



REQUEST FOR CEO ENDORSEMENT

PROJECT TYPE: FULL-SIZED PROJECT

TYPE OF TRUST FUND: GEF TRUST FUND

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PART I: PROJECT INFORMATION

Project Title: Sustainable Land Management in the Qaroun Catchment			
Country:	Lebanon	GEF Project ID: ¹	5229
GEF Agency:	UNDP	GEF Agency Project ID:	4642
Other Executing Partners:	Lebanese Ministry of the Environment; Ministry of Agriculture; Council for Development and Reconstruction	Submission Date:	6 Nov. 2014
		Resubmission Date:	26 Nov. 2014
GEF Focal Area:	Land Degradation	Project Duration(Months)	48
Name of Parent Program (if applicable):	n/a	Agency Fee (\$):	302,829
<ul style="list-style-type: none"> ➤ For SFM/REDD+ <input type="checkbox"/> ➤ For SGP <input type="checkbox"/> 			

A. FOCAL AREA STRATEGY FRAMEWORK²

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount (\$)	Cofinancing (\$)
LD-1	Outcome 1.2: Improved agricultural management Outcome 1.3: Sustained flow of services in agro-ecosystems	Output 2: Types of innovative SL/WM introduced at the field (50,000 ha) Output 3: Suitable SL/WM interventions to increase vegetative cover in agroecosystems.(20,000 ha)	GEF TF	1,057,068	5,758,500
LD-2	Outcome 2.3: Sustained flow of services in forest ecosystems in drylands	Output 2.2 Types of innovative SFM practices introduced at field level over 100,000 ha of dryland forests	GEF TF	1,073,769	7,503,500
LD-3	Outcome 3.1: Cross- sectoral enabling environment for integrated landscape management (in support of SLM) Outcome 3.2: Integrated landscape management practice adopted by local communities Outcome 3.3: Increased investments in integrated landscape management	Output 1: Integrated land management plans developed and implemented Output 2: INRM tools and methodologies developed and tested Output 4: Appropriate actions to diversify the financial resource base	GEF TF	907,143	4,488,000
Sub-total			GEF TF	3,037,980	17,750,000
Project Management Cost			GEF TF	149,691	300,000
Total project costs				3,187,671	18,050,000

¹ Project ID number will be assigned by GEFSEC.

² Refer to the [Focal Area/LDCF/SCCF Results Framework](#) when completing Table A.

B. PROJECT FRAMEWORK

Project Objective: Sustainable land and natural resource management alleviates land degradation, maintains ecosystem services, and improves livelihoods in the Qaroun Catchment					
Project Component	Grant type	Expected Outcomes	Expected Outputs	GEF Financing (\$)	Co-financing³(\$)
Reducing the Effects of Land Degradation on Ecosystem Services through Sustainable Land Management	TA	<p>Outcome 1: Landscape level uptake of SLM measures avoids and reduces land degradation, delivering ecosystem and development benefits in the Qaroun Catchment</p> <p><i>Landscape level uptake of SLM measures avoids and reduces land degradation (LD) delivering ecosystem and development benefits over 60,500 ha (500 ha dry land forests, 20,000 ha rangeland, 40,000 ha arable land) in the Qaroun Watershed.</i></p> <p>This is evidenced by: (i) More than 50% of all farmers and land users in project target areas apply SLM measures demonstrated by the project (ii) More than 25 percent of land users in project localities applying SLM approaches in upland forests, rangelands and valley arable lands (iii) Improvement in livelihoods as measured by increase in income of at least 10 percent of project communities participating in SLM interventions</p>	<p>1.1 Measures to restore and rehabilitate degraded forests identified, demonstrated and integrated into existing FMPs.</p> <p>1.2 Techniques and management mechanisms for sustainable rangeland management developed and tested, and appropriate infrastructure established to operationalize SLM.</p> <p>1.3 Implementation of sustainable agriculture management regime that integrates SLM considerations</p>	1,869,700	4,636,000
	TA	<p>Outcome 2: Pressures on natural resources from competing land uses in the Qaroun Catchment are reduced</p> <p><i>Measured by the following:</i> (i) Integrated and participatory district level land use plans implemented for West Bekaa and Rachaya Districts (91,000 ha) developed and available for replication to the rest of the Catchment (total of 157,000 ha) (ii) At least 20 percent reduction in pressure on rangeland resources in the high country of West Bekaa and Rachaya Districts (iii) Reduction in pressure on forest resources in West Bekaa and Rachaya Districts – at least 8 percent reduction in area of degraded forests</p>	<p>2.1 A Land Use Information Management System (LUIMS)</p> <p>2.2 Integrated Land Use Management Plans (ILUMPs) developed, piloted, evaluated and refined as necessary for West Bekaa, and Rachaya, ensuring optimal allocation of land to generate development benefits and critical environmental benefits in tandem.</p> <p>2.3 Land Use Monitoring System developed and implemented to update and maintain the LUIMS, identify trends and ensure that any changes in land use remain within acceptable limits; to include remedial measures that will be triggered by the monitoring.</p> <p>2.4 Compliance and enforcement capacity heightened where necessary</p>	920,200	12,064,500
Enabling framework for districts to plan, monitor and adapt land management and leverage national and	TA	<p>Outcome 3: Institutional strengthening and capacity enhancement for promoting sustainable forest and land management in the Qaroun Catchment through an INRM approach across the landscape</p> <p><i>Measured by:</i> (i) Increase of at least 50 percent in Capacity development indicator score for Land Use</p>	<p>3.1 Recommendations to remove barriers to SLM in Lebanon integrated into relevant policies, legislation, procedures</p> <p>3.2 Economic incentives and disincentives designed and set in place to promote adherence by the agriculture industry (including forests and</p>	248,080	1,049,500

