as standard format for Terms Of Reference, Technical Specifications, customized contracts for staff and other individual consultants;
- Support enterprises in filling in the procurement capacity self-assessment checklist which will be provided to the enterprises during the application process for the sub-loans;
- Follow up on the implementation of the mitigation plan of the identified risks, in particular with appointment of a procurement focal point, record keeping measures, internal audit, proper contract management, etc...
- Contribute to the operational manual procurement section;
- Undertake necessary advertisement on annual and periodic basis;
- Undertake procurement activities, such as assisting/reviewing technical specifications for goods and terms of reference for consulting services; preparing bidding documents; writing evaluation reports; providing necessary assistance and tools for conducting evaluation processes; etc.
- Conduct market research and update price lists in respect of relevant equipment;
- Develop and maintain a data base of suppliers and consultants to include their contacts, areas of expertise, relevance to project components. A cross reference system would be necessary to facilitate identification of filed supporting documents and Curricula Vitae;
- Maintain a coherent filing system to include procurement preparation and contract management, correspondence, claims, reports, etc.
- Ensure that all Consultants deliverables are properly filed and referenced;
- Lead the development of a Project Procurement Plan and generate regular updates for the guidance of the Project Manager;
- Develop tools for capturing procurement data and identify progress towards the achievement of procurement schedules;
- Participate in project technical committees or component team meetings in order to ensure timely implementation progress and a focus on procurement related activities;
- Coordinate with the PMU Financial Officer for regular preparation of Project Management Reports, as a part of the World Bank financial reporting requirements;
- Undertake other procurement related duties as required by the Project Manager.
- Monitor procurement processing in close collaboration with the financial officer and maintain a realistic planning allowing proper budgeting.

➤ UNDP/technical assistance related tasks:

- Planning projects/contracts execution to ensure the timely implementation according to the rules and regulations of UNDP and in view of the objectives of the Project;
- Overseeing that procurement activities are planned, designed, developed and executed in an efficient and effective manner;

- Managing a multitude of contracts in line with a relevant strategy;
- Ensuring the ethics and integrity of operations including transparency, fairness, honesty, proportionality, value for money and economy.

➤ Procurement Management Functions:

- Assist the Project Manager in planning, developing and managing all procurement and contractual aspects of significant complexity related to the procurement of diverse services, supplies and works.
- Implement the project procurement plan following the rules and regulations of UNDP.
- Prepare and oversee distribution of requests for expressions of interest, requests for information, prequalification documents, requests for proposals and/or invitations to tender and manage/conduct all aspects of application/bid/proposal evaluations; this includes, but is not limited to:
 - Preparing, reviewing and finalizing Terms of Reference (TOR) of services projects and pre-qualification documents and technical specifications of supplies, equipment and construction works, etc...;
 - Recommending, after a market research, selection criteria required for economic operators to proceed with the procurement;
 - Supervising on contract negotiations, if needed and ensure timely signatures and commencement;
- Ensuring full integrity of the procurement process in compliance with rules, regulations and set objectives;

➤ Contract Management Functions:

- Carry out contract management operations in accordance with UNDP procurement regulations;
- Ensure that the objectives of contracts are met efficiently, effectively and economically; oversee adherence to contractual administrative and technical provisions;
- Prepare the payment files to the Project Finance/Admin Assistant, under the supervision of the Project Manager;
- Monitor risks, anticipate changes, settle issues and manage all of the above in the best interest of the Project /UNDP/MoE; recommend amendments and extensions of contracts;
- Manage relationships, resolve personal adversarial positions, manage disputes and claims attempting amicable resolution whenever possible; if not, lead on the resolution using alternative dispute resolution mechanisms;
- Advise concerned parties on contractual rights and obligations, ensuring the correct conformity and timely provision of deliverables/outcomes in accordance with set conditions;
- Ensure satisfactory completion and post-completion provider roles and responsibilities;
- Supervise and/or manage acceptance processes (provisional and final) ensuring compliance with contractual obligations and overseeing contractor performance during warranty;
- Supervise handing over of the deliverables to users or beneficiaries.

➤ Planning and Organizing Functions:

- Establish and maintain implementation schedules for ongoing assignments, offers and contracts;

- Track progress and performance of schedules against baselines;
- Prepare progress and other reports (procurement plans and regular activity updates).

