

COUNCIL FOR DEVELOPMENT & RECONSTRUCTION  
BEIRUT - LEBANON

No. : 6333/1

Beirut, 22/12/2010

Ms. Marta Ruedas  
UNDP Resident Representative  
United Nations  
United Nations House  
Beirut, Lebanon

Dear Ms. Ruedas,

Subject: Integrated Solid Waste Management of Baalbek Caza  
Project ID: /00076489/

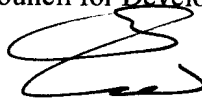
We refer to the *Integrated Solid Waste Management of Baalbek Caza – Project ID: /00076489/* and attach two (2) approved and signed original copies of both the Project Document and the Annual Workplan.

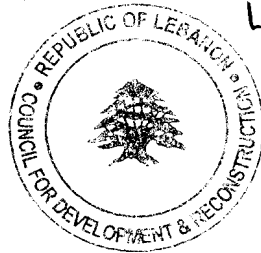
Please note that we have retained one original copy for our files.

Looking forward to a successful implementation of this vital project, we remain,

Sincerely yours,

Council for Development and Reconstruction

  
Nabil A. El-Jisr  
President



Enclosure

UNDP OFFICE - BEIRUT
FILE: 00076489
23 DEC 2010
INFO: RRai
ACTION: JS

cc RRai  
EC  
ME

## Project Document

**Project Title:** Integrated Solid Waste Management of Baalbek Caza

**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

**Responsible Party:** United Nations Development Programme

**Implementing Partner:** Ministry of Environment

### Brief Description

Given that solid waste management remains a critical environmental issue in Lebanon, at both the policy and local/implementation level, the Ministry of Environment has secured funds from the Government of Italy (Embassy of Italy) to undertake a pilot solid waste management plan and implementation in the Caza of Baalbek in North Lebanon.

The project aims to develop capacities at the Ministry of Environment and Baalbek Municipality for the solid waste management; a sanitary landfill will be constructed and the existing dump site in Baalbek will be restored as pilot activities.

UNDP Lebanon Programme Period: 2010 - 2014

Atlas Award ID: 00060665

Atlas Project ID: 00076489

Start date: Jan 2011

End Date: Dec 2011

PAC Meeting Date: 08 Oct 2010

Management Arrangements: NIM

Total resources required: 2,476,190 USD

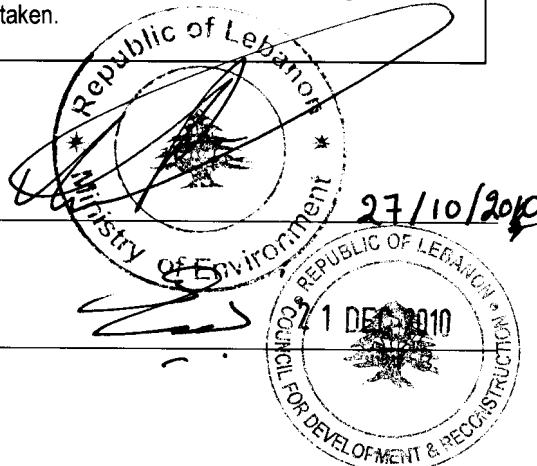
Ministry of Environment: 2,476,190 USD  
(through Italian Cooperation)

\* USD equivalent to 1.82 million Euros based on UNDP exchange rate. If the amount is changed, a budget revision will be undertaken.

Agreed by Ministry of Environment

Agreed by Council for Development & Reconstruction

Agreed by UNDP



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## I. SITUATION ANALYSIS

Lebanon generated an estimated 1.44 million tons of municipal solid waste (MSW) during the period 2000 to 2001; the equivalent of 3,940 tons/day, or about 0.92 kg/capita/day. MSW generation rates vary between 0.75 - 1.1 kg/day in urban areas to 0.5-0.7 kg/day in rural regions, with an expected annual growth rate of 6.5%, without taking into account waste reduction and prevention practices, projections indicate an increase to 4.45 million tons MSW by 2024.

Illegal dumping and open burning of MSW are common throughout Lebanon, with almost every town or city having an open dump within its jurisdiction. However, municipal solid waste management practices vary significantly in the different regions.

Solid waste management systems outside Greater Beirut District are generally characterized by a rudimentary 'collect and dump' approach. Under the direct responsibility of individual municipalities, MSW is usually collected by small-scale private haulers, transported to an open dump within the municipality, or burnt in the open air. This releases hazardous gases and unpleasant odors into the atmosphere. As well as being unsightly, illegal dumping and uncontrolled burning also destroys flora and fauna and serves as a dwelling for disease-carrying pests. Recycling efforts are limited to independent scavenger activities.