³ These co-financing figures include both the Government contribution from relevant baseline and that from UNDP as IA.

district baseline investments for SLM	<i>Planning and Management in West Bekaa and Rachaya Districts⁴ at Districts and Municipalities level (current 33 percent)</i> <i>(ii) More than half of Municipalities in each of the three Districts have knowledge of the benefits of SLM in project target areas by end of project</i> <i>(iii) SLM principles evident in the policies, regulations, strategies, planning, management and reporting of MoA, MoE, CDR, and other key agencies, as well as West Bekaa, Zahle and Rachaya District administrations and municipalities</i> <i>(iv) At least 20 percent reduction in need for enforcement for adherence to land use criteria, regulations and guidance</i>	rangelands) to the reformed policies and regulation 3.3 Institutional and human capacity enhanced for professionals, administrators, NGOs and community leaders leading to an increased level of SLM consideration in land use planning and management 3.4 A knowledge management and outreach programme for SLM developed and implemented to inform and help compliance, enhance sustainability, and prepare for replication and up-scaling		
Sub-total			3,037,980	17,750,000
Project Management Cost			149,691	300,000
Total Project Costs			3,187,671	18,050,000

C. SOURCES OF CONFIRMED COFINANCING FOR THE PROJECT BY SOURCE AND BY NAME (\$)

Sources of Co-financing	Name of Co-financier (source)	Type of Cofinancing	Cofinancing Amount (\$)
GEF Agency	UNDP	Grant	450,000
National Government	Ministry of Environment	Loan	17,600,000
Total Co-financing			18,050,000

D. TRUST FUND RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY¹

GEF Agency	Type of Trust Fund	Focal Area	Country Name	Grant Amount	Agency Fee	Total
UNDP	GEF TF	Land Degradation	Lebanon	2,091,781	198,719	2,290,500
UNDP	GEF TF	Biodiversity	Lebanon	1,095,890	104,110	1,200,000
Total Grant Resources				3,187,671	302,829	3,490,500

¹ In case of a single focal area, single country, single GEF Agency project, and single trust fund project, no need to provide information for this table. PMC amount from Table B should be included proportionately to the focal area amount in this table.

² Indicate fees related to this project.

F. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

A detailed list of consultants' input to project implementation is contained in Annex 7 of the Project Document. The figures below do not include companies that will be engaged in contractual services for technical input.

Component	Grant Amount (\$)	Cofinancing (\$)	Project Total (\$)
International Consultants	90,000	360,000	450,000
National/Local Consultants	75,000	300,000	375,000

G. DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT?

No

⁴ See Annex 6 of ProDoc for the UNDP-GEF Capacity Development Scorecard as recorded during the Project Formulation Phase (PPG)

PART II: PROJECT JUSTIFICATION

A. DESCRIBE ANY CHANGES IN ALIGNMENT WITH THE PROJECT DESIGN OF THE ORIGINAL PIF⁵

The project's strategic results framework has been refined from the version that was presented in the PIF, without changing the overall project objective or planned results. The main purpose for these changes was: a) to improve the logframe structure as a tool for project planning, implementation, monitoring and evaluation; and b) to distinguish more clearly between the upstream level activities of the project and those at the catchment and local level. There are two differences from the PIF. The first is the slightly narrower focus in project scope from four districts to three leaving out Baalbek District to avoid overstressing the project budget and in cognizance of the security situation⁶. The second difference is the improvement in the design logic to clearly identify the three levels (each with a discrete Outcome) that the project activities are pitched at. The project now has three outcomes and 11 outputs. Outcome 1 is at the specific, forest or rangeland or farm level where innovative approaches to sustainable land use practice will be trialled. Outcome 2 is at the landscape level where the mechanisms developed under Outcome 1 are applied through the development of comprehensive land use plans at District level working with local authorities and communities for land use planning and management so as to achieve wise land use and protection of ecosystem services. Outcome 3 is at the "upstream" national, institutional level to develop institutional tools and measures which will provide the context within which replication and upscaling throughout the catchment will be enabled.

More specifically:

