

United Nations Development Programme

Country: LEBANON

Project Document

Project Title: Lebanese Centre for Water Conservation and Management (LCWCM)

UNDAF Outcome(s): Outcome 5.1: Environmental considerations are mainstreamed in sector and local-level strategies and plans

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

Expected Project Output(s): 1. Sustainable water management promoted
2. Groundwater Database Developed

Executing Agency: UNDP

Implementing Partner: Ministry of Energy and Water

Brief Description

Although known as a water rich country, recent assessments have demonstrated that Lebanon will soon be facing water shortages. Consequently, it is critical for the Ministry of Energy and Water (MEW) to optimize resource use through an integrated approach to water management. The objective of this project is to create a centre at the MEW that will coordinate and promote sustainable water management through both technical and policy-level support.

At this initial stage the programme will focus on providing technical support to MEW for the establishment and running of the secretariat of the Mediterranean Network of River Basin Organisations (MENBO) will identify needs of the government in the water management sector and will initiate the collection of technical data on water resources in Lebanon. The promotion of water conservation and problems facing the water sector in Lebanon will be delivered on a continuous basis throughout the project through national awareness campaigns and events.

Programme Period:	2010 - 2014
Atlas Award ID:	00058662
Atlas Project IDs	00074096 00072975
Start date:	May 2010
End Date	December 2012

Total resources required	2,646,960 US\$
Total allocated resources:	2,646,960 US\$
UNDP	50,000 US\$
Donor	2,496,960 US\$
Government	100,000 US\$
In-kind Contributions	100,000 US\$

Agreed by Ministry of Energy and Water

Agreed by Council for Development & Reconstruction

Agreed by UNDP:



13 MAY 2010

LIST OF ABBREVIATIONS

MENBO	Mediterranean Network of Basin Organizations
REMOB	Réseau Méditerranéen des Organismes de Bassin
RIOB	Réseau International des Organismes de Bassin
INBO	International Network of Basin Organizations
UNDP	United Nations Development Programme
MEW	Ministry of Energy and Water
GWP	Global Water Partnership
GW	Groundwater
LWAP	Lebanese Water Advisory Programme
CDR	Council for Development and Reconstruction

I. SITUATION ANALYSIS

Although known as a water rich country, recent assessments of water availability compared to demand for domestic use, agriculture, industrial and environment have shown that Lebanon will soon be facing water shortages. Some studies show that Lebanon may face chronic and critical water shortages by 2020 unless the sector is reformed. If business as usual continues then the Ministry of Energy and Water (MEW) will in the very near future be unable to meet the needs of the country. Unsustainable water management practices, environmental risks and water governance shortcomings are among the key challenges to be met. Consequently, there is a need for MEW to study the national needs, available water resources; assess existing condition of the infrastructure; and develop and adopt policies for sustainable and integrated water resources management (IWRM) and continue with its reform of the water sector as a whole.

MEW has initiated the reform of the water sector in the year 2000 by consolidating water service provisions into four regional Water Authorities, with higher efficiency potential than the previous 22 Water Board. The reform law also mandates a clear separation between policy making and service provision through the establishment of financially and administratively autonomous Regional Water Authorities. However, the reform agenda reached an implementation impasse soon after the enactment of the law. The reform agenda needs to be pushed further for benefits to become visible.

The MEW has developed a 10 year water plan so far (the National Decennial Strategic Plan for the Water Sector) with a work programme that extends until 2018. The law acknowledges the needs for a holistic approach to water management and calls for water policy and planning cycles.

The MEW has also initiated national dialogue on IWRM in partnership with GWP-Med (Global Water Partnership – Mediterranean). Through funding from the AFD (French Agency for Development), the MEW has worked on the development of the Water Code for Lebanon. The Water Code promotes sustainable water use and provides a technical approach for IWRM implementation.

Finally, MEW was nominated in October of 2009 as the Secretariat of the Mediterranean Network of Basin Organizations (MENBO). The aim of MENBO is to enable the European and Mediterranean Basin Organizations and their partners to regularly and informally meet to exchange their practical experiences

Overall, there are many on-going initiatives in the water sector; however they remain scattered. MEW approached UNDP to provide technical support at the policy level as well as operational assistance to coordinate the many activities and actors. Existing water coordination mechanisms will be used as a forum for coordinating with the different actors in this sector, in particular the EU water coordinating group. This project will set the stage for additional projects that would compliment and promote on-going activities through identification of technical needs and the mobilisation of resources accordingly.