Smaller villages with no municipal authority typically have no collection or disposal services. Inhabitants throw their waste in nearby valleys and uncontrolled dumps of neighbouring municipalities, or burn it in their backyards.

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## II. STRATEGY

The Ministry of Environment received a grant from the Italian Cooperation for the construction of a Sanitary Landfill in Baalback and for the clean-up of the Archaeological Site of Baalback that has been used as a public dump. The Ministry of Environment approached UNDP for the implementation and management of this project, given that one of its main objectives is to build the capacity of the Ministry of Environment and Union of Municipalities of Baalback on integrated solid waste management. The project outputs are well-integrated into on-going plans to complete a national integrated waste management strategy and fall within the support currently being provided by UNDP to the Ministry on raising the environmental portfolio at the national level, both in terms of policy support and technical implementation.

The overall objective of the project is to strengthen the capacity of the Ministry of Environment staff (MOE) and Baalbek Municipality in the management of the territory and in the implementation of the necessary basic services for promoting local development (Solid Urban Waste sector). The approach taken for this project will be capacity development through “on the job” training for both the staff of the Ministry and the Caza of Baalbek Municipalities.

The direct beneficiaries of the project are the MoE and the Union of Municipalities of Baalback. Total population benefiting is approximately 180,000 inhabitants. Indirect benefits will extend to the national level given that environmental benefits affect all citizens of the country.

The project outputs will therefore be twofold:

1. A sanitary landfill (at least 200.000 m<sup>3</sup>) is built and equipped according to the European standards of reference. This would include the following activities:
  - a. Adjustment and update of the EIA (Environmental Impact Assessment) necessary to the project and update of the executive project prepared by the CDR in accordance with the results and the recommendations of the EIA and of the European standards. In the amendment of the EIA the Lebanese Ministry of Environment will have to be involved since the first stages of the project.
  - b. Construction of the sanitary landfill (at least 200.000 m<sup>3</sup>) according to European Standards and of the instructions of the Lebanese Ministry of Environment. Of the planned 200.000 m<sup>3</sup>, around 42.000 m<sup>3</sup> will originate from the cleaning of the public dump in Baalbek. The project will not involve the storage/disposal of any other type of waste. The construction of the landfill will be followed up by its management for at least 5 years from the conclusion of the works through the direct participation of the Municipality of Baalbek and of the union of municipalities.
  - c. Construction of the infrastructures (hangar, offices etc.) necessary to the correct maintenance of the landfill (600 m<sup>2</sup>). This activity will be integrated with the infrastructures built as a part of the project funded by EU-OMSAR.
  - d. Purchase of the equipment and of the necessary software for the landfill daily management (land compactor, bulldozer, others). The selection of the machines will be made bearing in mind the opinion of the selected Italian experts.
2. The archeological Site of Baalbek (Roman Cave), actually used as a public dump, is cleaned and waste moved to the sanitary landfill.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Environmental action plans/strategies developed for the relevant line ministries and decentralized structure</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Ministerial plans/strategies include environmental considerations</p> <p><b>Project title and ID (ATLAS Award ID 00060665):</b> Integrated Solid Waste Management of Baalbek Caza</p>				
INTENDED OUTPUTS	OUTPUT TARGETS (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 3 capacity of the Ministry of Environment to deliver Integrated Waste Management, through the implementation of a sanitary landfill in Caza of Baalbek</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Absence of integrated solid waste management in Caza of Baalbek</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Status of solid waste</li> </ul>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>- Project team established</li> <li>- Specifications for the landfill drafted and procurement process initiated</li> <li>- sanitary landfill (at least 200,000m3) is built and equipped according to EU standards</li> <li>- 100 % of Roman archaeological site cleaned up</li> <li>- Capacity of Ministry of Environment and Baalbek municipality built</li> <li>- Purchase of software necessary to run the landfill</li> </ul>	<p><b>Activity 1: Building of sanitary landfill</b></p> <ul style="list-style-type: none"> <li>- Technical project personnel in place</li> <li>- Adjustment and update of EIA needed for the project</li> <li>- At least 3 on-the-job trainings to MoE and Municipality staff</li> <li>- Follow-up on contract implementation</li> <li>- Auditing</li> <li>- Update design and project requirements according to EIA recommendations and EU standards</li> <li>- Construction of sanitary landfill (200,000m<sup>3</sup>)</li> <li>- Construction of needed infrastructure (OMSAR)</li> <li>- Purchase of equipment</li> </ul>	<p>UNDP</p>	<p>1,526,000 Euros</p>

