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PROJECT DOCUMENT
LEBANON

Project Title: Institutional Strengthening of the Ministry of Environment Phase II

Project Number: 00098956 **Output Number:** 00102171

Implementing Partner: Ministry of Environment

Start Date: 01 January 2017 **End Date:** 31 December 2021 **LPAC Meeting date:** 27 March 2017

Brief Description
<p>The Ministry of Environment (MoE) is the national authority in Lebanon whose prerogative is to protect the environment as stipulated in Law 216 of 1993 (amended by Law 690 of 2005) establishing the MoE, and the Environment Protection Law No. 444 of 2002. Despite important strides since it was established in 1993, it is still critical for the MoE to carry on the process of asserting its full prerogatives and efficiently execute its obligations, as recently demonstrated with the introduction of regulatory instruments and the participation in the formulation of, and resource mobilization for, a number of strategies, plans and programmes, with the support of the Institutional Strengthening Project – Phase I (2010-2017).</p> <p>The Phase II of the Institutional Strengthening of the MoE will ultimately carry on the strengthening of the enabling environment for sustainable environmental development at the national policy-level as Lebanon faces increased environmental and natural resources pressure challenges since the influx of about 1.5 million Syrian displaced and workers since 2011. More specifically, the project will support the strengthening of the capacity of the MoE along 3 interrelated building blocks by: (i) carrying on the environmental policy development in terms of laws, regulations and other policy mechanisms; (ii) mainstreaming SDGs in local development planning and programming; and (iii) pursuing the MoE institutional strengthening and capacity building processes with a focus on environmental monitoring.</p> <p>UNDP has accompanied the capacity and policy development of the MoE since its inception. This project still fits UNDP mandate at the national level where its environmental programming is increasingly focused on strengthening endogenous capacity to promote environmental sustainability, and at the global level it continues to work on national environmental issues particularly focusing on capacity development for environmental sustainability.</p>

<p>UNSF Outcome involving UNDP: Outcome 3.3. Lebanon has adopted measures to improve environmental governance.</p> <p>CPD Output 4.2.: National Environmental Management strengthened</p> <p>Related UNDP Strategic Plan: Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p>Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Indicative Outputs:</p> <ol style="list-style-type: none"> Maintaining environmental policy development Mainstreaming SDGs in local development planning and programming Pursuing the MoE institutional strengthening 	Total resources required:	US\$ 6,000,000.00	
	Total resources allocated:	Government:	USD 4,450,000
	Total unfunded resources:	Government:	USD 1,550,000

Government	UNDP	Implementing Partner
<p>Council for Development and Reconstruction</p> <p>Mr. Nabil El Jisr President</p> <p>Date: 08 JUN 2017</p>	<p>Mr. Luca Renda Country Director</p> <p>Date: 26 May 2017</p>	<p>Ministry of Environment</p> <p>H.E. Mr. Tarek El Khatib Minister</p> <p>Date: 01 June 2017</p>

I. DEVELOPMENT CHALLENGE

Established in 1993, The Ministry of Environment (MoE) is the national authority in Lebanon whose prerogative is to protect the environment as stipulated in Law 216 of 1993 (amended by Law 690 of 2005) establishing the MoE, and the Environment Protection Law No. 444 of 2002. Since then, the MoE made great strides in carrying on the process of asserting its full prerogatives and efficiently execute its obligations as recently demonstrated with the introduction of decrees related to environmental safeguards (permitting), enterprise pollution compliance (inspection), and environmental judicial body and environmental police (enforcement/prosecution). Indeed, the MoE proceeded with the strengthening of its legal and regulatory instruments with the introduction of:

- Permitting level: Strategic Environmental Assessment (SEA) decree No. 8213 of 2012, the Environmental Impact Assessment (EIA) decree No. 8633 of 2012 and, and associated ministerial circulars and decisions;
- Inspection level: the Ministerial decision No. 189/1 of 2016 for establishing the procedures for environment audits necessary to comply with the decree No. 8471-2012 related to environment compliance to become mandatory between 2018 and 2020 for industrial establishments as defined in the ministerial decisions No. 539/1 and No. 540/1 of 2015;
- Enforcement level: the law No. 251 of 2014 meant for environmental prosecution, based on which 6 district Environment Attorneys and 7 investigation judges for environmental issues were appointed in 6 Lebanese governorates; and the decree No. 3989 of 2016 for establishing the environment police composed of 40 staff.

Yet, the MoE is facing a variety of unforeseen and growing challenges. At the regional level, the political instability in the region led to the unexpected influx of about 1.5 million Syrian displaced and workers since 2011 (about 30% of the Lebanese resident population in 2015) which exacerbated the pressures on the environment and natural resources: this was met by MoE with the preparation (September 2014) and update (December 2015) of the MoE/EU-UNDP Environmental Assessment of the Syrian Conflict & Priority Interventions that allowed to secure additional funding from development partners to mitigate some of the incremental environmental pressures through municipal budget support. At the national level, the MoE strived to formulating strategies, mainstreaming sustainable development across government sectors and tiers and undertaking its functions but is still facing growing challenges:

- At the policy level, a number of strategies were developed by, or with the collaboration of, MoE, such as the examples below; while a smooth implementation has been initiated for some of them, others are not costed yet, which make their implementation more challenging, and others have not been further retained by the Government or not endorsed yet:
 - The Business Plan for Combating Pollution of the Qaraoun Lake (MOE/UNDP, 2011) that is being urgently implemented with funding from different sources;
 - Lebanon's Marine Protected Area Strategy (MoE in collaboration with IUCN, Spanish Agency for International Development Cooperation, MAVA Foundation, UNEP, PAM and CAR/ASP, 2013) and Lebanon National Biodiversity Strategy and Action Plan (MoE/UNEP/GEF, 2016);
 - the National Solid Waste Plan adopted by the Government on October 30, 2014 that was dropped after the July 2015 Greater Beirut and Mount Lebanon waste crisis and replaced by a number of Government-led ad hoc successive piece-meal waste solutions that are still encountering political and public resistance during their implementation; and
 - The draft National Strategy for Air Quality Management in Lebanon (MoE/EU-StREG, 2016).
- According to the latest Millennium Development Goals (MDGs) Report of 2013-14, progress made towards achieving the MDGs was significantly compromised by a complex regional and national political situation which notably led to the influx of Syrian displaced, hence increasing the environment and natural resources challenges faced by Lebanon under Goal 7 - Environmental Sustainability. Moreover, the poverty reduction under Goal 1 (27% in 2011-12 compared to 28.6% in 2004-05 –CAS and World Bank, 2015, and UNDP, 2008 respectively) remained below the MDGs target. Yet, a National Sustainable Development Strategy (NSDS) background document was prepared to inform the Sustainable Development Goals (SDGs) process in Lebanon. The NSDS background document integrates the principles of environmental sustainable development where some documents in line with the SDGs breadth have already been prepared such as the Sustainable Consumption and Production Action Plan for the Industrial Sector in Lebanon (MoE/UNEP/EU-Switchmed, 2015). However, the current experience of MoE or other public institutions in mainstreaming sustainable development in planning shows mixed results:
 - In compliance with the SEA decree 8213 of 2012, the Strategic Environmental Assessment of the National Water Sector Strategy 2010-2020 (GEF/World Bank/Plan Bleu) was initiated and reviewed by the MoE, but the Ministry of Energy and Water withheld its endorsement to

the final product while the 8 EU Framework Programmes, under which Horizon 2020 National Action Plans are formulated since 1984 to reduce land-based pollution sources, were partially implemented in Lebanon although most coastal wastewater treatment plants are yet not operational (EU-SWIM-SM, National Action Plans for the Implementation of the Land-Based Source Protocol and its Regional Plans in the Framework of SAP MED to Achieve Good Environmental Status for Pollution Related ECAP Ecological Objectives, 2016);