Although the main beneficiary of this project is primarily the Ministry of Energy and Water; the benefits are far reaching, covering national water users and different productive sectors. Integrated policies will ensure sustainable use and equitable allocation of resources.

This project contributes to the fulfillment of MDG 7 environmental sustainability through sustainable management of natural resources and improved access to water and sanitation.

II. STRATEGY

Based on the request of the Ministry of Energy and Water, UNDP will be providing advisory and technical support to the Ministry through two main entry points: assistance in promoting sustainable water management and assessment of groundwater resources at the national level. These two initiatives will fall under the overarching umbrella project aiming to promote water conservation and management and ultimately establish a centre at MEW specialising in water management. The centre would attract funding from different donors and will have the flexibility to accommodate and coordinate different project.

Within the first initiative, UNDP will provide policy level support to the MEW on sustainable water management and will coordinate on-going initiatives in this sector. In specific, operational and administrative assistance will be provided to the Director of Hydraulic and Electric Resources, and technically assisting and coordinating initiatives in the water sector, particularly the Mediterranean Network of Basin Organizations (MENBO). UNDP will backstop the MEW on the secretariat duties related to the MENBO, following the election of the Director of Hydraulic and Electric Resources at the MEW as president of the MEMBO (a branch of the RIOB - Réseau International des Organismes de Bassin). Furthermore, UNDP will develop with MEW an action plan to further promote sustainable water management and will assist in mobilising resources to operationalise the plan. National public awareness raising will be undertaken in a continuous and parallel manner, with a particular focus on promoting demand-side management to reduce the stress on water resources.

Within the second initiative/project, the collection and analysis of water resources will begin with a comprehensive (to the extent possible) hydrogeological study of groundwater resources in Lebanon. A database will be initiated, which, in the future, can be further enlarged to encompass data on all water resources including surface water.

UNDP will set up a team to be housed at the Ministry of Energy and Water to work on all of the above. Details on the expected outputs of the project are as follows:

1. **Technical capacity building on sustainable water management:** To support in the set-up and activation of the MENBO secretariat; undertake a needs assessment of the water sector to enable sound decision-making for the development of an action plan by MEW. The work will be undertaken in a participatory manner and the project will serve to coordinate the on-going and planned initiatives at the MEW and will liaise with the on-going and planned programme of the Global Water Partnership (GWP).
2. **National public awareness raising on water issues:** this entails the development of a communication and marketing plan for the Ministry of Energy and Water to promote its mandate and activities in the water sector and also raise public awareness on the most critical water issues, such as conservation and protection of water resources. The awareness campaign will initiate and promote demand-side management across the different sectors that consume water, including the residential, agricultural and industrial sectors. Implement the communication plan through national awareness campaigns.
3. **Groundwater assessment and database:** sub-contracts will be launched covering 4 – 5 regions in Lebanon to collect groundwater quantities and undertake a flow analysis. Some qualitative measurements will also be taken to initiate the establishment of a groundwater database, including GIS maps.

By promoting the development of environmental action plans and strengthening technical units within key line ministries, the project outputs contribute directly of the UNDAF outcome 5 on improving accessibility and management of natural resources to the outcome 5.1 of the UNDP Country Programme for 2010 – 2014. It will also contribute to achieving a portion of MDG Goal 7.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Environmental action plans/strategies developed for the relevant line ministries and decentralized structure</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Environmental action plans/strategies developed for the relevant line ministries and decentralized structure Technical units with the Ministry operational and having a higher level of technical expertise related to each concerned environmental convention</p> <p>Project title and ID (ATLAS Award ID 00058662): Lebanese Centre for Water Conservation and Management</p>			
INTENDED OUTPUTS	OUTPUT TARGETS (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1 Sustainable water management promoted</p> <p>Baseline: sustainable water and IWRM approach not considered in national policies</p> <p>Indicators: sustainable water approaches on MEW agenda</p> <p>Target:</p> <ul style="list-style-type: none"> - Increased capacity and awareness on sustainable water policies - Concrete action plan to promote IWRM developed 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Technical team onboard at MEW - REMOB active - Report on status of sustainable water practices in Lebanon - Communication plan drafted and endorsed <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Awareness implemented - Strategy and Action plan on water policy/IWRM drafted 	<p>1 Technical capacity building on sustainable water management</p> <ul style="list-style-type: none"> - Secretariat of MENBO activated - Develop an action plan for the secretariat - Review of existing strategies/plans, projects and studies - Identify data needs and technical gaps - Coordinate on-going water programmes - Develop the capacity of stakeholders in IWRM - Consult with stakeholders - Assess national priorities and fund availability - Develop and prioritize an action plan for one year on sustainable water policy - Draft proposals to push the action plan forward <p>2 National public awareness raising</p> <ul style="list-style-type: none"> - Develop national communication and marketing plan on sustainable water - Implement public awareness plan - Raise the awareness of stakeholders on IWRM 	<p>MEW/UNDP</p> <p>100,000 USD</p> <p>50,000 USD</p>