<p>management in Baalback</p> <p>Target:</p> <ul style="list-style-type: none"> <li>- Clean up of Archaeological site of Baalback</li> <li>- Construction and operation of sanitary landfill of Baalback</li> <li>- Required legal permits for sanitary available</li> </ul>	<p><b>Indicators (year 1)</b></p> <ul style="list-style-type: none"> <li>- Team in place at the Ministry of Environment</li> <li>- Tender documentation dispatched</li> <li>- 100% of waste collection in Baalback in line with IWM plan</li> <li>- Roman site 100% clean</li> <li>- Landfill documentation of operations available</li> <li>- Landfill management contract signed and under implementation</li> </ul>	<p><b>Activity2 Clean-up of Archaeological Site of Baalback</b></p> <ul style="list-style-type: none"> <li>- Clean-up of site according to remediation plan (approximately 42,000 m3)</li> </ul>	<p>UNDP</p>	<p>294,000 Euros</p>
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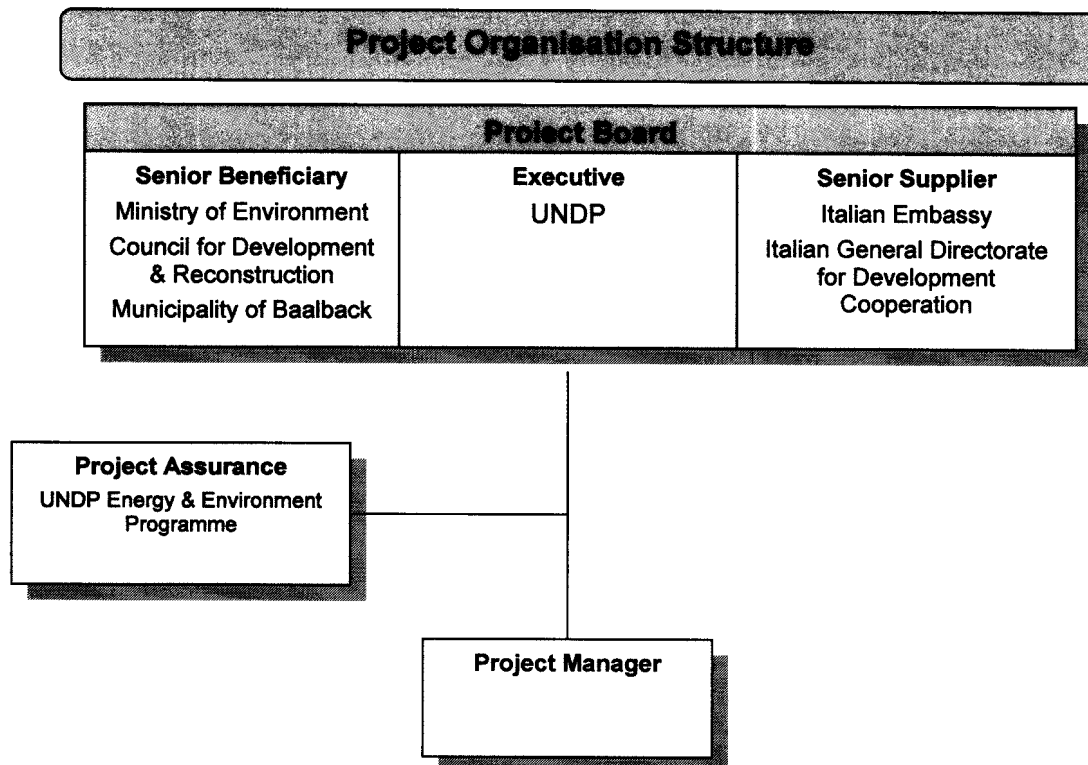
**IV. ANNUAL WORK PLAN**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	2011				PLANNED BUDGET					
		Q1	Q2	Q3	Q4	Fund	Donor	B/A	Budget Description	Amount 2011 (USD)	Total
		X	X	X	X	30000	01398	72100	Contractual Services Companies	1,850,656.00	1,850,656.00
Output 1 Strengthening the capacity of the Municipality of Baalback in the sound management of solid waste	Activity 1: Building of sanitary landfill	X	X	X	X	30000	01398	71400	Contractual Services Individuals	80,000.00	80,000.00
		X	X	X	X	30000	01398	74500	Miscellaneous Expenses	20,000.00	20,000.00
		X	X	X	X	30000	01398	75100	Admin costs	97,534.00	97,534.00
									<b>Sub-total</b>	<b>2,048,190.00</b>	<b>2,048,190.00</b>
Output 2 Clean-up of Archaeological Site of Baalback	Activity 2 Clean-up of Archaeological Site of Baalback	X	X	X		30000	01398	72100	Contractual Services Companies	407,619.00	407,619.00
		X	X	X		30000	01398	75100	Admin costs	20,381.00	20,381.00
									<b>Sub-total</b>	<b>428,000.00</b>	<b>428,000.00</b>
									<b>TOTAL</b>	<b>2,476,190.00</b>	<b>2,476,190.00</b>