- With US\$ 15 million provided by the World Bank and with about US\$ 3 million Technical Assistance funding from the Italian Agency for Development Cooperation and GEF/World Bank, Lebanon Environmental Pollution Abatement Project (LEPAP), which provides zero-interest loans to industries to reduce their pollution, benefited from the active support of ISMOE Phase I from identification to effectiveness;
 - With € 19 million, the ENPI-MoE agreement on the Protection and sustainable development of maritime resources in Lebanon "PROMARE" was spot on to providing emergency funding on a demand-basis for mainly coastal municipalities (€ 13 million) that suffered from the July 2015 waste crisis, ensuring oil and gas exploration and production readiness, and recovery of affected marine ecosystems as well as the disposal of the 2,600 m³ of waste both due to the 2006 oil spill; and
 - the National Physical Master Plan of Lebanon Territories (NPMPLT –ratified by the Cabinet of Ministries Decree No. 2366 of 2009) delayed implementation should have relieved some of the critical environmental pressures. For instance, the NPMPLT participatory downscaling and implementation at the regional level encountered local government and community stiff resistance, e.g., Akkar Physical Master Plan (EU-ADELNORD, 2014) where the quality of growth, life and the commons are badly needed in Akkar which is the poorest region in Lebanon. Also, climate change effects, which are already being felt at various levels in Lebanon, were not considered originally in the NPMPLT that was finalized in 2005.
- Despite MoE's significant increase in the number of human, technical and financial resources (MoE-UNDP Key Achievements, 2010-2015), the Ministry's effectiveness continues to be affected by the relatively limited availability of these resources, given the increasing importance the MoE has been gaining since 2010 following its expanded prerogatives and improved level of environmental awareness.

Having policy support and capacity development at the centre of UNDP's mandate and programmes, UNDP has been, since MoE's inception in 1993, involved in various programmes and projects that contributed to the development and promulgation of environmental legislation, regulations, and planning. These projects included several institutional strengthening projects, in addition to projects that supported the Government of Lebanon in the implementation of international conventions such as the Biodiversity, Persistent Organic Pollutants, Climate Change, and Ozone. At the national level, UNDP environmental programming is increasingly focused on strengthening endogenous capacity to promote environmental sustainability. At the global level, UNDP continues to work on national environmental issues particularly focusing on capacity development for environmental sustainability which is in line with the international agreements on aid effectiveness such as the Paris Declaration (2005) and Accra Agenda for Action (2008).

II. STRATEGY

The 2010-2016 Institutional Strengthening of the Ministry of the Environment (ISMOE) Phase I evaluation (UNDP, 2016) found the overall programme relevant, effective and efficient, and its sustainability likely. The ISMOE overall rating is satisfactory although MoE monitoring and enforcement capabilities remain weak. According to ISMOE evaluation, it is important that the project evolves to better mainstream the sustainable development concepts in view of the change in the challenging environment landscape. Hence, the ISMOE evaluation recommends a Phase II to the ISMOE by focusing on: (i) carrying on environmental policy development; (ii) mainstreaming SDGs in local development planning and programming; and (iii) pursuing the MoE institutional strengthening and capacity building processes, especially in terms of setting up a monitoring system as these processes are complex undertakings and time consuming, and their full results could be only measured in the long term.

In line with the ISMOE evaluation, the Phase II ISMOE strategy aims to strengthening of the capacity of the MoE along 3 interrelated building blocks by: (i) carrying on the environmental policy development in terms of laws, regulations and other policy mechanisms and instruments; (ii) mainstreaming SDGs in local development planning and programming; and (iii) pursuing the MoE institutional strengthening and capacity building processes with a focus on environmental monitoring. This will maintain the momentum initiated under Phase I towards setting up an enabling environment for sustainable and resilient environmental development. The project would respond to the direct needs of the MoE to fulfil its obligations in a timely and efficient manner. It will also assist MoE in its coordinating activities between the internationally funded projects operating at the MoE, and in developing new complementary initiatives.

Based on the request of the MoE, UNDP will be providing support to pursue the environmental policy development, to assist in the planning and programming as well as to identify and assess technical needs at the national level to strengthening the MoE, including the setting up of an effective environmental monitoring system. The expected activities of the project are designed to fit and go along with the latest institutional and operational needs foreseen by MoE in the short term; details on the expected outputs of the project are as follows:

1. Environmental policy development

- In the context of the SDGs, the NSDS background document preparation was initiated by MoE in 2015 in coordination with the Presidency of the Council of Ministers (PCM) where a baseline was produced in coordination with the PCM, MoE staff contributions as well as UNDP ISMOE Phase I and EU-StREG projects. The background document is structured in seven Strategic Objectives, each of which comprises four to seven Initiatives. The Strategic Objectives correspond roughly to the three usual segments of sustainable development (economy, environment/culture, and social equity/human development) to which was added governance and national branding. The background document was shared and reviewed by most public entities by September 2016 and will serve as a base to formulate the SDGs national implementation plan and/or any other national development strategy as determined by the Government of Lebanon that will have two threads running throughout the various Initiatives: Climate Change, and Sustainable Consumption and Production. The ISMOE Phase II will provide the needed assistance to build on the NSDS background document to facilitate the formulation of the SDGs implementation plan and/or any other development strategy so it can be ratified by Government and integrated into thematic plans such as the Orientation Plans detailed in Outcome 2 or any other plans including low-emission development plans, municipal or regional plans, etc.
- The development of at least 10 concept notes will be considered for specific priority sectors or areas that need attention and where an effort to take stock of past and ongoing initiatives, and leveraging funds will be sought, e.g., (i) protecting the un-urbanized areas (mountains, natural sites, coastal zone, green areas, agricultural terrains and landscapes where synergies and lessons learnt could be sought from a number of ongoing projects); (ii) better engaging the drivers of growth (banks, real estate developers, contractors, insurance companies as these sectors could be instrumental in introducing sustainable consumption and production practice or be involved in emission and effluent monitoring such as the insurance sector in the United States); (iii) public transport (such as mobility through mass transit or non-motorized vehicles that has not been properly considered in Lebanon); (iv) integrated solid waste management (introducing incentive to improve recycling such as Extended Producer Responsibility and production of Refuse-Derived Fuel); (v), quarry and dump rehabilitation; (vi), hazardous waste management; (vii), circular economy (promoting greater resource productivity in collaboration with the Ministry of Industry and the Association of Lebanese Industrialists); (viii) environmental management in the petroleum sector; etc.