- i. Outcome 1 seeks the development, testing, evaluating and promotion of **tools, practices and measures** which avoid and reduce land degradation on the ground. The result will comprise ecosystem and development benefits over a quantifiable area arising from a spectrum of ecosystem services such as reduced water deficiency, increased clean water supply for human, animal and plant consumption, reduced soil erosion and increased productivity (increased net primary production in rangelands). These benefits will also be reflected in improved family incomes and livelihoods from SLM practices. The Outcome will comprise three Outputs one each for forests, rangelands and arable farmland.
- ii. Outcome 2 seeks a **reduction of pressures on natural resources** from competing land uses. This will be achieved through an enabling planning framework modelled on an Integrated Natural Resource Management (INRM) approach comprising Integrated Land Use Management Plans built on a foundation provided by an extensive resources survey and a Strategic Environmental Assessment with the data and information captured in an efficient database on a GIS platform. Success will be measured by the application of the LD-PMAT (Land Degradation Focal Area - Portfolio Monitoring and Assessment Tool), at project start to establish the baseline, at project mid-term and at project closure. The scope of the work will focus on West Bekaa and Rachaya Districts. The project will also enhance the replication and upscaling of the tried and tested Land Use Management planning process to the rest of Bekaa Governorate bearing in mind the target of 157,000 hectares. The Outcome is focussed on land use planning and comprises four Outputs which include foundational activities for the land use planning process (Information Management System, SEA, monitoring system). It also provides for an element of compliance and enforcement to ensure the implementation of the land use plans.
- iii. Outcome 3 seeks a stronger institutional foundation and enhanced capacities – **upstream enabling activities** that are required to up-scale the application of SLM across the degraded landscapes of Qaroun Catchment. The former will be achieved through policy and regulatory reforms and capacities will be enhanced through the provision of expertise and know-how. The resulting forest and land management on a sustainable basis will be measured by the application of the UNDP-GEF Capacity Development Scorecard (focused on institutional collaboration). It has been administered at project start to establish the baseline (see Annex 3), and will be repeated at project mid-term and at project closure. A cluster of four Outputs includes a system of financial incentives and disincentives and knowledge management and outreach which will provide a strong impetus for upscaling.

Between them, the three Outcomes address the first two results sought by the Objective, namely, alleviation of land degradation, and maintenance of ecosystem services. The third result, improved livelihoods, will accrue as a result of the other two results.

⁵ For questions A.1 –A.7 in Part II, if there are no changes since PIF and if not specifically requested in the review sheet at PIF stage, then no need to respond, please enter "NA" after the respective question

⁶ The process employed to select the localities for project activities is described fully in Annex 5 of the Project Document

Annex A shows the revised strategic results framework, including indicators, baselines (where available) and targets. Further explanation of the components of the Strategic Results Framework, including a discussion of the Indicators selected, can be found in Section 2.2 of the Project Document.

It needs to be noted that baselines are not always available in Lebanon at the level required by the project and surveys will be conducted during the inception phase to establish baselines and departure points.

A.1. National strategies and plans or reports and assessments under relevant conventions, if applicable, i.e. NAPAS, NAPs, NBSAPs, national communications, TNAs, NCSA, NIPs, PRSPs, NPFE, Biennial Update Reports, etc

No significant difference from the PIF, however, some further detail has become available during project formulation and is shown in Section 2.6 of the Project Document.

A.2. GEF focal area and/or fund(s) strategies, eligibility criteria and priorities

No change since the PIF and the “fit” with the GEF focal area strategy and objectives is discussed in Section 2.1.1 of the Project Document.

A.3. The GEF Agency’s comparative advantage

UNDP's comparative advantage in the implementation of this project was covered in the PIF and the Formulation Team has confirmed this.

In addition, UNDP has finalized its Biodiversity and Ecosystem Framework for 2012 and 2020 (“The Future We Want: Biodiversity and Ecosystems - Driving Sustainable Development”), which will be integrated in the UNDP Business plan and country programmes. Under the Framework, the first Programme is dedicated to integrating biodiversity and ecosystem management into development planning and production sector activities to safeguard biodiversity and maintain ecosystem services that sustain human wellbeing.

Furthermore, UNDP has brought out its Strategic Plan for 2014-17 which recognizes Sustainable Land Management as one of the ways in which natural capital can be maintained and protected. The project aligns and contributes to two outcomes of the Strategic Plan, namely: Outcome 2 “Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded” Output 2.3 “Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste”; and Outcome 3 “Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance” and relevant output (3.5) “Transparent and non-discriminatory legal and regulatory frameworks and policies enabled for sustainable management of natural resources, biodiversity and ecosystems (in line with international conventions and national legislation)”.

A.4. The baseline project and the problem that it seeks to address

According to the NAP⁷ for Lebanon, there are serious signs of land degradation and loss of biodiversity in the Bekaa Valley and current land use practices are unsustainable. Natural and socio-economic resources and values are at severe risk. The percentage of territory that is at moderate or high risk of desertification in the Qaroun Catchment is 97.4% in Rachaya, 90.4% in West Bekaa, 83.3% in Zahle and 73.2% in Baalbek. Across much of the country, landscapes face moderate to severe deforestation and overgrazing pressures, correspondingly high rates of erosion and loss of topsoil, pollution of both soil and water, increases in soil salinity, lowered soil fertility, loss of productive land, loss of biodiversity, reduction in ecosystem services and reduced incomes. The increasing use of agricultural chemicals is also having a severe impact on water quality and soil fertility. These trends are linked to unsustainable production practices.

⁷ Ministry of Agriculture, Lebanon (2003) *National Action Programme to Combat Desertification*. Arising from Lebanon’s ratification of the UN Convention on Combating Desertification.

Degradation is undermining ecosystem functions and services and is affecting the welfare of rural people dependent upon these services for their subsistence and for their livelihoods. More specifically, if left unchecked, these consequences of land degradation and unsustainable land use could have four serious impacts, namely: Depression of welfare and livelihoods, Economic downturn, Loss of biodiversity and ultimately Poverty.