\* Approximate amount equivalent in US dollars

## V. MANAGEMENT ARRANGEMENTS

1. The project will be implemented under the **Support to the National Implementation Modality (NIM)**, whereby the Ministry of Environment will be the implementing partner and UNDP will act as executing agency. UNDP procurement rules and procedures will apply.
2. UNDP will continue 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.
3. **Project Board** or Project Steering Committee will be responsible for making by consensus, management decisions for the project when guidance is required by the Technical Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. The Project Board will meet every six months or more as needed by the project.
4. **Project Manager:** The Technical Coordinator has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost.
5. **Technical Committee:** will be established to follow-up on the production of the General Operative Plan (GOP) and the six-months activities operative plan (SAOP), preparation of the quarterly technical/financial reports of the project and to follow-up on the implementation and management of the project technical activities.





## QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT 1: Enabling environment for sustainable environmental development strengthened</b>		
<b>Activity Result 1</b>		Start Date: January 2011 End Date: December 2011
<b>Purpose</b>	<b>Building of sanitary landfill</b>	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Technical project personnel in place</li> <li>- Adjustment and update of EIA needed for the project</li> <li>- At least 3 on-the-job trainings to MoE and Municipality staff</li> <li>- Follow-up on contract implementation</li> <li>- Auditing</li> <li>- Update design and project requirements according to EIA recommendations and EU standards</li> <li>- Construction of sanitary landfill (200,000m<sup>3</sup>)</li> <li>- Construction of needed infrastructure (OMSAR)</li> <li>- Purchase of equipment</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
EIA report updated	Response of EIA review from MoE	April 2011
Design of sanitary landfill	Specifications & design in line with EIA recommendations and EU standards	April 2011
Procurement of works	Tendering process completed	May 2011
Construction of landfill	Sanitary landfill constructed Operations manuals in place Landfill receiving waste from Baalback	November 2011
Purchase of equipment	Equipment installed on site	November 2011
MoE staff trained on SWM systems	Capacity of staff increased Report on training sessions held	November 2011
Municipal staff trained	Site reports from sanitary landfill	November 2011
<b>Activity Result 2</b>		Start Date: April 2011 End Date: November 2011
<b>Purpose</b>	<b>Clean-up of Archaeological Site of Baalback</b>	
<b>Description</b>	Clean-up of site according to remediation plan (approximately 42,000 m3)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Archaeological sites cleaned up	Report from Directorate of Antiquities	June 2011
Procurement of company for clean-up	Tender documents	April 2011

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## VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VII. ANNEXES

### ANNEX A – RISK LOG

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Willingness of local community, Municipality and CDR to implement the landfill	Project initiation date	Political	This would substantially delay the initiation of project activities P = 4 I = 4	Follow-up with all stakeholders on a continuous basis	UNDP			
2	Political instability and security situation in the country	Project initiation date	Security	Political or security changes can hinder access to site and delay in receiving legal issues P = 5 I = 5	Close coordination with UN Department of Safety and Security	UNDP			
3	Excessive fluctuation of Euro/USD exchange rate	Project initiation date	Financial	This would decrease the available budget P = 3 I = 4	Determine requirements and available budget at the time of disbursement	UNDP			
4	Good weather conditions during implementation of works	Project initiation date	Environmental	This may slow down or delay the implementation period P = 4 I = 3	Cater for the possibility of delay due to bad weather in the project implementation work plan	UNDP			

## **ANNEX B – TORs OF PROJECT MANAGER**

The Project Manager is responsible to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for the technical implementation of the project and its day-to-day management and decision-making. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

Technical follow-up of the project

- Manage the realization of project outputs through activities;
- Draft needed technical specifications and develop criteria to evaluate tender documents;
- Follow-up on site work and determine if installation works is in line with technical specifications;
- Ensure all EIA recommendations are followed on site;
- Monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Running the project:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Manage requests for the provision of financial resources by UNDP, using direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

## **ANNEX C- SPECIAL CLAUSES – SCHEDULE OF PAYMENTS AND BANK ACCOUNT DETAILS**

1. The schedule of payments is as follows:  
1,820,000 Euros upon signature of the project document
2. The above mentioned payment should be transferred 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: "Donor organization name" and "Project Number and/or name"
3. The value of the project 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.
4. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities.
5. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
6. All financial accounts and statements shall be expressed in United States dollars.
7. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
8. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
9. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
10. In accordance with the decisions and directives of UNDP's Executive Board:
  - a. The contribution shall be charged 5% 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.
11. 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.
12. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