- The development and adoption of missing legislation as stipulated in Environment Protection Law No. 444 of 2002 such as the introducing of at least the polluter-pay-principle.
2. Mainstreaming SDGs in local development planning and programming
- Preparing 4 to 8 orientation plans at the governorate level that will be in line with NSDS background document breadth and the SDGs. The Orientation Plans will include:
 - State of the environment by sink (water, air, land, ecosystems) and source (construction, transport, industry & energy, agriculture, tourism, hospitals, and liquid and solid waste) with a focus on pressures affecting the poor, women and/or vulnerable people while adopting the two threads of the NSDS background document, i.e., Climate Change scenarios, and Sustainable Consumption and Production good practice.
 - Economic assessment where a cost of environmental degradation and restoration will be carried out with a focus on pressures affecting the poor, women and/or vulnerable people while adopting the two threads of the NSDS background document, i.e., Climate Change scenarios, and Sustainable Consumption and Production good practice.
 - Gap analysis that will include legislative and institutional framework, governance (check and balance), and funding.
 - Environmental action plan/pre-feasibility.
 - Developing 2 to 4 (and eventually to all watersheds) business plans for managing pollution of other key watersheds (similar to the Qaraoun carried out under Phase I) while seeking resource mobilisation.
3. Strengthening the Ministry of Environment
- Developing a vision for the MoE proposing (as an example): at policy level, MoE would be better integrated cross-sectorally in the land use planning decision-making process; at the governance level, MoE will enhance its prerogatives by focusing on designing environmental policies, and setting priorities while enhancing the executing and monitoring obligations for policy, programme and project implementation.
 - Seeking the political green light to reform the solid waste sector.
 - Supporting in the preparation of the yearly MoE work program and reporting on implementation.
 - Bringing to fruition three existing policy instruments by assessing and fine tuning them based on the recommendations' assessment as was done with the EIA system (Assessment of the EIA System, UNDP, 2016), i.e., enhance the SEA/EIA/IEE system, the audit/compliance/inspection system as well as the enforcement system (e.g., adopting and implementing NWSS SEA recommendations that are still pending; enhancing inspection procedures and application in coordination with the Ministry of Interior and Municipalities, and seeking public/private partnership (e.g., YMCA); strengthening the environmental judicial system through further empowering the Designated Attorneys for the Environment and boosting the role of the newly established environmental police);
 - Strengthening the capacities of MoE staff by undertaking a capacity building assessment, determining the technical areas that need strengthening at MoE and initiating such a training. This would notably cover training in citizen service, courier administration, staff management, knowledge transfer, review of environmental assessment studies and report writing, site inspection, etc.
 - Assessing the most suitable environmental data management, analysis and compliance system software at the MoE.
 - Enhancing environmental communication (internally and externally) by improving the internal information flow that was initiated under EU-StREG and improving external communications through strategic targeting by various effective means.

By promoting environmental policy development, mainstreaming SDGs in local development planning and programming, and strengthening MoE capacity, the project outputs contribute to achieving both: Lebanon's 2017 – 2020 UNDP Country Programme Document 4th priority, i.e., *Improving environmental governance*, including low-emission, climate resilient actions, and environmental management programmes that protect national resources and steer the country towards a green economy; and Lebanon's 2017 – 2020 United Nations Strategic Framework Core Priority 3 in terms of reducing poverty and promoting sustainable development as pointed out in *Outcome 3.3 environmental governance improvement* related to SDGs' Goals 11, 12, 13 and 17.

III. RESULTS AND PARTNERSHIPS

Expected Results

- Under the environmental policy development first building block, the NSDS background document will provide the baseline, notwithstanding the Lebanon Rio+20 report (UNDP, 2012), to formulating the SDGs national implementation plan which will contribute to mainstreaming sustainable development across sectors and government tiers through the Orientation Plans. Concomitantly, the development of specific concept notes on specific environmental areas will allow tackling important issues that previously fell between the cracks. Moreover, the introduction of the pollution-pay-principle will allow introducing a Pigouvian tax or green taxes that will improve the MoE fiscal stance while giving a clear signal to polluters to start complying with the environmental rule of the land.
- Under the mainstreaming SDGs in local development planning and programming second building block, the development of at least 4 orientation plans at the governorate level and 2 watershed depollution business plans will allow to operationalise the SDGs at the local level which will improve the quality of growth, life (especially the displaced, poor, women and vulnerable) and the commons while taking into consideration the natural disaster-climate change continuum, consumption and production patterns, and governance as well as political economy issues.
- Finally, under the strengthening the MoE third building block, strengthened MoE policy and governance-bound prerogatives could help better manage the pressures and the commons at the local level. Yet, efforts will be carried on improving the MoE obligations in terms of human and social capitals while ensuring the setting up of a monitoring system that will help improve the effectiveness, efficiency, equity and evaluation of decision-making.
- Overall, the three interrelated building blocks will bear synergistic effects and will help achieve the UNSF Outcome 3.3 environmental governance improvement.

Resources Required to Achieving the Expected Results

- UNDP was instrumental under ISMOE Phase I in striking the right balance between advisory services, guidance to the Project Management Team (PMT) and effectiveness in procuring the needed contractual human resources and equipment in a timely manner as the ISMOE Phase I evaluation rated the project satisfactorily in achieving the set results at the onset. The ISMOE II has more ambitious output and outcomes than Phase I and will benefit from the same professional support from UNDP as resources have been secured to help achieve the expected results.

Partnerships

- Similar to the successful partnerships at various levels achieved under ISMOE Phase I, ISMOE Phase II will extensively build on the experience gained during the implementation of Phase I to seek partners to: leverage the needed funding (World Bank, UN body, GEF, EU, Italian Agency for Development Cooperation, Norwegian Embassy, Dutch Embassy, French Agency for Development, etc.) to implement programmes and projects (Building block 2); mainstream sustainable and resilient development across sectors (e.g., watershed depollution business plans) and government tiers (Orientation Plans); and civil society notably the displaced, poor, women and vulnerable through the Orientation Plans whose formulation will seek the participation of civil society and NGOs.

Risks and Assumptions

- A number of risks have been identified that could affect the implementation of the project and are aggregated as follows: 2 political, 1 financial, 1 operational and 1 social (See Annex 3). Engaging the government at all levels could reduce the risk of unwillingness to working a specific field or area whereas a political instability would require the UN working in parallel in asserting the government sovereignty and the population legitimate representation. As for the financial risk, maintaining the dialogue with the MoE and the Ministry of Finance by making the case for implementing the project would help transfer funds in a timely manner. On the operational side, the unwillingness to cooperate in the project would be mitigated by showing the benefits that will accrue to the reticent sectors. Finally, social resistance especially when the environment is at stake will be overcome by carrying out EIA in the areas of the Orientation Plans.

Stakeholder Engagement

- Similar to the validation of the Lebanon Rio +20 report and the Qaraoun Depollution business plan by civil society that was extensively involved during the drafting period of the reports, stakeholder engagement and inclusiveness will characterise the formulation of the orientation and depollution plans.

Knowledge

- Under the strengthening the MoE third building block, knowledge flow inside and outside MoE will be assessed and fine-tuned to improve the flow of information within and outside MoE. Moreover, the assessment will include recommendations on how to convey effectively MoE policies, operations and achievements. ISMOE Phase II communication strategy will be handled under this deliverable where cost-effective means to spreading environmental knowledge will be devised through media, social media and show casing achievements especially to media, public sector peers, private sector enterprises and school and university students.