INTENDED OUTPUTS	OUTPUT TARGETS (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 2 Groundwater Database Developed</p> <p>Baseline: Last groundwater assessment undertaken in 1970s</p> <p>Indicators: data on groundwater at MEW</p> <p>Target:</p> <ul style="list-style-type: none"> - groundwater quantities for all regions available - groundwater flow analysis - water library at MEW 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Technical team onboard at MEW - Terms of reference for assessments drafted - RFPs (tenders) launched for selection of consultants - Contracts signed - Works initiated <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Groundwater assessments in 4 – 5 regions completed - Database initiated - Creation of national water library at MEW <p>Targets (year 3)</p> <ul style="list-style-type: none"> - GW flow analysis - Hydro-geological study - Database completed 	<p>1. Project Management</p> <ul style="list-style-type: none"> - Collection and compilation of all water reports and studies - Follow-up on subcontracts and consultants - Timely reporting to the Project Board - Support to the MEW on water issues - Assist MEW in coordinating national water projects <p>2. Groundwater/Hydro-geology Database</p> <ul style="list-style-type: none"> - GW data collection - Flow analysis - Database creation and update 	<p>MEW/UNDP</p>	<p>375,961USD</p> <p>2,221,442 USD</p>

IV. ANNUAL WORK PLAN

Year: 2010 – 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET														
		2010				2011				Fund	Donor	B/A	Budget Description	Amount 2010 (USD)	Amount 2011 (USD)	Total (USD)
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
Output 1: Sustainable water policies promoted	Activity 1: Technical capacity building on sustainable water policy	X	X	X	X					01308	71400	Contractual Services-Ind.	42,021	42,021	84,042	
		X								01308	72800	IT equipment	5,000	4,416	9,416	
										01308	75100	F&A	3,291	3,251	6,542	
												Sub-total	50,312	49,688	100,000	
													Local consultant	0	15,000	15,000
												Audio Visual&Print Prod Costs	0	17,000	17,000	
												Travel	5,000	5,000	10,000	
		X	X	X	X	X	X	X	X	00012	74500	Miscellaneous Expenses	3,000	5,000	8,000	
												Sub-total	66,604	99,354	50,000	
TOTAL												Total			150,000	