The project proponents have explored the risks and impacts of land degradation and carried out a causal chain analysis which identified both the proximate and root causes of land degradation and a full discussion can be found in the Project Document Section 1.3. The five fundamental root causes of land degradation were identified as: the lack of an effective Integrated Land Use Management Plan; the lack of clear national land use policy and direction; a low level of awareness and understanding of the vulnerability of land, and ecosystem services; poverty and lack of choice leading people to damage the environment because they do not have an alternative; and, a lack of information which is leading to weak enforcement, overuse of agricultural chemicals, ineffective irrigation methods, overstocking of rangeland pastures, low level of compliance and deforestation.

The project proponents have also researched the baseline project as illustrated by the Government's response to these problems which is shown in the Project Document Section 1.4. The response has been substantial and comprised measures from the policy, regulatory, institutional and the land use planning and management perspectives. In the Qaroun Catchment specifically, the Government commitment to natural resources management will see an investment of some USD250 million in environmental protection over the project period. This action can be loosely divided into four areas, namely, regulation, planning, enforcement and changing the production practices of sectors which are driving land degradation.

Unfortunately, and in spite of the impressive baseline of mechanisms, activities and resources, land degradation remains a visible problem in the Qaroun Catchment, and ecosystem services and livelihoods are being jeopardized (see Section 1.5 of the Project Document).

A. 5. Incremental /Additional cost reasoning: describe the incremental (GEF Trust Fund/NPIF) activities requested for GEF/LDCF/SCCF/NPIF financing and the associated global environmental benefits to be delivered by the project

The baseline is substantial but there are significant gaps. In spite of various policies and strategies, land-use plans will fail to be developed at the district level because of lack of financial resources, lack of capacity and lack of information; agricultural activity based on agro-chemicals will continue to intensify with little or no consideration for the impacts that it is having on soil, water and biodiversity; forest areas will remain inadequately managed and protected, and vulnerable to the livelihood needs of communities; rangelands will continue to be stressed and degraded by overstocking. Responsibility for compliance with and enforcement of plans and other protective measures will remain fragmented and citizens will remain unclear as to their responsibility and accountability. Locals will continue to be forced by necessity to encroach on to degraded rangelands for grazing and they will continue to cut trees for firewood for cooking and home heating; farmers will continue to use increasing amounts of agricultural chemicals in their search for higher yields, thus reducing soil fertility, increasing water pollution and threatening vulnerable biodiversity and fragile ecosystems. Globally significant biodiversity in and around the Bekaa Valley and its Qaraoun Catchment will continue to suffer impacts and ecosystem services will continue to decline.

The Government will continue to express concern about these impacts but being caught in a dilemma it will continue to aim for higher productivity from the Qaraoun Catchment as an increasingly valuable component of the economy. The Ministry of Environment will continue to promote wise land use, and protection of forests and rangelands without providing alternative sources of income and livelihoods; any land-use plans produced by Municipalities will continue to be disowned by local communities and there will be little or no implementation. The long-term viability of food production and livelihoods in the Qaraoun Catchment will increasingly be jeopardized.

The GEF alternative will build on the baseline project and set a goal of wise land use on a sustainable long-term basis for the Qaraoun Catchment. It will do this by developing institutional tools upstream at national level which will provide the Ministry of Environment and the Ministry of Agriculture as well as related agencies such as the Council for Development and Reconstruction (CDR), the Ministry of Interior and Municipalities, the Bekaa Governorate, and District Administrations and Municipalities in West Bekaa, Zahle and Rachaya Districts with the know-how, means and mechanisms for promoting sustainable land use as in the best interest of the land owners, farmers and communities as well as the nation. Land-use plans at the landscape level will benefit from the project through the identification of land productivity values and ecosystem services and how they can be protected, and an effective monitoring system will be established to maintain all data up to date and discover any worrying trends before they become irreversible. At site-specific level, forests, rangelands and arable land

that are currently weakly managed and poorly funded will benefit from comprehensive land use plans that will provide information and education as well as livelihoods and financial security.

The implementation of the proposed project will have an immediate global environmental benefit, albeit on a small scale, through the increased management efficiency of arable land and rangelands and the expansion of the area under forests through land use plans, buffer zones, and riparian strips. This will lead to the restoration of natural productivity and conservation of the habitats of a number of plant and animal species and valuable ecosystems and will secure migratory bird pathways. As a result, globally significant biodiversity will be conserved and valuable ecosystem services will be safeguarded.

The global benefits that will accrue from the project will come about through the sustainable and integrated management of land, natural resources and water in arid and semi-arid areas of the Qaraoun Catchment affecting some 110 municipalities and villages, and a population of over 406,000, in an important landscape of at least 133,000 ha including:

- Increased/protected vegetative cover of over 90,000 ha in West Bekaa and Rachaya Districts through integrated land use planning leading to forest protection and the rehabilitation of degraded lands. This is also expected to reduce soil erosion, maintain soil structure, increase biomass content and productivity and lead to water retention.
- Degraded forests and rangelands benefitting from SLM practices in 30,500 ha of the three targeted districts.
- Soil and water conservation techniques on arable lands totalling at least 40,000 ha.
- Indirectly, the establishment of a strong enabling environment at national and district levels will also provide a basis for further up-scaling of SLM approaches across the entire Bekaa Valley covering some 365,000 ha.