2. Competencies

- Shares knowledge and experience, team player
- Develops knowledge of procurement procedures
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Ability to perform a variety of standard tasks related to the procurement unit
- Knowledge of procurement rules and regulations
- Strong IT skills
- Strong organizational, analytical and administrative skills
- Demonstrates good oral and written communication skills
- Focuses on result for the client and responds positively to feedback
- Demonstrates openness to change and ability to manage complexities
- Demonstrates highest degree of ethics, integrity and professionalism
- Ability to work in a difficult country environment

3. Qualifications

Education

- Bachelor degree with a major in relevant discipline (e.g. Engineering, Procurement, Finance, Business or Commerce). Graduate degree is an asset.

Experience

- At least 5 years of experience as procurement officer or responsibilities with a substantial content in the procurement area (for a Bachelor Degree);
- 3 years of relevant experience are required for a graduate degree

Language Requirements

- Fluency in both spoken and written English and Arabic. French is a plus.

IV. MONITORING AND EVALUATION ASSISTANT

1. Functions / Key Results Expected

➤ World Bank related tasks:

- Oversee the PMU's Environmental and Social (E&S) risk management and implementation of Environmental Management Systems (EMS);
- Manage resources (budget and staff) for E&S risk management and training;
- Organize EMS training for staff, using consultants as needed, to explain:
 - Purpose and EMS overview;
 - Overview of investment portfolio by industry sector including environmental and social aspects of industry sectors;
 - EMS procedures and specific staff expectations during implementation; and
 - Update/revisions to EMS, as necessary.
- Ensure the coordination and integration of E&S risk management procedures with the PMU's internal review process;
- Report any major E&S issues to MOE/WB and secure the support for and approval of E&S risk management issues by MOE/WB;
- Review and approve the PMU's annual E&S performance report;
- Evaluate environmental compliance of a borrowers/subprojects with applicable requirements during due diligence, such as site visits, collection of necessary E&S documentation (e.g., certificates and authorizations), and preparation of E&S due diligence reports (or an E&S section of the credit application);
- Ensure that all investment decisions are supported by appropriate due diligence documentation, including, but not limited to, an E&S section in each final Investment Memorandum;
- Ensure that appropriate environmental representations, warranties, and covenants are incorporated in each loan or investment agreement;
- Supervise portfolio projects' on-going compliance with the applicable requirements on a regular basis, which may include:
 - Conducting site visits, monitoring the implementation of E&S action plan (if any) by the borrowers, reviewing borrowers' annual reports, and recording borrowers' E&S on-going performance;
 - Resolving E&S issues in case of non-compliance, and where needed, preparing a time-bound corrective action plan with specific follow-up procedures.
- Prepare the PMU's annual environmental performance report, based on the annual performance reports provided by its borrowers/subprojects;
- Ensure that these procedures are implemented for each subproject, and that records of environmental reviews (i.e., appraisal and monitoring) are maintained;
- Update the M&E plan of the expected outcomes and results to be implemented for the project;
- Develop a Results Framework that links together the Project Development Objective (PDO), the outputs and the outcomes to be delivered by each component, and the indicators to be used to verify the achievement of the expected PDO;

- Create a computer-based management system for the baseline data; update the data and monitor the situation on periodic basis;
- Maintain the management system and analyze and verify the outcomes;
- Analyze M&E results on continuous basis and include the lessons learned in periodic progress reports submitted to MOE and the World Bank.

➤ UNDP/technical assistance related tasks:

- Assist in drafting inception, progress and final reports, manuals, communications, press release and awareness material;
- Assist the Project Manager in preparing for meetings and presentations;
- Assist the PM in managing and centralizing all project information and reports provided by consultants, surveyors, and other data sources;
- Draft correspondence in English and Arabic, and follow up on correspondence;
- Carry out secretariat duties in meetings and draft minutes of meetings;
- Liaise with different project partners and stakeholders, including NGOs, private and public entities;
- Follow up on all matters pertaining to the coordination with the Ministry of Environment services;
- In consultation with the Project Manager, respond to the needs of the Ministry of Environment in any additional tasks, which fall within the direct and indirect scope of the project;

2. Competencies

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Strong interpersonal skills, communication (verbal and written) and organizational skills;
- Team player, proactive, motivated, organized and meticulous with an ability to be flexible and adaptive;
- Openness to change and ability to receive/integrate feedback
- Strong analytical, reporting and writing abilities
- Excellent public speaking and presentation skills
- Demonstrated competence in the use of Microsoft Office, mainly, Excel, Word, Power Point
- Ability to work under pressure and stressful situations.