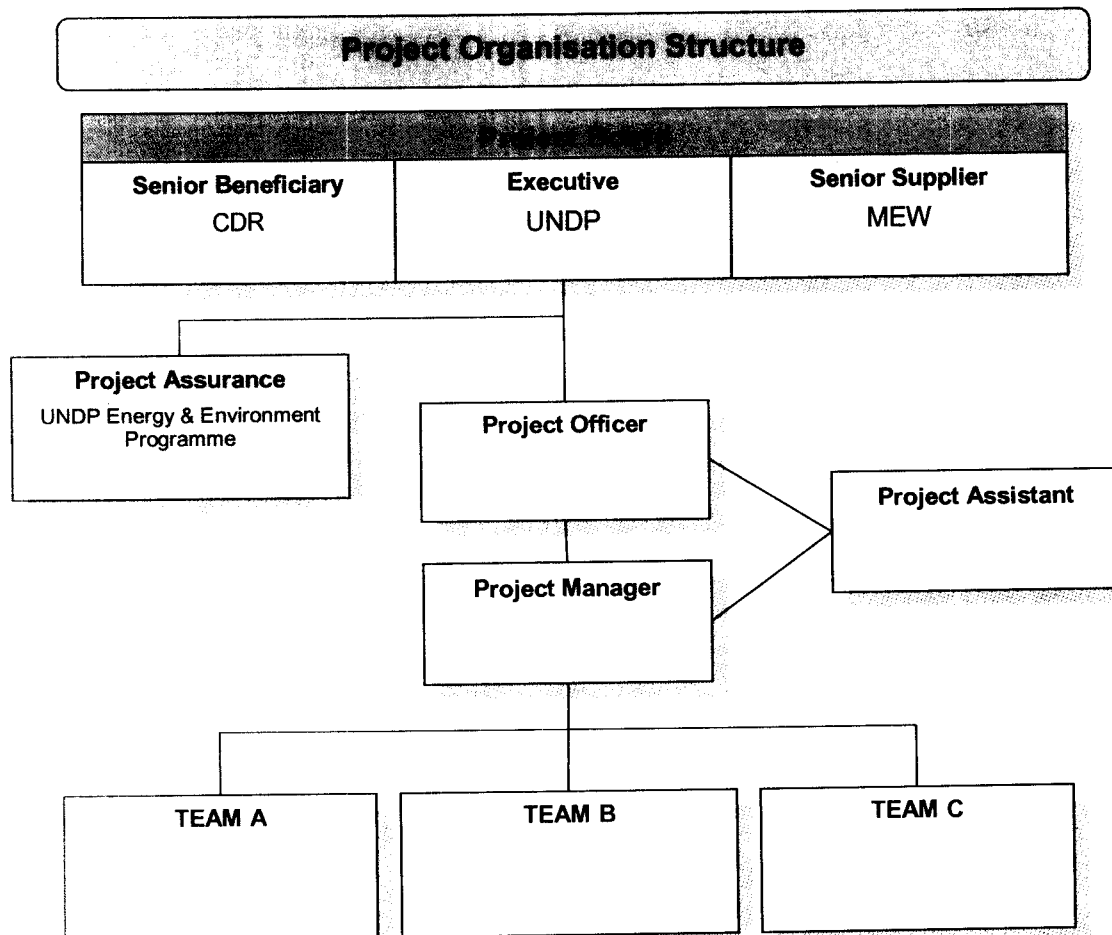
EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET												Total (USD)					
		2010				2011				Fund	Donor	B/A	Budget Description		Amount 2010 (USD)	Amount 2011 (USD)	Amount 2012 (USD)		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Project ID: 00072975	Activity 1: Project Management	X	X	X	X	X	X	X	X	30000	00137	71400	Contractual Services-Ind.	78,690	78,690	78,690	236,070		
										30000	00137	71500	UN Volunteer	18,140	18,140	18,140	54,420		
		X	X	X	X					30000	00137	71600	Travel		10,000	10,000	20,000		
		X	X							30000	00137	72800	IT equipment	5,000	4,475	0	9,475		
						X	X	X	X	30000	00137	74200	Audio Visual&Print Prod Costs	0	10,000	10,000	20,000		
		X	X	X	X	X	X	X	X	30000	00137	74500	Miscellaneous Expenses	1,000	5,400	5,000	11,400		
		X	X	X	X	X	X	X	X	30000	00137	75100	Facilities and Administration	7,198	8,869	8,528	24,596		
														Sub-total	110,028	135,574	130,358	375,961	
		Output 2: Groundwater database updated																	
				X		X	X	X	X	30000	00137	71300		Local consultants	40,000	40,000	40,000	120,000	
			X	X	X	X	X	30000	00137	72100		Contractual Services - comp	181,024	905,122	724,097	1,810,243			
X	X		X	X	X	X	X	30000	00137	71600		Travel	1,000	5,000	5,000	11,000			
X	X							30000	00137	72200		Equipment and Furniture	37,000	0	0	37,000			
X	X		X	X	X	X	X	30000	00137	74500		Miscellaneous Expenses	0	2,000	2,000	4,000			
TOTAL		X	X	X	X	X	X	30000	00137	75100		Facilities and Administration	18,132	66,649	53,977	138,757			
												Sub-total	277,156	1,018,770	825,074	2,121,000			
												Total	387,184	1,154,344	955,432	2,496,961			

V. MANAGEMENT ARRANGEMENTS

i. Execution Modality

The Ministry of Energy and Water under the UNDP Support to National Execution (NEX) modality will be the National Implementing Partner on behalf of the Government of Lebanon. MEW will work in full collaboration with the UNDP Lebanon Country Office, as per the Standard Letter of Agreement found in Annex X.