In addition the project will deliver the following national and local benefits:

- a) Improved town/village planning, soil and water quality and conservation: The project-supported SLM activities are expected to have strong benefits for local communities in two Districts which will have SLM integrated land use plans through a participatory approach involving over 100,000 community members (including men, women and the young), key sectoral representatives and NGOs/CBOs.
- b) Support by the project to convert a number of farmers for better on-farm management practices, as well as the development of Alternative Income Generation schemes that will support farmers for better use of eco-friendly agriculture and improved grazing practices.
- c) The project will also use a GIS-based Land Use Information Management System and related Monitoring System to assist managers, shepherds and farmers to keep track of trends in land and resources health and respond before impacts become irreversible.
- d) Increased ecosystem services and products from sustainable forest and rangeland management: The project's support to effectively manage at least 10,500 ha of forests and an additional 20,00 ha of rangeland is expected to maintain and enhance ecosystem services that local communities depend on – water quality and quantity, non-timber forest products, sustainable fuel wood, etc.
- e) Socioeconomic benefits at local level, such as improved productivity of agricultural lands through better land and water management practices that are expected to halt or reduce soil degradation, increase in household level revenues from increased productivity of crops, increased annual incomes per household and improved household food and energy security. The project's main beneficiaries will also include women and the project will ensure thorough gender analysis to better promote equitable participation and benefit sharing.
- f) Increased national capacities: The project's capacity building actions are expected to increase capacities at both the national and the district level through development of national and District land use policies, as well as the development of an SLM foundation for agriculture and forest policies at the district level.

As a result of the significant effort that the project will make on institutional capacity building and the mainstreaming of a sustainability ethic into land use, these benefits will be sustainable.

The project will obtain long-term impacts far greater than its USD3 million investment because its activities will create a strong foundation for SLM, and build on, coordinate and apply the results arising from the significant baseline investment of USD250 million. It will achieve a paradigm shift from unsustainable to sustainable land use while improving the livelihoods of the farming communities. This is truly an incremental benefit for the Qaraoun Catchment, the Bekaa Valley and Lebanon.

In summary, as discussed in section 1.4 of the ProDoc, the baseline of activities in the Qaraoun Catchment is a significant USD150 million or more over the five years of the project. Of this, some USD23 million has been identified as of direct relevance to the project. Of this, USD17.6 million is under the responsibility of the MoE and, since the MoE is the EA for the project, it has been decided to focus on these relevant baseline activities that are being managed/coordinated/implemented by the MoE. These baseline activities, which are considered as Government co-financing for this project, provide considerable scope for upscaling and replication of project results. The Project will take a broad landscape approach and

specifically address land degradation. It will balance objectives and build the necessary conducive environment for sustainable land management consisting of a comprehensive decision-making and monitoring and enforcement system at the district level, and mobilising the baseline programme to achieve a paradigm shift from unsustainable to sustainable land use while improving the livelihoods of the farming communities.

Table 5 from the ProDoc, on the next page, provides the incremental logic of the project design. It starts with the activities making up the USD17.6 million baseline, namely - Changes in production practices USD4.6 million; Land use planning and enforcement USD12 million; and Regulatory basis improvements and institutional strengthening USD 1.0 million. It then identifies the gaps remaining and this leads to a description of what the GEF project will be doing in response together with the additional costs and the incremental benefits which will accrue from the project interventions.

In summary, funding dimensions of the project are as in the following table.⁸

OUTCOME	COFINANCE BASELINE	GEF TRUST FUND	TOTAL PROJECT COST
<i>1. Landscape level uptake of SLM measures avoids and reduces land degradation, delivering ecosystem and development benefits in the Qaraoun Catchment</i>	4,600,000	1,869,700	6,469,700
<i>2. Pressures on natural resources from competing land uses in the Qaraoun Catchment are reduced</i>	12,000,000	920,200	12,920,200
<i>3. Institutional strengthening and capacity enhancement for promoting sustainable forest and land management in the Qaraoun Catchment through an INRM approach across the landscape</i>	1,000,000	248,080	1,248,080
TOTALS	17,600,000	3,037,980	20,637,980

⁸ Project management costs are in addition to these figures.

Table 5 (from ProDoc) Project activities addressing remaining challenges incremental to the baseline