Sustainability and Scaling Up

- ISMOE Phase II calls for scaling-up orientation plans to 8 and depollution plans to all Lebanon watersheds that will be operationalised according to the NSDS breadth which will in turn maintain sustainable environmental services. In fact, there are 3 key issues that will be addressed for scaling up these programmes: (i) fine-scale variation in social, economic and ecological context across governorates and watersheds will be determined; (ii) appropriate service delivery mechanisms, markets, and institutional contexts, as well as technologies will be tailor made to fit each governorate; and (iii) academia and research centres will be invited to appropriate research design, within the scaling process, that enables co-learning amongst research, development, and public and private sector actors. This will require a new paradigm that will learn from the NPMPLT downscaling successes and failures at the local level and builds on previous integrated systems approaches that proved successful in Lebanon.

IV. PROJECT MANAGEMENT

Cost-Effectiveness and Efficiency

The ISMOE Phase I evaluation shows that the project was effective as both objectives, i.e., *Assessment of needs for capacity development for environment sustainability* and *Promoting and Programming for Sustainable Development*, were met. Moreover, the project was efficient thanks to International Finance Institution leveraging that allowed to reduce the transaction cost of a number of projects such as: World Bank-funded Qaraoun Lake pollution abatement; World Bank and Italian Cooperation LEPAP; EU StREG; and EU-ENPI PROMARE. Moreover, ISMOE Phase I staff, consultants and consulting firms were hired according the UNDP procurement policies and procedures which ensured quality and efficiency in the selection process and output delivery. It is expected that ISMOE Phase II will be at least as cost-effective and efficient as Phase I since the same modus operandi in terms of leveraging and procurement will be adopted, and most probably improved during project implementation.

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of general oversight and management services (GMS) for the activities of the project. GMS will be recovered at a flat rate of 5 percent for the contribution from the MoE. The GMS include the following services:

- 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

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

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

Project Management

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

The project will be managed in accordance with standard UNDP procedures as Support to National Implementation (Support to NIM) modality.

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

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

The PMT will remain based at the MoE's office and will be responsible for day to day management of the ISMOE Phase II, project documentation and monitoring and provision of policy and technical advice. The PMT will also seek technical services to be carried out by individual consultants and/or consulting firms.

Two of the five project team member positions under Phase I will remain under Phase II. Under Phase II, the PMS will consist of 12 part-time and full time staff (SCs, ICs and LTAs, and UNVs): a full time Project Director,

who assumes the dual function of the Project Manager and Senior Environmental Advisor to the Minister, a part-time Senior Legal Advisor, a full time Environmental Policy Officer, a full time Project Assistant and a full time Administrative Clerk; an Environmental Policy consultant, a Senior Legal consultant, an Environmental Assessment consultant, a financial consultant, an IT consultant, a Communication consultant, a Public Relations & External Affairs consultant, as well as 6 administrative and technical assistants to the 6 central MoE services through UNVs. Support to the Service of Regional Departments and Environmental Police (the 7th, and last, service of the MoE) will be provided through an extension of the “Environmental Watchdogs for Environmental Protection” initiative started in 2013 and which allows the outsourcing of site inspections. These positions may change or alternate depending on the needs and the structures within the MoE.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSF/Country [or Global/Regional] Programme Results and Resource Framework:												
4. Poverty reduction and sustainable development promotion; 3.3. Lebanon has adopted measures to improve environmental governance.												
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:												
Outcome indicator 4.3. Number of national development plans and processes integrating: biodiversity, renewable energy, energy efficiency, sustainable consumption and production, climate change, sound chemical management, sustainable consumption & production and ecosystem services values. Baseline: 3 and Target: 6 CPD Output 4.2. National Environmental Management Strengthened												
Applicable Output(s) from the UNDP Strategic Plan:												
Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.												
Project title and Atlas Project Number: Institutional Strengthening to the Ministry of Environment Phase II (00102171)												
ACTIVITIES	SUB-ACTIVITIES	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL		
Activity 1 Environmental policy development	1.1 <u>One</u> NSDS background document with the focus notably on gender, poverty and vulnerability, drafted, validated by public and private sectors, and civil society by first year and will serve as a base to formulate the SDGs that will be piloted through the orientation plans (Output 2.1)	MoE COM with other relevant entities to be determined	0	2016	1	1					2019	NSDS validation
	1.2 At least <u>Ten</u> Development of Concept Notes drafted and fund leveraging secured for implementation	MoE with other relevant entities to be determined	0	2016	2	2	2	2	2	2	2021	Production of concept Notes and leveraging fund secured & political risks could delay the process
	1.3 At least <u>One</u> new policy Instrument to be introduced	MoE	3	2016			1				2018	PPP Decree issued & political risks and prevention of MoE to fulfil its attributions could affect the outcome
Activity 2 Mainstreaming SDGs in local development planning and programming	2.1 At least <u>Four</u> orientation plans, which show case the NSDS breadth with the focus notably on gender, poverty and vulnerability, to be prepared at the governorate level with fund mobilisation secured	MoE CDR MoET MoPWT with other relevant entities to be determined	0	2016			1	2	1	2021	Orientation plans drafted, validated, ratified, funded and ready to be implemented & political risks and prevention of MoE to fulfil its attributions could affect the outcome	
	2.2 At least <u>Two</u> watershed business plans y, to be prepared, validated and ratified with fund mobilisation secured	MoE MoEW MoA	1	2016			1	1		2	Watershed business Plans drafted, validated, ratified, funded and ready to be implemented & political risks and prevention of MoE to fulfil its attributions could affect the outcome	

ACTIVITIES	SUB-ACTIVITIES	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Activity 3 Strengthening the Ministry of Environment	3.1 Developing and adopting a Vision for the MoE	MoE MoPWT MoA	0	2016				1	1	2	Official Gazette & political risks and prevention of MoE to expand its prerogatives and fulfil its attributions could affect the outcome
	3.2 Reforming the solid waste sector	MoE MoIM CDR OMSAR	0	2016		1				1	Official Gazette & political risks and prevention of MoE and MoIM to delegate their attributions to a new Agency could affect the outcome
	3.3 Supporting in the preparation of the yearly MoE work program and reporting on implementation	MoE	1	2016	1	1	1	1	1	5	MoE website & political risks and prevention of MoE to fulfil its attributions could affect the outcome
	3.4 Three existing policy instruments need to be strengthened: SEA/EIA/IEE; audit/compliance/inspection; and enforcement/ prosecution, e.g., YMCA	MoE MoIM MoJ	3	2016		1	1	1		3	Policy instruments increased effectiveness (number of safeguard, audit compliance, enforcement, number of prosecution and number of environmental police investigated cases & political risks and prevention of MoE to fulfil its attributions could affect the outcome)
	3.5 Strengthening the capacities of MoE staff by mobilising funding and providing recurrent training	MoE	0	2016	20 staff	20 staff	20 staff	20 staff	20 staff	20 staff per year	MoE annual work program implementation & political risks and prevention of MoE to fulfil its attributions could affect the outcome
	3.6 Assessing the most suitable environmental data management, analysis and compliance system software at the MoE	MoE	0	2016			1	1		2	MoE Website & political risks and prevention of MoE to fulfil its attributions could affect the outcome
	3.7 Enhancing environmental communication internally through better streamlining and externally through a strategic use of effective means	MoE MoInf	1 (Extranet)	2016	1	1				2	MoE intranet and extranet & political risks and prevention of MoE to fulfil its attributions could affect the outcome