UNDP will continue to 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. The project structure is elaborated below. All services for the procurement of goods and services, and the recruitment of personnel shall be provided in accordance with UNDP procedures, rules and regulations.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and MEW of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i. Within the annual cycle

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

ii. Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Sustainable water management promoted		
Activity Result 1	<i>Technical capacity building on sustainable water management</i>	Start Date: Jan 2010 End Date: Dec 2011
Purpose	<i>To identify technical needs of the sector and provide sound policy support to MEW</i>	
Description	<i>To support in the set-up and activation of the REMOB secretariat; undertake a needs assessment of the water sector to enable sound decision-making for the development of an action plan by MEW. The work will be undertaken in a participatory manner and the project will serve to coordinate the on-going and planned initiatives at the MEW</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
- Depth of literature review and needs analysis	- Review of progress report	March 2010
- Activation of REMOB	- Minutes of meetings	June 2010
- Engagement of stakeholders	- Review of minutes of meetings	Sept 2010; Dec 2010
- Capacity building	- workshop reports	Sept 2010, March 2011
- Action plan for sustainable water management	- review of the action plan report	Sept 2011
- New water initiatives	- review of water proposals	Sept 2011
Activity Result 2	<i>National public awareness raising on water issues</i>	Start Date: Jan 2010 End Date: Dec 2011
Purpose	<i>To raise awareness on the need to conserve and protect water resources</i>	
Description	<i>Develop a communication and marketing plan for the Ministry of Energy and Water to promote its mandate and activities in the water sector and also raise public awareness on the most critical water issues, such as conservation and protection of water resources. Implement the communication plan through national awareness campaigns.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
-increased awareness at the national level	Review of the marketing plan and market surveys	September 2011

Output 2 Groundwater Database Developed		
Activity Result 1	<i>Project Management</i>	Start Date: Jan 2010 End Date: July 2012
Purpose	<i>Technical and financial management of all the project activities</i>	
Description	<i>Follow-up on the day-to-day management and coordination of the project, including financial disbursement, technical follow-up of project deliverables and coordination.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
- Effective management of project	- Review of progress report - Review of project expenditure	Quarterly basis
- Coordination with on-going project	- Minutes of meetings	Dec 2010
- Support to MEW	- Minutes of meetings	Dec 2010
Activity Result 2	<i>Groundwater assessment</i>	Start Date: Jan 2010 End Date: July 2012
Purpose	Undertake technical assessment of groundwater aquifers in Lebanon	
Description	Analysis of groundwater quantity and flows in all watersheds in the different regions of Lebanon	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
- Subcontracts for GW assessments issued	- Quality of terms of reference and contracts	August 2010
- GW database	- Availability of GW quantities and flow at MEW	July 2012

VII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986.

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

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

VIII. SPECIAL CLAUSES

1. The schedule of payments to be received to UNDP is a lump-sum transfer of **100,000USD** from the Ministry of Energy and Water to the following UNDP bank account.

Bank Name	BANK OF AMERICA
Address:	1401 Elm St., Dallas TX 75202
ABA No.:	111000012
Wire Routing Number	026009593
SWIFT Code:	BOFAUS3N
Account No.:	3752218192
Account Name:	UNDP Lebanon Representative in Lebanon US Dollar Account
Reference:	"Ministry of Energy and Water" and "Award ID 00058662"

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

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

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

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

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

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

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 7 %cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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

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

IX. RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delay in receipt of funds by donor	Project initiation date	Financial	This would substantially delay the initiation of project activities P = 2 I = 5	Follow-up with Ministry of Energy and Water and UNDP CO	UNDP			
5	Political instability and security situation in the country	Project initiation date	Political	Political changes or security can hinder access to site and delay in receiving legal issues P = 5 I = 5	Close coordination with UN DSS	UNDP			
	Low political willingness to work in this field	Project initiation date	Political	This may cause a delay in implementation of some policy level decision P = 3 I = 4	Continuous support of Ministry of Energy and Water	UNDP			
	Low willingness to cooperate amongst other water stakeholders	Project initiation date	Operational	This may cause a delay in implementation of some technical activities P = 3 I = 4	Continuous support of Ministry of Energy and Water	UNDP			