AREAS OF WORK	BASELINE ACTIVITIES BY MoE (and value)	GAPS REMAINING	INCREMENTAL ACTIVITIES (per Outcome and Outputs)	INCREMENTAL BENEFITS and TOTAL COSTS
Changes in production practices	<p>Qaraoun Catchment component of the MoE National Reforestation Plan - Strengthen Lebanon's forest seedling nurseries and oversee the implementation of large-scale reforestation activities in the country, in line with the NRP.</p> <p>(USD2.0 million for Qaraoun component)</p>	<p>Forest areas remain inadequately managed and protected, and vulnerable to the livelihood needs of communities who continue to cut trees for firewood for cooking and home heating</p> <p>Rangelands continue to be stressed and degraded by overstocking and farmers continue to be forced by necessity to encroach onto degraded rangelands for grazing</p> <p>No consideration of LD and protection of ecosystem services when planting forests</p>	<p>Outcome 1 comprises site level interventions – at different altitudinal levels in the catchment and in different land use types across broad landscapes (<i>i.e.</i> and in forests at high altitudes, along the transition to rangelands at a lower level and in the agricultural production areas of the valley floor).</p> <p>Under Output 1.1 surviving forests will have been identified under the Land Use Plans (Output 2.2) and will be protected and degraded forests will be rehabilitated both by planting as well as through natural regeneration following protective measures (e.g. fencing). The measures will be tested and validated for replication.</p> <p>Output 1.2 will seek a reduction in stocking rates, pasture area rotation and seasonal management in the degraded rangelands of West Bekaa and Rachaya Districts, with replication to the rest of the Bekaa Valley enforced by MoA, Districts and Municipalities.</p> <p>Output 1.3 will have a focus on arable land in the Bekaa Valley. It will test and promote conservation agriculture, organic farming, integrated crop management, drip-irrigation, recycling compost and other natural fertilizer, cover crops, soil enrichment, natural pest and predator controls, bio-intensive integrated pest management and other techniques which will arise from participatory brainstorming with community members, in Zahle, West Bekaa and southern Baalbek Districts. The approach will be evaluated and made available for replication nationwide.</p>	<p>Incremental Benefits include - Forest resources recover and managed on a sustainable basis to enhance ecosystem services.</p> <p>Rangelands / grasslands vegetative cover recovery, reduction in water run-off, water and wind erosion, and loss of topsoil.</p> <p>Recovery of soil structure, moisture retention, and natural fertility; improvement in run-off water quality; enhanced value of produce to discerning markets</p> <p>The GEF alternative for Changes in Production Practice under Outcome 1 will cost USD6,469,700 of which USD1,869,700 is from GEF and USD4,600,000 is from co-financing.</p>
	<p>MoE pollution abatement activities targeting specifically the agriculture production sector – pesticide use, soil protection, salinization, capacity building</p> <p>(USD2.6 million estimated over five years)</p>	<p>Agricultural activity based on agro-chemicals continues to intensify with little or no consideration for the impacts that it is having on soil, water and biodiversity; farmers continue to use increasing amounts of agricultural chemicals in their search for higher yields, thus reducing soil fertility, increasing water pollution and threatening vulnerable biodiversity and fragile ecosystems.</p> <p>Lack of comprehensive approach Focus on pollution and not on SLM</p> <p>The long-term viability of food production and livelihoods in the Qaraoun Catchment is increasingly being jeopardized</p>		
Planning and enforcement	<p>MoE and MoA assistance to district land use planning, forest management planning, rangeland management planning as part of core activities</p> <p>(estimated USD2.0 million over five years)</p>	<p>In spite of various policies and strategies, land-use plans are not developed at the district level because of lack of financial resources, lack of capacity and lack of information. Any land-use plans produced by Municipalities continue to be disowned by local communities and there is little or no implementation</p> <p>LUP as a process remains weak</p>	<p>Outcome 2 seeks a reduction of pressures on natural resources from competing land uses. This will be achieved through an enabling planning framework modelled on an Integrated Natural Resource Management (INRM) approach comprising Integrated Land Use Management Plans built on a foundation provided by diagnostic studies comprising an extensive resources survey, and the data and information captured in an efficient database on a GIS platform.</p> <p>Formulation, adoption and implementation/enforcement of Land Use Plans in West Bekaa and Rachaya Districts will be carried out under</p>	<p>Incremental Benefits include - Increase in forest cover and health as well as rangeland integrity leading to the safeguarding of ecosystem services such as wood and fibre, medicinal herbs, carbon sequestration, climate stability, flood regulation, water purification, erosion control, outdoor</p>

	<p>Support to Reforms - Environmental Governance in Lebanon Project MoE (with EU support) improve environmental performance of the public sector in Environmental inspection and enforcement; administrative capacity; Environmental fiscal instruments; Environmental policy enhanced through updating of the National Environmental Action Plan; initiating the mainstreaming of environmental policies.</p> <p>(USD10 million project budget)</p>	<p>There is little or no consideration of SLM</p> <p>There is still a weak capacity for planning in general, especially at District and Municipality levels.</p> <p>Enforcement of any plans is weak</p>	<p>Output 2.2 and will have the capacity for upscaling to the rest of the Bekaa Valley. This will follow on an extensive programme of diagnostic studies including surveys leading to a Land Use Information Management System (under Output 2.1).</p> <p>Compliance and observation of the provisions of the Land Use Plans will be monitored through an effective monitoring system designed under Output 2.3.</p> <p>In parallel, compliance and enforcement capacities will be strengthened under Output 2.4, at both central government organizations and at District and Municipalities level.</p> <p>The diagnostic studies and land use plans will also inform the work under Output 1.1 for existing forests and rehabilitation of degraded forests; rehabilitation of stressed rangelands under Output 1.2; and land use for agricultural production under Output 1.3.</p>	<p>recreational pursuits.</p> <p>Reduction of urban and industrial encroachment on arable land. Integrated, holistic approach to land and water management with sustainability as a prime target</p> <p>The GEF alternative for Planning and Enforcement under Outcome 2 will cost USD920,200 of which USD12,000,000 is from GEF and USD12,000,000 is from co-financing.</p>
Regulatory basis improvements; institutional strengthening	<p>MoE general operational activities for the development and implementation of national environmental standards, specifications and guidelines, and the application of the EIA Process</p> <p>(estimated USD1.0 million over five years)</p>	<p>Responsibility for compliance with and enforcement of plans and other protective measures remains fragmented and citizens remain unclear as to their responsibility and accountability</p> <p>There is little or no consideration of Land Degradation in legislation</p> <p>There is weak capacity for Land Use Planning and SLM</p> <p>No mainstreaming of SLM considerations</p>	<p>Outcome 3 seeks a stronger institutional foundation and enhanced capacities among central and local level government functionaries. Institutional strengthening will be achieved through policy and regulatory reforms and capacities will be enhanced through the provision of expertise and know-how for land use planning and management for sustainability.</p> <p>Under Output 3.1 the project seeks the reform of policies, legislation and procedures to remove remaining barriers and facilitate SLM.</p> <p>Output 3.3 targets capacity building, institutional strengthening, and the clarification of mandates for MoE, MoA, Districts and Municipalities and other relevant institutions nationally and throughout the Qaraoun Catchment.</p> <p>Wise and sustainable land use practice mainstreamed into the operations of critical institutions such as Districts and Municipalities</p>	<p>Incremental Benefits include - Coordination among operational agencies, higher appreciation and sensitivity of the problem of LD and the benefits of SLM; clearer guidance; fairer and clearer legislation leading to a higher level of compliance</p> <p>The GEF alternative for Regulatory Improvements and Institutional Strengthening under Outcome 3 will cost USD1,248,080 of which USD248,080 is from GEF and USD1,000,000 is from co-financing.</p>