3. Qualifications

Education

- Bachelor Degree Sciences or Engineering in the field of environmental sciences, agricultural sciences or other related fields.

Experience

- At least 3 years of experience at the national in development projects related to agricultural or environmental field;
- Experience in Industrial Pollution Abatement is an asset
- Experience in Environmental Management Systems and Monitoring & Evaluation tools is an asset.

V. ADMINISTRATIVE AND FINANCE ASSISTANT

1. Functions / Key Results Expected

➤ World Bank related tasks:

- Assures that the accounts are sufficiently supplied in order to settle quickly the expenses engaged within the project frame;
- Keeps up-to-date, in a regular manner, financial documents (accounting records and books) and the detailed accounting of each expenditure category, component and subcomponent;
- Prepares withdrawal applications and any documentation necessary to the disbursements, in accordance with the World Bank directives;
- Coordinates with the Procurement Officer to develop and implement the disbursement plan;
- Prepares quarterly Financial Monitoring Reports (FMR), as per procedures of the World Bank;
- Ensures that the grant accounts will be complied with, in a spreadsheet for satisfactory reporting of transactions by component activity, contract and category;
- Gives the necessary assistance to the project independent auditors in order to allow them to pilot well their tasks and to prepare their reports within assigned time line;
- Establishes the payment requisitions;
- Prepares updated progress report on the budget by component and subcomponent;
- Draws on a monthly basis, the banking reconciliation statements of the project special account and updates the financial situation of each component;
- Undertakes other financial related duties, as required by the Project Manager;

➤ UNDP/technical assistance related tasks:

- Assist the Project Manager in coordinating and tracking all project activities;
- Assist the Project Manager in preparing logistics for meetings and presentations;
- Ensure that all procedures related to finance and project implementation are in adherence with UNDP requirements;
- Assist the Project Manager and the Procurement Officer in the preparation of project work plans and TORs for subcontracts;
- In coordination with the Procurement Officer, follow up on contractual documents (consulting contracts, staff employment agreements, staff leaves, sub-contracts, and procurement) in adherence with UNDP requirements;
- Coordinate and follow up the work of national experts and institutions (in consultation with the Project Manager and Procurement Officer);
- Maintain an up-to-date filing structure for all documentation;
- Follow-up on financial matters with the UNDP Country Office;
- Establish, manage and regularly update the project's list of contacts /mailing list;
- In consultation with the Project Manager, respond to the needs of the Ministry of Environment in any additional tasks, which fall within the direct and indirect scope of the project.

2. Competencies

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills;
- Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery;
- Good knowledge of accounting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Excellent organizational skills;
- Ability to work under stress;
- Team player, proactive, motivated, organized and meticulous with an ability to be flexible and adaptive;
- Strong exposure and knowledge of Microsoft office applications, mainly, Excel, Word, Power Point; Knowledge of spreadsheet and database packages;
- Ability to perform a variety of standard tasks related to screening and collecting of project documentation, projects data entering, preparation of revisions, filling, provision of information.

3. Qualifications

Education

- Bachelor Degree in Finance, Business Administration, Public Administration, Economic, or Mathematics

Experience

- At least 3 years of relevant professional experience at the national or international level;
- Experience in Trust Fund Management and correct understanding of reporting requirements by international donors will be an asset

Language Requirements

- Fluency in both spoken and written English and Arabic. French is a plus.

Annex 4: DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Environment, the institution designated by the Government of Lebanon and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project "Lebanon Environmental Pollution Abatement Project (LEPAP)", ID 00089320, "*the Project*".

2. In accordance with the provisions of the letter of agreement signed on 10 February 1986 and the *project document*, the UNDP country office shall provide support services for the *Project* as described below.