10/20/2010



# UN Development Programme Lebanon - Beirut

**Award ID:** 00060665  
**Award Title:** Integrated Solid Waste Management of Baalbek Caza  
**Start Year:** 2010  
**End Year:** 2011

**Implementing Partner (Executing Agency):** Ministry Of Environment

**Responsible Party (Implementing Agent):** LEB-Ministry Of Environment

**Revision Type:** Initial Project Approval

Budget (US\$) as of Last Revision on 20-October-2010		
Donor	Fund	Amount
MOE	30071 Programme cost sharing - GOV1	2,476,190.00
<b>Total Budget ( 2010 and Beyond )</b>		2,476,190.00
<b>Total Expenditure ( 2009 and Prior )</b>		0.00
<b>Award Total</b>		2,476,190.00
<b>Unprogrammed/Unfunded</b>		0.00

**Brief Description:**

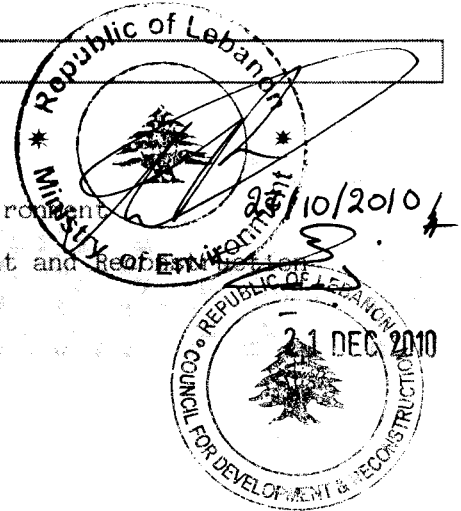
[Empty box for brief description]

Agreed by: Ms. (Marta) Ruedas, Resident Representative, UNDP

Agreed by: U.E. Mr. Mohammad Rahhal, Minister, Ministry of Environment

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

Agreed by:



## Project Document

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

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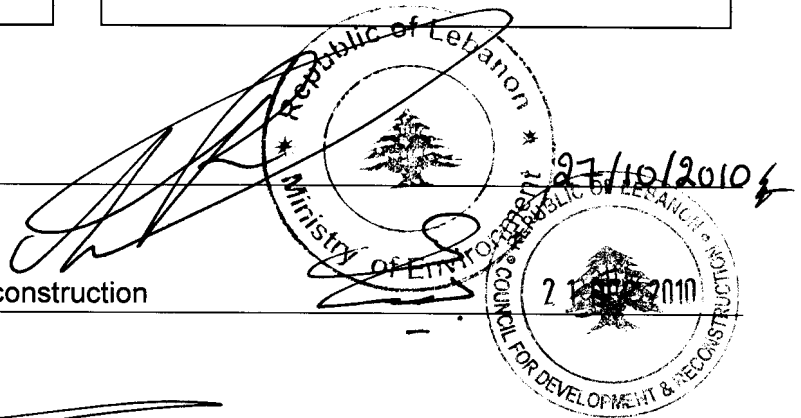
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Solid waste management systems outside Greater Beirut District are generally characterized by a rudimentary 'collect and dump' approach. Under the direct responsibility of individual municipalities, MSW is usually collected by small-scale private haulers, transported to an open dump within the municipality, or burnt in the open air. This releases hazardous gases and unpleasant odors into the atmosphere. As well as being unsightly, illegal dumping and uncontrolled burning also destroys flora and fauna and serves as a dwelling for disease-carrying pests. Recycling efforts are limited to independent scavenger activities.

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The overall objective of the project is to strengthen the capacity of the Ministry of Environment staff (MOE) and Baalbek Municipality in the management of the territory and in the implementation of the necessary basic services for promoting local development (Solid Urban Waste sector). The approach taken for this project will be capacity development through “on the job” training for both the staff of the Ministry and the Caza of Baalbek Municipalities.

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The project outputs will therefore be twofold:

1. A sanitary landfill (at least 200.000 m<sup>3</sup>) is built and equipped according to the European standards of reference. This would include the following activities:
  - a. Adjustment and update of the EIA (Environmental Impact Assessment) necessary to the project and update of the executive project prepared by the CDR in accordance with the results and the recommendations of the EIA and of the European standards. In the amendment of the EIA the Lebanese Ministry of Environment will have to be involved since the first stages of the project.
  - b. Construction of the sanitary landfill (at least 200.000 m<sup>3</sup>) according to European Standards and of the instructions of the Lebanese Ministry of Environment. Of the planned 200.000 m<sup>3</sup>, around 42.000 m<sup>3</sup> will originate from the cleaning of the public dump in Baalbek. The project will not involve the storage/disposal of any other type of waste. The construction of the landfill will be followed up by its management for at least 5 years from the conclusion of the works through the direct participation of the Municipality of Baalbek and of the union of municipalities.
  - c. Construction of the infrastructures (hangar, offices etc.) necessary to the correct maintenance of the landfill (600 m<sup>2</sup>). This activity will be integrated with the infrastructures built as a part of the project funded by EU-OMSAR.
  - d. Purchase of the equipment and of the necessary software for the landfill daily management (land compactor, bulldozer, others). The selection of the machines will be made bearing in mind the opinion of the selected Italian experts.
2. The archeological Site of Baalbek (Roman Cave), actually used as a public dump, is cleaned and waste moved to the sanitary landfill.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Environmental action plans/strategies developed for the relevant line ministries and decentralized structure</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> Ministerial plans/strategies include environmental considerations</p> <p><b>Project title and ID (ATLAS Award ID 00060665):</b> Integrated Solid Waste Management of Baalbek Caza</p>			
INTENDED OUTPUTS	OUTPUT TARGETS (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p><b>Output 3 capacity of the Ministry of Environment to deliver Integrated Waste Management, through the implementation of a sanitary landfill in Caza of Baalbek</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Absence of integrated solid waste management in Caza of Baalbek</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Status of solid waste</li> </ul>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>- Project team established</li> <li>- Specifications for the landfill drafted and procurement process initiated</li> <li>- sanitary landfill (at least 200,000m<sup>3</sup>) is built and equipped according to EU standards</li> <li>- 100 % of Roman archaeological site cleaned up</li> <li>- Capacity of Ministry of Environment and Baalbek municipality built</li> <li>- Purchase of software necessary to run the landfill</li> </ul>	<p><b>Activity 1: Building of sanitary landfill</b></p> <ul style="list-style-type: none"> <li>- Technical project personnel in place</li> <li>- Adjustment and update of EIA needed for the project</li> <li>- At least 3 on-the-job trainings to MoE and Municipality staff</li> <li>- Follow-up on contract implementation</li> <li>- Auditing</li> <li>- Update design and project requirements according to EIA recommendations and EU standards</li> <li>- Construction of sanitary landfill (200,000m<sup>3</sup>)</li> <li>- Construction of needed infrastructure (OMSAR)</li> <li>- Purchase of equipment</li> </ul>	<p>UNDP</p> <p>1,526,000 Euros</p>