A.6. Risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and measures that address these risks

RISK	SEVERITY	LIKELIHOOD	ALLEVIATION AND MITIGATION MEASURES
Rehabilitation of forests and defining no-development zones in the Qaroun Catchment may encounter resistance from production sectors such as infrastructure, mining and agriculture, and local Communities	Moderate	Moderate	The project will work to reduce the likelihood of this risk occurring by ensuring that initiatives will be designed and implemented with the full participation of stakeholders from government, non-government and the private sector, fostering an understanding of the need for striking the right balance between development and safe-guarding of ecosystems for the services they provide. If the risk arises, the project will stress the economic case of sustainable land management versus the development of certain sectors in sensitive areas delivering critical ecosystem services. It will also put into effect an effective communication strategy and stakeholder involvement plan which is expected to lead to an appreciation, and defence, of what the project is proposing. In particular, the formulation of Land Use Plans, which will be an inclusive and participatory process based as much as possible on consensus, will reduce the likelihood of this risk.
Land owners/users circumvent planning regulations resulting in the proliferation of quarries, encroachment on valuable agricultural areas, employ high use of agricultural chemicals, and other impacts on ecosystems affecting ecosystem services	Moderate	Medium	The project targets specifically capacity for compliance monitoring and enforcement to address these undesirable behaviours on the part of individual land owners and managers. Establishment of landscape level management fora and landscape level management planning through participatory processes, as well as robust implementation of monitoring mechanisms will work towards minimising the risk. A dialogue with industry and farmers will be established as part of the process of district land use planning to obtain industry buy-in and address concerns, so as to improve compliance.
Future Government Administrations may be reluctant to increase areas designated for conservation for fear of losing state revenues	Moderate	Low	The project will invest in the development of a decision support system for land-use, with valuation tools for different types of ecosystem services and other land use values. The project will conduct SEA of the catchment and value the monetary loss from land degradation. This will help convince Government and the private sector of the importance of preserving these services for their economic as well as their ecological value.
Insecurity and political unrest resulting in considerable delays and postponement of project implementation.	High	Low	The current political situation in Lebanon is stable, but the potential for a spontaneous upsurge in violence is real. The project team with support of the Country Office will implement a continuous monitoring of the security situation in the country and update the project board on a regular basis so there is sufficient lead time for adequate response actions and adjustment in project strategy. The UN also constantly assesses country and localised risk in all areas where it operates through the unified UN Security System. During the project preparation and implementation, the system of security clearances will be enforced for any project related field deployment
Land Use Plans encounter challenges to their implementation in the form of: absence of formal approval by the Council of Ministers and therefore a lack of the appropriate decision-making power; absence of a programming phase following the drafting of the Plan; lack of budgetary resources required for implementation	Low to medium	High	Although CDR are developing LUPs such as in Akkar, the institutional set-up for land use planning in Lebanon is weak in general and the project will be operating in an unappreciative environment. However, it will overcome this through its focus at local level, building capacity, awareness and appreciation. The risk is not so much to the project's LUP activities but to their sustainability and the project will overcome this through its participatory approach and its efforts towards local ownership of the LUPs, creating a groundswell of understanding and recognition of the value to the administrations and residents alike of planning for sustainable land management.

Further consideration of risks will be carried out by the project during the Inception Phase. Furthermore, the UNDP ATLAS base for this project will set up a Risk analysis and assessment system which will be reflected in the relevant section of the annual PIRs for the project.