3. 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	36 months	16 days	GLJE
2. Human Resources Services	36 months	6 days	GLJE
3. Procurement services	36 months	15 days	GLJE
4. Travel Services	36 months	0 day	GLJE
5. General Administration Services	36 months	2 day	GLJE
6. Revenue Management Services	36 months	4 days	GLJE

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

Support services	Description
Financial Services	<ul style="list-style-type: none"> - Payment process - Issue check - Vendor profile
Human Resources Services	<ul style="list-style-type: none"> - Staff selection and recruitment process (advertising, short-listing, interviewing) - Staff HR & Benefits Administration & Management (at issuance of a contract, and again at separation) - Recurrent personnel management services: staff Payroll & Banking Administration & Management (Payroll validation, disbursement, performance evaluation, extension, promotion, entitlements, leave monitoring) - Interns Management
Procurement services	<ul style="list-style-type: none"> - Consultant recruitment (advertising, short-listing and selection, contract issuance) - Procurement process involving local CAP and/or ITB, RFP requirements (Identification & selection, contracting/issue purchase order, follow-up) - Procurement not involving local CAP; low value procurement (Identification & selection, issue purchase order, follow-up) - Disposal of equipment
Travel Services	<ul style="list-style-type: none"> - Travel authorization - F10 settlement
General Administration Services	<ul style="list-style-type: none"> - Issue/Renew IDs (UN LP, UN ID, etc.) - Shipment, customs clearance, vehicle registration - Issuance of visas, telephone lines
Revenue Management Services	<ul style="list-style-type: none"> - AR Management Process (Create/apply receivable pending item, Issue/Apply Deposit)

Annex 5: Detailed Project Budget as per Atlas AWP

PLANNED ACTIVITIES <i>List activity results and associated actions</i>	PLANNED BUDGET			2014	2015	2016	Total USD	Total EUR
	Funding Source	Account Code	Budget Description	Amount (USD)	Amount (USD)	Amount (USD)		
1. Activity Result: Project Management - recruit project management unit - Equip the office including vehicles - Detail the work plan for all the different components - negotiate the parallel loans and grants	Italian Cooperation <u>Salaries:</u> 1,011,600 Eur = 1,315,080 USD <u>Operating Costs:</u> 230,400 Eur = 299,520 USD	71400	Contractual services Individual	247,655.00	307,385.00	760,040.00	1,315,080.00	1,011,600.00
		72205	Office Machinery	700.00	-	-	700.00	538.46
		72215	Transportation equipment	44,705.00	-	-	44,705.00	34,388.46
		72220	Furniture	10,000.00	-	-	10,000.00	7,692.31
		72300	Materials and Goods	-	-	23,400.00	23,400.00	18,000.00
		72800	IT equipment	12,000.00	20,000.00	-	32,000.00	24,615.38
		72400	Communication and Audio-visual Equipment	3,000.00	5,000.00	5,000.00	13,000.00	10,000.00
		72500	Supplies	3,000.00	5,000.00	5,000.00	13,000.00	10,000.00
		73400	Rental and Maintenance of Other equipment	5,000.00	10,000.00	10,000.00	25,000.00	19,230.77
		74500	Miscellaneous expenses	2,500.00	5,000.00	5,000.00	12,500.00	9,615.38
		73500	Direct Project Costing	6,891.20	7,767.70	20,536.80	35,195.70	27,073.62
		75100	Facilities and Administration	17,588.56	19,843.64	52,587.24	90,019.44	69,245.72
		Total A1				353,039.76	379,996.34	881,564.04
2. Activity Result: Capacity building and awareness raising - Develop communication strategy - prepare, print and disseminate communication material - conduct awareness campaign for industries	Italian Cooperation <u>Communication Material and Website:</u> 40,000 Eur = 52,000 USD <u>Awareness Campaigns:</u> 30,000 Eur = 39,000 USD <u>Contingencies:</u> 138,000 Eur = 179,400 USD	74200	Audio visual & Print Prod costs	10,000.00	20,000.00	20,000.00	50,000.00	38,461.54
		72400	Communication and Audio-visual Equipment	-	1,000.00	1,000.00	2,000.00	1,538.46
		75700	Training, workshops and confer	6,000.00	15,000.00	18,000.00	39,000.00	30,000.00
		74500	Miscellaneous	-	-	179,400.00	179,400.00	138,000.00
		Total A2				16,000.00	36,000.00	218,400.00
				369,039.76	415,996.34	1,099,964.04	1,885,000.14	1,450,000.10