X. ANNEXES

ANNEX 1 - TERMS OF REFERENCE OF PROJECT OFFICER

Under the direct supervision of UNDP and the designated focal point at the Ministry of Energy and Water, the Project Manager will be responsible for the overall execution of the project. The Project Manager will work in close coordination with UNDP, the Lebanese Government, the local beneficiaries, and the international team of experts from the technical backstopping agency. The specific functions of the Project Manager are as follows:

1. Coordination and Advisory Role:

- Liaise with donors, stakeholders, other initiatives and the Ministry of Energy and Water to coordinate all on-going water activities
- Provide technical and policy advice to the Ministry of Energy and Water and UNDP on water issues
- Identify potential donors and mobilise resources based on the needs of MEW in the different sectors of water
- Draft project proposals, correspondence and agreements based on resource mobilisation needs
- Provide regular capacity building for the project team and local stakeholders
- Ensure exposure of all activities to the local media and promote the initiative through the organisation of public events

2. Project implementation and delivery:

- Monitor project progress against set deliverables and timeframes
- Manage local project team and resources
- Ensure timely financial and technical reports to the donor
- Supervise and follow-up on all project delivery and execution
- Ensure smooth and successful implementation of the various project activities
- Ensure communication about the project is regular and accurate

Competencies/Qualifications:

The Candidate must have extensive knowledge of the national and local context relating to water and environmental issues. Some knowledge of the post-conflict situation is also preferable. The Candidate must have strong planning and managerial skills to ensure quick project implementation and timely delivery of required outputs.

- Education: Graduate degree in environmental, water science/engineering or closely related field.
- Experience: Graduate degree with at least 7 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.

ANNEX 2 - TERMS OF REFERENCE OF PROJECT MANAGER

Under the direct supervision of UNDP and the designated focal point at the Ministry of Energy and Water, the Project Manager will be responsible for the overall execution of the project. The Project Manager will work in close coordination with UNDP, the Lebanese Government, the local beneficiaries, and the international team of experts from the technical backstopping agency. The specific functions of the Project Manager 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 short-term consultants on project needs with the guidance of UNDP and assist in the recruitment process based on UNDP procedures
- Manage local project team and resources
- Supervise the work of the sub-contractors and ensure implementation of activities as per the work plan
- Problem solving on all implementation activities as necessary and ensure timely reporting to UNDP/MEW when the need arises
- Review and revise the sub-contractor's technical reports and studies to ensure high quality deliverables
- Draft technical and financial progress reports to UNDP and the MEW
- Provide technical and policy advice to the Ministry of Energy and Water and UNDP on water 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
- Coordinate and manage the REMOB secretariat and all related functions
- Ensure smooth and successful implementation of the various project activities
- Compile all technical needs assessment
- Ensure communication about the project is regular and accurate
- Provide additional support and assistance to the Ministry of Energy and Water and UNDP as needed

Competencies/Qualifications:

The Candidate must have extensive knowledge of the national and local context relating to water and environmental issues. Some knowledge of the post-conflict situation is also preferable. 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: BA with 6 years of relevant experience or MA with 4 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.

ANNEX 3 - TERMS OF REFERENCE OF PROJECT ASSISTANT (UNV)

Under the direct supervision of the Project Manager, the Administrative Assistant shall perform the following duties:

- Drafts basic correspondence in English and/or Arabic, and follows up on correspondence;
- Prepares the necessary filing structure for all the different activities of the project.
- Assists in daily operations, including ensuring availability of supplies and optimal operations of office equipment (through contacts with suppliers and technicians); setting meeting and preparing report thereof; etc.
- Assists in the procurement of equipment and supplies in line with UNDP operating guidelines;
- Assists the Project Manager in report writing and the preparation of financial statements
- Assists in the establishment of a project web site and handle the regular updating of the project web site.
- Supports to the project staff in matters related to the implementation of the project and data classification and entry.
- Assists the project team in the preparation of workshops and seminars and shall play an active role in the reporting process of these activities.