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	MoE UNDP	Internal
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log (See Annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MoE UNDP	Internal
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MoE UNDP	Internal
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MoE UNDP	Internal
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MoE UNDP	Internal
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MoE UNDP	Internal
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually, and at the end of the project	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MoE UNDP	Internal

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	None	National Environmental Management Strengthened	Poverty reduction and sustainable development promotion	March 2019 for evaluation	Key Sector Ministries, International Partners and Beneficiaries	\$20,000 & TBD
End of Project Evaluation	None	National Environmental Management Strengthened	Poverty reduction and sustainable development promotion	March 2021 for evaluation	Key Sector Ministries, International Partners and Beneficiaries	\$40,000 & TBD

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS (Activities)	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	Budget Description	Budget account	Planned Budget by Year					Total Amount
						Y1	Y2	Y3	Y4	Y5	
Activity 1: Environmental policy development	1.1 One background document, drafted, validated by public and private sectors, and civil society by first year and will serve as a base to formulate the SDGs that will be piloted through the orientation plans (Output 2.1)	MoE/UNDP	MOE/30071	International consultant	71200	\$21,500.00	\$21,500.00	\$21,500.00	\$21,500.00	\$21,500.00	\$107,500.00
				Local consultant	71300	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$125,000.00
	1.2 At least Ten Development of Concept Notes drafted and fund leveraging secured for implementation			Contractual Services-Ind.	71400	\$143,570.00	\$143,570.00	\$143,570.00	\$143,570.00	\$143,570.00	\$717,850.00
				DPC	64300	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$19,000.00
	1.3 At least One policy Instrument is introduced			Facilities and Administration	75100	\$9,693.50	\$9,693.50	\$9,693.50	\$9,693.50	\$9,693.50	\$48,467.50
				Sub-Total for Output 1						\$203,563.50	\$203,563.50
Activity 2: Mainstreaming SDGs in local development planning and programming	2.1 At least Four orientation plans show casing the NSDS background document breadth document with the focus notably on gender, poverty and vulnerability, to be prepared at the governorate level with fund mobilisation secured	MoE/UNDP	TBD	Contractual Services-Ind.	71400	-	-	-	-	-	-
				Contractual Services-Companies	72100	-	-	-	-	-	-
	2.2 At least Two watershed business plans to be			DPC	64300	-	-	-	-	-	-

EXPECTED OUTPUTS (Activities)	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	Budget Description	Budget account	Planned Budget by Year					Total Amount
						Y1	Y2	Y3	Y4	Y5	
	inspection; and enforcement; and prosecution, e.g., YMCA										
	3.5 Strengthening the capacities of MoE staff by mobilising funding and providing recurrent training			Audio Visual and Print Prod Costs	74200	\$6,000.00	\$6,000.00	\$4,865.00	\$6,000.00	\$3,000.00	\$25,865.00
	3.6 Assessing the most suitable environmental data management, analysis and compliance system software at the MoE			Miscellaneous Expenses	74500	\$7,563.00	\$7,563.00	\$7,000.00	\$7,563.00	\$3,450.00	\$33,139.00
	3.7 Enhancing environmental communication internally through better streamlining and externally through a strategic use of effective means			Training, Workshops and Conferences	75700	\$7,000.00	\$7,000.00	\$5,000.00	\$7,000.00	\$3,000.00	\$29,000.00
				DPC	64300	\$12,816.00	\$12,816.00	\$12,814.00	\$12,816.00	\$12,819.00	\$64,081.00
				Facilities and Administration	75100	\$32,687.50	\$32,687.50	\$32,687.50	\$32,687.50	\$32,687.50	\$163,437.50
Sub-Total for Output 3						\$686,436.50	\$686,436.50	\$686,436.50	\$686,436.50	\$686,436.50	\$3,432,182.50
TOTAL						\$890,000.00	\$890,000.00	\$890,000.00	\$890,000.00	\$890,000.00	\$4,450,000.00

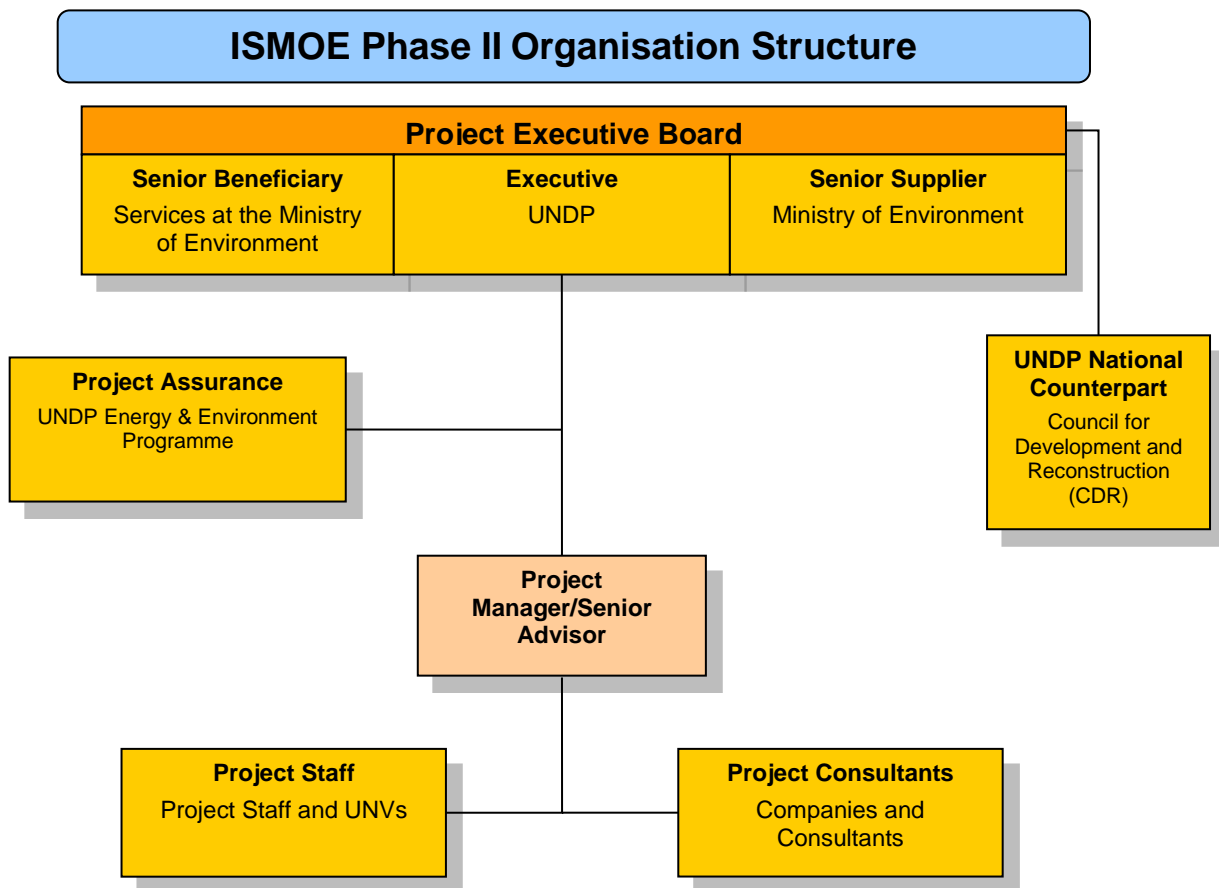
*Including mid-term (y3) and final evaluator (y5)