<p>management in Baalback</p> <p>Target:</p> <ul style="list-style-type: none"> <li>- Clean up of Archaeological site of Baalback</li> <li>- Construction and operation of sanitary landfill of Baalback</li> <li>- Required legal permits for sanitary available</li> </ul>	<p><b>Indicators (year 1)</b></p> <ul style="list-style-type: none"> <li>- Team in place at the Ministry of Environment</li> <li>- Tender documentation dispatched</li> <li>- 100% of waste collection in Baalback in line with IWM plan</li> <li>- Roman site 100% clean</li> <li>- Landfill documentation of operations available</li> <li>- Landfill management contract signed and under implementation</li> </ul>	<p><b>Activity2 Clean-up of Archaeological Site of Baalback</b></p> <ul style="list-style-type: none"> <li>- Clean-up of site according to remediation plan (approximately 42,000 m3)</li> </ul>	<p>UNDP</p>	<p>294,000 Euros</p>
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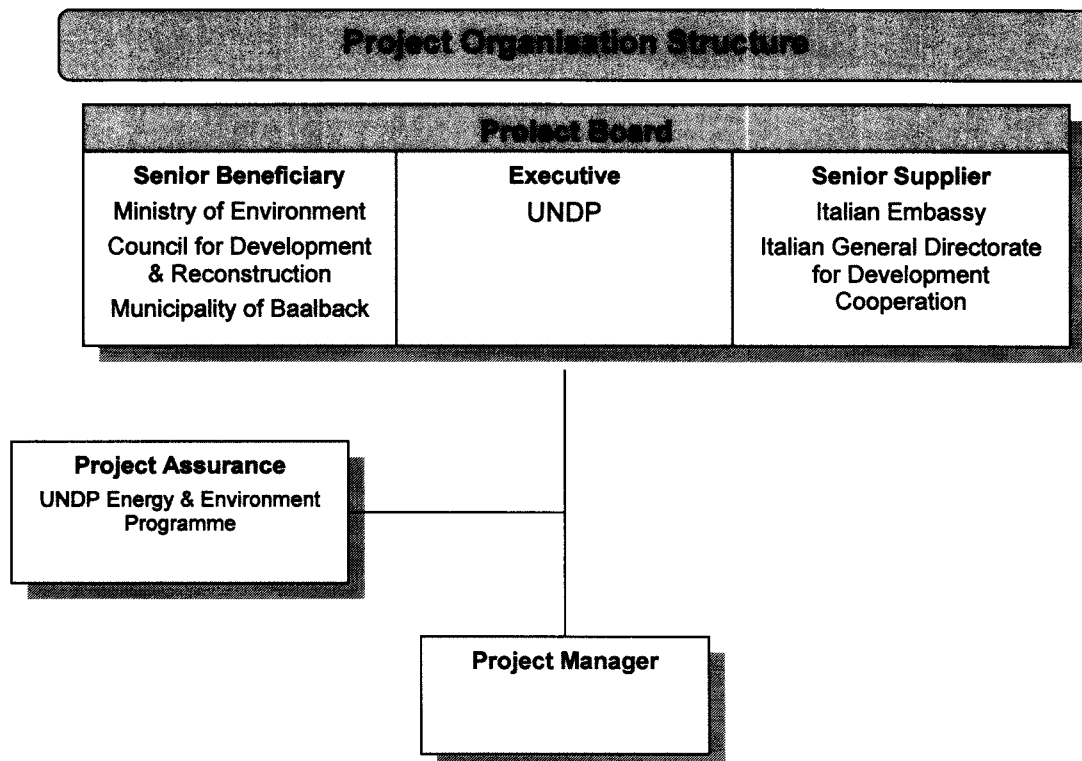
**IV. ANNUAL WORK PLAN**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	2011				PLANNED BUDGET					
		Q1	Q2	Q3	Q4	Fund	Donor	B/A	Budget Description	Amount 2011 (USD)	Total
		X	X	X	X	30000	01398	72100	Contractual Services Companies	1,850,656.00	1,850,656.00
		X	X	30000	01398	71400	Contractual Services Individuals	80,000.00	80,000.00		
		X	X	30000	01398	74500	Miscellaneous Expenses	20,000.00	20,000.00		
		X	X	30000	01398	75100	Admin costs	97,534.00	97,534.00		
							<b>Sub-total</b>	<b>2,048,190.00</b>	<b>2,048,190.00</b>		
		X	X	30000	01398	72100	Contractual Services Companies	407,619.00	407,619.00		
		X	X	30000	01398	75100	Admin costs	20,381.00	20,381.00		
							<b>Sub-total</b>	<b>428,000.00</b>	<b>428,000.00</b>		
							<b>TOTAL</b>	<b>2,476,190.00</b>	<b>2,476,190.00</b>		

\* Approximate amount equivalent in US dollars

## V. MANAGEMENT ARRANGEMENTS

1. The project will be implemented under the **Support to the National Implementation Modality (NIM)**, whereby the Ministry of Environment will be the implementing partner and UNDP will act as executing agency. UNDP procurement rules and procedures will apply.
2. UNDP will continue 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.
3. **Project Board** or Project Steering Committee will be responsible for making by consensus, management decisions for the project when guidance is required by the Technical Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. The Project Board will meet every six months or more as needed by the project.
4. **Project Manager:** The Technical Coordinator has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost.
5. **Technical Committee:** will be established to follow-up on the production of the General Operative Plan (GOP) and the six-months activities operative plan (SAOP), preparation of the quarterly technical/financial reports of the project and to follow-up on the implementation and management of the project technical activities.



## QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT 1: Enabling environment for sustainable environmental development strengthened</b>		
<b>Activity Result 1</b>		Start Date: January 2011 End Date: December 2011
<b>Purpose</b>	<b>Building of sanitary landfill</b>	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Technical project personnel in place</li> <li>- Adjustment and update of EIA needed for the project</li> <li>- At least 3 on-the-job trainings to MoE and Municipality staff</li> <li>- Follow-up on contract implementation</li> <li>- Auditing</li> <li>- Update design and project requirements according to EIA recommendations and EU standards</li> <li>- Construction of sanitary landfill (200,000m<sup>3</sup>)</li> <li>- Construction of needed infrastructure (OMSAR)</li> <li>- Purchase of equipment</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
EIA report updated	Response of EIA review from MoE	April 2011
Design of sanitary landfill	Specifications & design in line with EIA recommendations and EU standards	April 2011
Procurement of works	Tendering process completed	May 2011
Construction of landfill	Sanitary landfill constructed Operations manuals in place Landfill receiving waste from Baalback	November 2011
Purchase of equipment	Equipment installed on site	November 2011
MoE staff trained on SWM systems	Capacity of staff increased Report on training sessions held	November 2011
Municipal staff trained	Site reports from sanitary landfill	November 2011
<b>Activity Result 2</b>		Start Date: April 2011 End Date: November 2011
<b>Purpose</b>	<b>Clean-up of Archaeological Site of Baalback</b>	
<b>Description</b>	Clean-up of site according to remediation plan (approximately 42,000 m3)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Archaeological sites cleaned up	Report from Directorate of Antiquities	June 2011
Procurement of company for clean-up	Tender documents	April 2011