Qualifications/Requirements:

- Bachelor's degree in business administration, environmental science, public administration or related field.
- Some work experience preferable.
- Good knowledge of accounting and budget handling.
- Excellent interpersonal and communication skills.
- Familiarity with UN system is a plus

11. Competencies:

- Good computer skills in both English and Arabic.
- Good communication skills and team player.
- Language skills: Excellent oral and written communication skills in both English and Arabic (French is an asset)

ANNEX 3 – LETTER OF AGREEMENT BETWEEN UNDP AND MEW


STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF LEBANON FOR THE PROVISION OF SUPPORT SERVICES

Excellency,


Reference is made to consultations between officials of 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 **award ID 00058662 Lebanese Centre for Water Conservation and Management Project**. UNDP and the Ministry of Energy and Water hereby agree that the UNDP country office may provide such support services at the request of the Government of Lebanon through the Ministry of Energy and Water being the institution designated in the relevant project document, as described below.

1. The UNDP country office may provide support services and, in doing so, shall ensure that the capacity of the Ministry of Energy and Water is strengthened to enable it to carry out such activities directly.
2. The UNDP country office may provide, at the request of the designated institution, the following implementation support services for the activities related to project delivery:
 - 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 authorization, visa requests, ticketing, and travel arrangements
 - vi. Shipment, custom clearance, vehicle registration, and accreditation
3. The UNDP country office will also provide, the following general oversight and management services for the activities of the project which include the following:
 - i. Project identification, formulation, and appraisal
 - ii. Determination of execution modality and local capacity assessment
 - iii. Briefing and de-briefing of project staff and consultants
 - iv. General oversight and monitoring, including participation in project reviews
 - v. Receipt, allocation and reporting to the donor of financial resources
 - vi. Thematic and technical backstopping through Bureaus
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of the project, the project document is revised with the mutual agreement of the UNDP Resident Representative and the Ministry of Energy and Water.

5. The relevant provisions of the Standard Basic Agreement with the Government (the "SBAA"), dated 10 February 1986, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Ministry of Energy and Water shall retain overall responsibility for the nationally managed project. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in paragraphs 3 and 4.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The cost of UNDP country office in providing the implementation support services (ISS) related to the project activities described in paragraph 3 above shall be recovered directly from the project budget on the basis of the UNDP Universal Price List (available upon request).
8. The management cost of UNDP country office for the provision of general oversight and management of the project described in paragraph 4 above shall be deducted from the project budget.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the Ministry of Energy and Water and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed **00058662 Lebanese Centre for Water Conservation and Management Project**.



For the Government of Lebanon
H.E. Mr. Gibran Bassil
Ministry of Energy and Water



Signed on behalf of UNDP
Ms. Marta Ruedas
Resident Representative

13 May 2010



UN Development Programme


Lebanon - Beirut

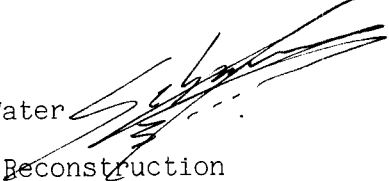
Award ID: 00058662
 Award Title: Lebanese Centre for Water Conservation and Management
 Start Year: 2010
 End Year: 2012
 Implementing Partner:
 Executing Agency: Ministry of Energy and Water

Budget (US\$) as of Last Revision on 04-February-2010		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	50,000.00
ITA	30000 Programme Cost Sharing	2,496,960.00
MEW	30000 Programme Cost Sharing	100,000.00
Total Budget (2010 and Beyond)		2,646,960.00
Total Expenditure (2009 and Prior)		0.00
Award Total		2,646,960.00
Unprogrammed/Unfunded		0.00

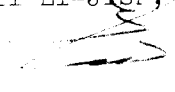
Responsible Party:
 Implementing Agent: IEB-Ministry of Energy and Water
 Revision Type: Initial Project Approval

Brief Description:

Agreed by:  Ms. Marta Ruedas, UNDP Resident Representative

Agreed by: H.E. Mr. Gibran Bassil, Minister, Ministry of Energy and Water 

Agreed by: Mr. Nabil El-Jisr, President, Council for Development and Reconstruction

Agreed by: 

13 MAY 2010



Annual Work Plan

Lebanon - Beirut

Award Id: 00058662
 Award Title: Lebanese Centre for Water Conservation and Management
 Year: 2010