Total Allocated Resources	4,450,000.00
Net (including DPC)	4,238,095.00
GMS (5%)	211,905.00
DPC	83,081.00

Total Unfunded Resources	1,550,000.00
Net (including DPC)	1,476,190.00
GMS (5%)	73,810.00
DPC	29,524.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The ISMOE Phase II will maintain the same governance and management arrangements as in Phase I where it is overseen by a Project Board consisting of three senior MoE, CDR and UNDP representatives. Project Governance will be through the Project Executive Board (PEB) which will be convened by UNDP in consultation with the government and will serve as the project’s governance and decision-making body. The PEB, will comprise representatives of UNDP, CDR, MoE and other entities as agreed between UNDP and the Government. The PM will also attend PEB meetings. It will meet as necessary, but not less than once every 12 months and to review project progress, approve project work plans (including budgets). The PEB is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document. The PEB’s role will include: (i) overseeing project implementation; (ii) approving all project work plans and budgets; (iii) approving any major changes in project plans or programmes; (iv) providing technical input and advice; (vi) ensuring commitment of resources to support project implementation; (vii) arbitrating any conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; and (viii) overall project evaluation. The Project organisation structure is provided in the figure below.



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

The same PMT established under ISMOE Phase I in the Minister of Environment’s office will be maintained under Phase II. The Project Manager will also assume the function of a Senior Environmental Advisor to the Minister. The PMT will be staffed with a number of project staff as developed under Section IV Project Management, and when need be, will contract out consulting firms and individual consultants.

Developing the MoE arsenal of policy instruments and building the MoE capacity do not request public participation. However, any implementation of sustainable development programmes and projects will require the preparation of SEA, EIA or IEE that will include the participation of local stakeholders including the poor, women and vulnerable people.

Also, as suggested by the ISMOE Phase I evaluation, an in-house steering committee chaired by H.E. the Minister of the Environment and assisted by the Senior Environment Advisor, and composed of the Ministers' advisors and the heads of services, should be established to provide overall policy guidance, review work programs and resolve any implementation issues related to all the projects co-financed by the international financing institutions and donors.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

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

RISK MANAGEMENT STANDARD CLAUSES

1. 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.
2. 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.
3. 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.
4. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference and TORs of key management positions**
- 5. Description of UNDP Country Office Support Services (mentioned in the Letter of Agreement)**

1. Project Quality Assurance Report

Design & Appraisal Stage Quality Assurance Report

Overall Project Rating: **Highly Satisfactory**

Project Number: 00098956

Project Title: Institutional Strengthening of the Ministry of Environment, Phase II

Project Date: 02-Jan-2017

Strategic

Quality Rating: Exemplary

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

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

Evidence

The project is built on the previous project (ISMOE I) and its evaluation to address the environmental challenges in Lebanon with respect to legislative and institutional measures. More specifically, the Phase II ISMOE strategy aims to strengthen the capacity of the MoE along 3 interrelated building blocks by: (i) carrying on the environmental policy development in terms of laws, regulations and other policy mechanisms; (ii) mainstreaming SDGs in local development planning and programming; and (iii) pursuing the MoE institutional strengthening and capacity building processes with a focus on environmental monitoring. This will maintain the momentum initiated under Phase I towards setting up an enabling environment for sustainable environmental development. The project would respond to the direct needs of the MoE to fulfill its obligations in a timely and efficient manner. It will also

Management Response

assist MoE in its coordinating activities between the internationally funded projects operating at the MoE, and in developing new complementary initiatives.

In this manner, the project outputs contribute to achieving both: Lebanon's 2017 – 2020 UNDP Country Programme Document 4th priority, i.e., Improving environmental governance, including low-emission, climate resilient actions, and environmental management programmes that protect national resources and steer the country towards a green economy; and Lebanon's 2017 – 2020 United Nations Strategic Framework Core Priority 3 in terms of reducing poverty and promoting sustainable development as pointed out in Outcome 3.3 environmental governance improvement related to SDGs' Goals 11, 12, 13 and 17.

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: *The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging [areas](#); an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)*
- 2: The project responds to one of the three areas of development [work](#) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)
- 1: While the project may respond to one of the three areas of development [work](#) as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

Evidence

The project responds to the following area of development work and addresses the emerging areas:

- Sustainable development pathways
- Sustainable production technologies, natural resources management, extractive industries, urbanization

Relevant

Quality Rating: Highly Satisfactory

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)

3: *The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)*

2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

Evidence

Management Response

The project aims to strengthen the capacity of Ministry of Environment (MoE) and the MoE is the national implementing partner on behalf of the Government of Lebanon.

Moreover, the project also ensures the involvement of civil society (notably the displaced, poor, women and vulnerable) through the orientation plans whose formulation will seek the participation of civil society and NGOs.

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)

3: *Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.*

2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.

1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Evidence

Management Response

As mentioned above and in the Prodoc, the project was carefully designed by taking into the consideration the knowledge and lessons learned from the corresponding previous project ISMOE phase 1, especially it built on its final evaluation (attached).

List of Uploaded Documents

File Name	Modified By	Modified
GoL-UNDP IS MoE Project 2010-2015 Evaluation Report Jan 26 2017 .pdf	joelle.salame@undp.org	5/15/2017 2:57:55 PM

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)

- 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 2: *A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)*
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

Evidence

The key output of the project is to mainstream the SDGs in local development planning and programming with a focus on pressures affecting the poor, women and/or vulnerable people while adopting the two threads of the National Sustainable Development Strategy, i.e., Climate Change scenarios, and Sustainable Consumption and Production good practice. Therefore, the endorsement of the NSDS which is in sync with SDGs will improve gender equality and women's empowerment (NSDS Chapters 2.2 and SDGoal 5) in the orientation plans which are meant to pilot the implementation of the NSDS and SDGs in 4 to 8 governorates, clearly addressing gender inequities and empowerment of women.

Management Response

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)

- 3: *An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)*
- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence

Management Response

Similar to the successful partnerships at various levels achieved under ISMOE Phase I, ISMOE Phase II will extensively build on the experience gained during the implementation of Phase I to seek partners to: leverage the needed funding (World Bank, UN body, GEF, EU, Italian Agency for Development Cooperation, Norwegian Embassy, Dutch Embassy, French Agency for Development, etc.) to implement programmes and projects (Building block 2); mainstream sustainable development across sectors (e.g., watershed depollution business plans) and government tiers (orientation plans); and civil society notably the displaced, poor, women and vulnerable through the orientation plans whose formulation will seek the participation of civil society and NGOs.

Social & Environmental Standards

Quality Rating: Exemplary

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

- 3: *Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)*
- 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence

The project will ultimately carry on the strengthening of the enabling environment for sustainable environmental development at the national policy-level. This will ultimately promote the Improvement of availability, accessibility or quality of economic, social and cultural rights, e.g., right to health, to food, to water & to sanitation.