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## VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



## VII. ANNEXES

### ANNEX A – RISK LOG

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Willingness of local community, Municipality and CDR to implement the landfill	Project initiation date	Political	This would substantially delay the initiation of project activities P = 4 I = 4	Follow-up with all stakeholders on a continuous basis	UNDP			
2	Political instability and security situation in the country	Project initiation date	Security	Political or security changes can hinder access to site and delay in receiving legal issues P = 5 I = 5	Close coordination with UN Department of Safety and Security	UNDP			
3	Excessive fluctuation of Euro/USD exchange rate	Project initiation date	Financial	This would decrease the available budget P = 3 I = 4	Determine requirements and available budget at the time of disbursement	UNDP			
4	Good weather conditions during implementation of works	Project initiation date	Environmental	This may slow down or delay the implementation period P = 4 I = 3	Cater for the possibility of delay due to bad weather in the project implementation work plan	UNDP			

## **ANNEX B – TORs OF PROJECT MANAGER**

The Project Manager is responsible to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for the technical implementation of the project and its day-to-day management and decision-making. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

Technical follow-up of the project

- Manage the realization of project outputs through activities;
- Draft needed technical specifications and develop criteria to evaluate tender documents;
- Follow-up on site work and determine if installation works is in line with technical specifications;
- Ensure all EIA recommendations are followed on site;
- Monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Running the project:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Manage requests for the provision of financial resources by UNDP, using direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

## **ANNEX C- SPECIAL CLAUSES – SCHEDULE OF PAYMENTS AND BANK ACCOUNT DETAILS**

1. The schedule of payments is as follows:  
1,820,000 Euros upon signature of the project document
2. The above mentioned payment should be transferred 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: "Donor organization name" and "Project Number and/or name"
3. The value of the project 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.
4. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities.
5. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
6. All financial accounts and statements shall be expressed in United States dollars.
7. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
8. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
9. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
10. In accordance with the decisions and directives of UNDP's Executive Board:
  - a. The contribution shall be charged 5% 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.
11. 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.
12. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."



## UN Development Programme Lebanon - Beirut

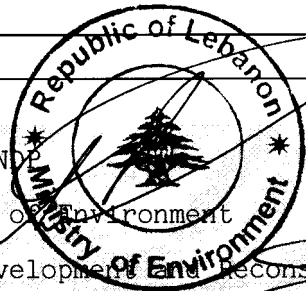
**Award ID:** 00060665  
**Award Title:** Integrated Solid Waste Management of Baalbek Caza  
**Start Year:** 2010  
**End Year:** 2011  
**Implementing Partner (Executing Agency):** Ministry Of Environment

Budget (US\$) as of Last Revision on 20-October-2010		
Donor	Fund	Amount
MOE	30071 Programme cost sharing - GOV1	2,476,190.00
<b>Total Budget ( 2010 and Beyond )</b>		2,476,190.00
<b>Total Expenditure ( 2009 and Prior )</b>		0.00
<b>Award Total</b>		2,476,190.00
<b>Unprogrammed/Unfunded</b>		0.00

**Responsible Party (Implementing Agent):** LEB-Ministry Of Environment  
**Revision Type:** Initial Project Approval

**Brief Description:**

**Agreed by:** Ms. Marta Ruedas, Resident Representative, UNDP  
**Agreed by:** H.E. Mr. Mohammad Rahhal, Minister, Ministry of Environment  
**Agreed by:** Mr. Nabil El-Jisr, President, Council for Development and Reconstruction  
**Agreed by:**



27/10/2010





**Annual Work Plan**

Lebanon - Beirut

Award Id: 00060665

Report Date: 10/20/2010

Award Title: Integrated Solid Waste Management of Baalbek Caza

Year: 2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00076489	Integrated Solid Waste Managem	CLEANUP ARCH SITE			LEB-Ministry Of Environment	30071	MOE	72100	Contractual Services-Companie	407,619.00
						30071	MOE	75100	Facilities & Administration	20,381.00
						30071	MOE	71400	Contractual Services - Individ	80,000.00
						30071	MOE	72100	Contractual Services-Companie	1,850,656.00
						30071	MOE	74500	Miscellaneous Expenses	20,000.00
		SANITARY LANDFILL			LEB-Ministry Of Environment	30071	MOE	75100	Facilities & Administration	97,534.00
<b>TOTAL</b>										
<b>GRAND TOTAL</b>										
									<b>2,476,190.00</b>	
									<b>2,476,190.00</b>	

4