Report Date: 13/5/2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00072975	LOWMC	Cap bldg on sust. water mgng	1/5/10	31/12/11	LEB-Ministry of Energy and Wat	30000	ITA	71400	Contractual Services - Individ	78,690.00
						30000	ITA	71500	UN Volunteers	18,140.00
						30000	ITA	72800	Information Technology Equipm	5,000.00
						30000	ITA	74500	Miscellaneous Expenses	1,000.00
						30000	ITA	75100	Facilities & Administration	7,198.00
						30000	ITA	71300	Local Consultants	40,000.00
						30000	ITA	71600	Travel	1,000.00
						30000	ITA	72100	Contractual Services-Companie	181,024.00
						30000	ITA	72200	Equipment and Furniture	37,000.00
						30000	ITA	75100	Facilities & Administration	18,132.00
TOTAL										387,184.00
00074096	Groundwater Database	Awareness raising			LEB-Ministry of Energy and Wat	04000	UNDP	71600	Travel	5,000.00
						04000	UNDP	74500	Miscellaneous Expenses	3,000.00
						30000	MEW	71400	Contractual Services - Individ	42,021.00
						30000	MEW	72800	Information Technology Equipm	5,000.00
						30000	MEW	75100	Facilities & Administration	2,351.00
TOTAL										57,372.00
GRAND TOTAL										444,556.00



Annual Work Plan

Lebanon - Beirut

Award Id: 00058662

Report Date: 13/5/2010

Award Title: Lebanese Centre for Water Conservation and Management

Year: 2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00072975	LCWMC	Cap bldg on sust water mgnt	1/5/10	31/12/11	LEB-Ministry of Energy and Wat	30000	ITA	71400	Contractual Services - Individ	78,690.00
					LEB-Ministry of Energy and Wat	30000	ITA	71500	UN Volunteers	18,140.00
					LEB-Ministry of Energy and Wat	30000	ITA	71600	Travel	10,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	72800	Information Technology Equipm	4,475.00
					LEB-Ministry of Energy and Wat	30000	ITA	74200	Audio Visual&Print Prod Costs	10,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	74500	Miscellaneous Expenses	5,400.00
					LEB-Ministry of Energy and Wat	30000	ITA	75100	Facilities & Administration	8,869.00
		Public awareness raising			LEB-Ministry of Energy and Wat	30000	ITA	71300	Local Consultants	40,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	71600	Travel	5,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	72100	Contractual Services-Companie	905,122.00
					LEB-Ministry of Energy and Wat	30000	ITA	74500	Miscellaneous Expenses	2,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	75100	Facilities & Administration	66,849.00
										1,154,345.00
00074096	Groundwater Database	Awareness raising			LEB-Ministry of Energy and Wat	04000	UNDP	71300	Local Consultants	15,000.00
					LEB-Ministry of Energy and Wat	04000	UNDP	71600	Travel	5,000.00
					LEB-Ministry of Energy and Wat	04000	UNDP	74200	Audio Visual&Print Prod Costs	17,000.00
					LEB-Ministry of Energy and Wat	04000	UNDP	74500	Miscellaneous Expenses	5,000.00
		Cap bldg for IWRM	1/5/10	31/12/12	LEB-Ministry of Energy and Wat	30000	MEW	71400	Contractual Services - Individ	42,021.00
					LEB-Ministry of Energy and Wat	30000	MEW	72800	Information Technology Equipm	6,196.00
					LEB-Ministry of Energy and Wat	30000	MEW	75100	Facilities & Administration	2,411.00
										92,628.00
										1,246,973.00



Annual Work Plan

Lebanon - Beirut

Award Id: 00058662
 Award Title: Lebanese Centre for Water Conservation and Management
 Year: 2012

Report Date: 13/5/2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00072975	LCWMC	Cap bidg on sust water mng	1/5/10	31/12/11	LEB-Ministry of Energy and Wat	30000	ITA	71400	Contractual Services - Individ	78,690.00
					LEB-Ministry of Energy and Wat	30000	ITA	71500	UN Volunteers	18,140.00
					LEB-Ministry of Energy and Wat	30000	ITA	71600	Travel	10,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	74200	Audio Visual&Print Prod Costs	10,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	74500	Miscellaneous Expenses	5,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	75100	Facilities & Administration	8,528.00
		Public awareness raising			LEB-Ministry of Energy and Wat	30000	ITA	71300	Local Consultants	40,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	71600	Travel	5,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	72100	Contractual Services-Companie	724,097.00
					LEB-Ministry of Energy and Wat	30000	ITA	74500	Miscellaneous Expenses	2,000.00
					LEB-Ministry of Energy and Wat	30000	ITA	75100	Facilities & Administration	53,976.00
TOTAL										955,431.00
GRAND TOTAL										955,431.00