Management Response**8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)**

- 3: *Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).*
- 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.
- 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

Evidence

Please refer to the uploaded Social and Environmental Screening.

Management Response**9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:**

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences
- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

- Yes

- No
- SESP not required

Evidence

Yes. SESP has been conducted.

Management & Monitoring

Quality Rating: Exemplary

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)

- 3: *The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)*
- 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)
- 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

Evidence

Yes. Please refer to the RRF in the project document (draft attached)

Management Response

List of Uploaded Documents

File Name	Modified By	Modified
ISMoe_Phase_II_Prodoc_11.05.2017_Final.docx	joelle.salame@undp.org	5/15/2017 3:09:16 PM

11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

- Yes
- No

Evidence

Yes. Please refer to the M&E plan in the project document.

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)

- 3: *The project's governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).*
- 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence

Management Response

The project's governance mechanism is clearly defined in the project document (please refer to the project document uploaded previously), as well as the roles and responsibilities of each member.

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)

- 3: *Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)*

- 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

Evidence**Management Response**

Please refer to the section: Risks and Assumptions in the prodoc and to the risk analysis and log annexed to the prodoc.

Efficient**Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.

- Yes
- No

Evidence

The ISMOE Phase I evaluation shows that the project was effective as both objectives, i.e. Assessment of needs for capacity development for environment sustainability and Promoting and Programming for Sustainable Development, were met. Moreover, the project was efficient thanks to International Finance Institution leveraging that allowed to reduce the transaction cost of a number of projects such as: World Bank-funded Qaraoun Lake pollution abatement; World Bank/GEF and Italian Cooperation LEPAP; EU StREG; and ENPI PROMARE. Moreover, ISMOE Phase I staff, consultants and consulting firms were hired according the UNDP procurement policies and procedures which ensured quality and efficiency in the selection process and output delivery. It is expected that ISMOE Phase II will be at least as effective and efficient as Phase I since the same modus operandi in terms of leveraging and procurement will be adopted, and most probably improved during project implementation.

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)

- Yes
- No

Evidence

Similar to the successful partnerships at various levels achieved under ISMOE Phase I, ISMOE Phase II will extensively build on the experience gained during the implementation of Phase I to seek partners to: leverage the needed funding (World Bank, UN body, GEF, EU, Italian Agency for Development Cooperation, Norwegian Embassy, Dutch Embassy, , French Agency for Development, etc.) to implement programmes and projects (Building block 2); mainstream sustainable development across sectors (e.g., watershed depollution business plans) and government tiers (orientation plans); and civil society notably the displaced, poor, women and vulnerable through the orientation plans whose formulation will seek the participation of civil society and NGOs.

16. Is the budget justified and supported with valid estimates?

- 3: *The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.*
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence

The costs were estimated based on the previous project, whose efficiency was evaluated as satisfactory. Please also refer to the multi-year budget plan described in the ProDoc.

17. Is the Country Office fully recovering the costs involved with project implementation?

- 3: *The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)*
- 2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

Evidence

Management Response

In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of general oversight and management services (GMS) for the activities of the project. GMS will be recovered at a flat rate of 5 percent for the contribution from the Ministry of Environment. Also, the contribution will be subject to direct project costing (DPC) as mentioned in the prodoc, covering the support services provided by the different operations and programme units at the CO.

Effective

Quality Rating: Satisfactory

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)

- 3: *The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)*
- 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

Evidence

Management Response

The adopted modality is full Country Office support to National Implementation and Letter of Agreements are signed with the national counterparts. Considering the capacity issues facing the country and the current crisis situation in the country, HACT is not applicable. Please refer to the attached supporting document

List of Uploaded Documents

File Name	Modified By	Modified
Justification for Implementation Modality adopted in Lebanon.pdf	joelle.salame@undp.org	5/15/2017 3:23:01 PM

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

3: *Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.*

2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.

1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

Not Applicable

Evidence

As described in the question 3 and LPAC, the project target (MoE) were fully engaged in the development of the project. Furthermore, other stakeholders, such as civil society will be also actively involved during the formulation and validation of the NSDS.

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

Yes

No

Evidence

Please refer to the Monitoring Plan in the ProDoc.

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

Yes

No

Evidence

Management Response

Although the gender maker for all project outputs is not scored at GEN2 or GEN3, the outcome of the project will benefit both women and man.

We are sure that the project will benefit both gender.

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)

- 3: *The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.*
- 2: The project has a work plan & budget covering the duration of the project at the output level.
- 1: The project does not yet have a work plan & budget covering the duration of the project.

Evidence

Please refer to the multi-year work plan in the ProDoc.

Sustainability & National Ownership

Quality Rating: Exemplary

23. Have national partners led, or proactively engaged in, the design of the project?

- 3: *National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.*
- 2: The project has been developed by UNDP in close consultation with national partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.
- Not Applicable

Evidence

Having policy support and capacity development at the centre of UNDP's mandate and programmes, UNDP has been, since MoE's inception in 1993, involved in various programmes and projects that contributed to the development and promulgation of environmental legislation, regulations, and planning. Based on the request of the MoE, UNDP will be providing support to pursue the environmental policy development, to assist in the planning and programming and to identify and assess technical needs at the national level to strengthening the MoE, including the setting up of an effective environmental monitoring system.

24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):

- 3: *The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.*
- 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
- 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
- 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.
- Not Applicable

Evidence

The Phase II of the Institutional Strengthening of the MoE will ultimately carry on the strengthening of the enabling environment for sustainable environmental development at the national policy-level. More specifically, the project will support the strengthening of the capacity of the MoE along 3 interrelated building blocks by: (i) carrying on the environmental policy development in terms of laws, regulations and other policy mechanisms; (ii) mainstreaming SDGs in local development planning and programming; and (iii) pursuing the MoE institutional strengthening and capacity building processes with a focus on environmental monitoring.

25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- Yes
- No
- Not Applicable

Evidence

The project will use the support to NIM modality (as requested by the Ministry of Environment - uploaded a letter of agreement) where all process follows UNDP procedure, rules and regulations for project implementation

List of Uploaded Documents

File Name	Modified By	Modified
LoA_ISMOE_Phase_II.docx	joelle.salame@undp.org	5/15/2017 3:34:33 PM

26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?

- Yes
- No

Evidence

ISMOE Phase II calls for scaling-up orientation plans to 8 and depollution plans to all Lebanon watersheds that will be operationalised according to the NSDS breadth which will in turn maintain sustainable environmental services. In fact, there are 3 key issues that will be addressed for scaling up these programmes: (i) fine-scale variation in social, economic and ecological context across governorates and watersheds will be determined; (ii) appropriate service delivery mechanisms, markets, and institutional contexts, as well as technologies will be tailor made to fit each governorate; and (iii) academia and research centers will be invited to appropriate research design, within the scaling process, that enables co-learning among research, development, and public and private sector actors. This will require a new paradigm that will learn from the NPMPLT downscaling successes and failures at the local level and builds on previous integrated systems approaches that proved successful in Lebanon.

Quality Assurance Summary/PAC Comments

No major comments were raised during the LPAC (minutes are attached). the Prodoc was also subject to an office PAC (internal), where suggestions were made and will be considered in the final version of the prodoc. Correspondence is uploaded herewith.

List of Uploaded Documents

File Name	Modified By	Modified
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[PAC_responses.msg](#)

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[LPAC ISMoE Phase II 27.03.2017.pdf](#)

joelle.salame@undp.org

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2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Institutional Strengthening of the Ministry of Environment Phase II
2. Project Number	Award 00098956 – Project ID 00102171
3. Location (Country)	Lebanon

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

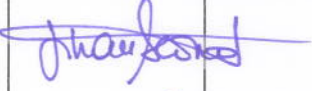


QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The ratification of the NSDS which is in sync with SDGs will ensure the mainstreaming of the human-rights approach (NSDS Chapters 2.5 and SDGoals 1 and 16) in the orientation plans which are meant to pilot the implementation of the NSDS and SDGs in 4 to 8 governorates.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
The ratification of the NSDS which is in sync with SDGs will improve gender equality and women's empowerment (NSDS Chapters 2.2 and SDGoal 5) in the orientation plans which are meant to pilot the implementation of the NSDS and SDGs in 4 to 8 governorates.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The ratification of the NSDS which is in sync with SDGs will improve the mainstreaming of the environment across sectors and government tiers in the orientation plans (NSDS Chapters 2.2 and SDGoal 5) which are meant to pilot the implementation of the NSDS and SDGs in 4 to 8 governorates. Moreover, the at least 2 watershed depollution business plans will contribute to implementing the NSDS (Chapter 3.1) and SDGS (SDGoal 6). Moreover, all the activity under outcomes 1, 2 and 3 will strengthen the effectiveness of MoE at large (NSDS Chapters 3.1, 3.3, 3.5, 3.6, 4.2, 5.1, 5.2, 5.3, 5.4 and SDGoals 6, 7, 8, 11, 12, 14, 15).

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.</i>	<i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	
Risk Description	Impact and Probability (Low 1- High 5)	Significance (Low, Moderate, High)
		Comments
		<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>

Risk 1: Resident resistance	I = 1 P = 1	Low	Orientation and Watershed Plans could be delayed due to disinformation of the strategy, objectives and outcomes	EIA will be conducted for the Orientation and Watershed Plans and participation and inclusiveness will be ensured at the onset of the plans
Risk 2 Displaced resistance	I = 1 P = 1	Low	Efforts to reach out to the displaced will be made	EIA will be conducted for the Orientation and Watershed Plans and participation and inclusiveness will be ensured at the onset of the plans
Risk 3: Legislator endorsement	I = 1 P = 1	Low	Given the Legislators' engagement towards depolluting the Qaraoun, little risk is foreseen	Communication strategy will be devised to bring on board legislators
Risk 4: Sectoral, private sector and civil society collaboration	I = 1 P = 1	Low	Multisectoral, private sector and civil society collaboration could suffer if clear incentives, value added and benefits are not clearly defined, and do not accrue to each actor	Communication strategy will be devised to bring on board all public sectors, private sectors and civil society
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				
		<i>Low Risk</i>	<input checked="" type="checkbox"/>	ISMoE Phase I built enough experience to avoid any implementation hurdles
		<i>Moderate Risk</i>	<input type="checkbox"/>	
		<i>High Risk</i>	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				
<i>Principle 1: Human Rights</i>			<input checked="" type="checkbox"/>	Poor, women and vulnerable will be specifically targeted
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input checked="" type="checkbox"/>	Poor, women and vulnerable will be specifically targeted
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input checked="" type="checkbox"/>	Natural resource protection
<i>2. Climate Change Mitigation and Adaptation</i>			<input checked="" type="checkbox"/>	Climate change scenarios will integrated in the plans
<i>3. Community Health, Safety and Working Conditions</i>			<input checked="" type="checkbox"/>	Community health is considered with pollution reduction
<i>4. Cultural Heritage</i>			<input checked="" type="checkbox"/>	Cultural heritage will be considered in the orientation plans
<i>5. Displacement and Resettlement</i>			<input checked="" type="checkbox"/>	Syrian displaced will be engaged in the process
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>			<input checked="" type="checkbox"/>	Pollution prevention and resource efficiency is at the core of the orientation plans

Final Sign Off

Signature	Date	Description
		Ms. Jihan Seoud, Programme Analyst, Energy and Environment Programme, acting as QA Assessor
		Mr. Edgard Chehab, Assistant Country Director – Programme, acting as QA Approver
		Mr. Edgard Chehab, Assistant Country Director – Programme, acting as PAC Chair

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

3. Risk Analysis

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

4. Project Board Terms of Reference and TORs of key management positions

TERMS OF REFERENCE OF THE PROJECT BOARD

The Project Board chaired by the Minister of Environment and composed of senior officials of CDR and UNDP will provide overall guidance and act as an advisory body to oversee annual plans, provide guidance, facilitate ISMOE Phase II implementation, resolve any outstanding issues and monitor progress. It will also review the status of sub-project output and implementation on an annual basis. Ad hoc meetings could be requested by any of the parties to discuss a pressing matter.

TERMS OF REFERENCE OF PROJECT DIRECTOR

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

1. Project management/advisory role:
 - Prepare detailed annual project work plan and budget breakdown in coordination with UNDP and the Project Board
 - Develop TORs for local consultants on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures
 - Manage local project team of consultants and resources
 - Draft technical and financial progress reports to UNDP and the MoE
 - Provide technical and policy advice to the MoE and UNDP on environmental sustainability issues
 - Provide regular training for the project team and local stakeholders
 - Liaise with all stakeholders and actors to build capacity, ensure cooperation and involvement
2. Project implementation and delivery:
 - Monitor project progress against set deliverables and timeframes
 - Supervise and follow-up on all project delivery and execution
 - Ensure smooth and successful implementation of the various project activities
 - Compile all technical needs assessment
 - Ensure communication about the project is regular and accurate
 - Undertake awareness raising activities (presentations, interviews, etc.) as needed
 - Provide advisory and technical assistance to MoE when needed
 - Provide additional support and assistance to the MoE and UNDP as needed

Competencies/Qualifications:

The Candidate must have extensive knowledge of the national and local context relating to environmental issues. The Candidate must have strong planning and managerial skills to ensure quick project implementation and timely delivery of required outputs.

- Education: Degree in environmental, water science/engineering or closely related field.
 - Experience: MA or PhD with at least 12 years of relevant experience in the field. Managerial experience, particularly in development projects and prior experience with UNDP is necessary. Computer experience.
 - Language Requirements: Effective verbal and written communication skills in both Arabic and English. French is a plus.
-

5. Description of UNDP Country Office Support Services (mentioned in the Letter of Agreement)

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 project ID 00102171 “Institutional Support to the Ministry of Environment – Phase II”, the “project”.

2. In accordance with the provisions of the letter of agreement signed on May 2017 and the *project document*, the UNDP country office shall provide support services for the Programme or Project ID 00102171 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 (quarterly)
1. Financial Services	Project Duration	US\$ -	GLJE
2. Human Resources Services	Project Duration	US\$ -	GLJE
3. Procurement services	Project Duration	US\$ -	GLJE
4. Travel Services	Project Duration	US\$ -	GLJE
5. General Administration Services	Project Duration	US\$ -	GLJE
6. Revenue Management Services	Project Duration	US\$ -	GLJE
Total		US\$ 83,081.00	

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)