A.7. Coordination with other relevant GEF financed initiatives

The PIF identified three ongoing GEF initiatives in Lebanon which were relevant to this project and there has been progress made with their implementation over the passage of time. The Formulation Team confirmed these and explored areas of collaboration with respective implementation teams and stakeholders. The three projects are as follows:

The UNDP/GEF project “*Safeguarding and Restoring Lebanon’s Woodland Resources*”, implemented by MoE, has come close to the end of its implementation phase. It has been successful in creating an enabling environment for reforestation and building capacity for Sustainable Land Management in Lebanon. It worked directly with municipalities and, inter alia, achieved reforestation of a total area of 102 ha distributed across the country, with the involvement of 48 municipalities. It has raised awareness among the local communities on the benefits of establishing new forests in their regions, and it has also trained them on proper reforestation techniques, relying on them in actual planting and consequent maintenance of the established forests. The project has also initiated innovative trials on novel reforestation techniques based on the selection of critical aspects of reforestation, such as minimization of water for irrigation, efficiency of use of younger seedlings, etc. The SLM project will build on this foundation laid by the Safeguarding Woodlands Project.

The UNDP/GEF Project “*Mainstreaming Biodiversity Management into Medicinal and Aromatic Plant (MAP) Production Processes*” is integrating conservation objectives into the gathering, processing and marketing of globally significant medicinal and aromatic plants with a focus on appropriate collection methods, value-added processing and product improvement, and supply chain framework strengthening for a sustainable harvest of globally significant species. The SLM project will benefit from this project’s experience in drafting legislation and other upstream interventions. It will also apply the expertise arising from this project in developing Alternative Income Generation activities in its search for sustainable land use and management.

The UNDP/GEF Project “*Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea flyway*” is a regional project which is still on-going. The SLM project, with its beneficial impacts on land and water resources in the acknowledged flyway of these birds, will complement the work of the Soaring Birds Project. A collaboration mechanism has already been established and the SLM project will be a key participant to leverage synergies.

These and other projects, either being implemented or planned by the MoE, will be coordinated in the Ministry which is also where the project office will be physically located. One mechanisms for this coordination will be through participation in relevant and reciprocal technical advisory groups. As one of the latest to be implemented, this project will benefit from advice, experiences and lessons arising from the other projects, recently finished or underway. Conversely this project will be able to influence positively those projects which are at the initial stages, such as the loans and investment ones, and ensure that their specific activities on the ground are in harmony with and complement this project. It may also be possible to achieve economies of scale in areas such as transport, the purchase of goods and services, and in survey and monitoring.

B. ADDITIONAL INFORMATION NOT ADDRESSED AT PIF STAGE

B.1 Describe how the stakeholders will be engaged in project implementation

Some stakeholders have been associated with the project from very early on and they form the core of implementation partners and their interest has been confirmed through various consultation meetings during project formulation. The original list from the PIF has been revised to reflect the better focus in project localities and changing circumstances. The list has also been augmented with the addition of other partners and now stands as in the following table which identifies the role that each partner will play in project implementation.

As can be seen from the table, a wide range of stakeholders will be involved in the implementation of the Project, including relevant ministries and other organizations upstream, District and Municipal administrations at the district level, local communities (farmers, livestock herders, forest communities and nomad pastoralists) and the private sector. In addition, relevant research organizations, academia, NGOs, and CBOs have acquired considerable experience and skills of working in the rural environment and are particularly specialized in land use, environmental protection, capacity building and raising awareness and sensitivity to the issues being addressed by the project. Because of this consideration, some of these organizations could be involved in the field implementation of project interventions in the selected districts.

Detailed consultations with the primary stakeholders have been undertaken during the preparation of this Project Document through national and local level consultative meetings. The purpose of these consultations was to evolve consensus on the nature of the SLM interventions and the target districts for activities on the ground.

The project follows a cross-sectoral and participatory approach, requiring the involvement of different stakeholders in implementation at national, district and local levels. At the Inception Phase of the project, a comprehensive “Stakeholders’ Participation Plan” defining roles and responsibilities of the project partners will be formulated which will include: a mechanism for effective coordination among different stakeholders especially within particular districts; a strategy for mobilization and involvement of local administrators, landowners, workers and other residents, in the preparation and implementation of site-specific land use plans; a mechanism for involvement of local groups of both men and women for participatory resource assessments and identification of local priorities to inform the land use planning process; a mechanism for providing technical assistance to land owners, individual farmers and shepherds and local communities through line

agencies, district administrations, and contracted NGOs for replication of SLM interventions that have been tested successfully by the project; a system for participatory monitoring and evaluation of land use practice and the impact of the project activities.

The following table comprises stakeholders identified in the PIF stages and augmented during the project formulation phase.

STAKEHOLDER	ROLE AND/OR RELATIONSHIP WITH THE PROJECT	RELEVANT PROJECT COMPONENT
Ministry of Environment (MoE)	MoE will be the Executing Agency/Implementation Partner for the project as the national environment agency in Lebanon, responsible for all environmental protection issues. Its responsibilities are: (i) to strengthen environmental inspection and enforcement; (ii) to promote sustainable management of land and soil; (iii) to preserve and promote Lebanon's ecosystem capital (iv) to promote hazardous and non-hazardous waste management; (v) to control pollution and regulate activities that impact the environment. The Ministry will facilitate functioning of the Project Coordination Unit (PCU), especially in regard to liaison with government authorities from different sectors. MoE will take a lead in the upstream activities of the project as well as the SEA on which the LUPs will be founded. It will oversee the integration of conservation measures and monitoring system into the integrated land-use (management) plans and/or annual work plans and contribute to capacity building of stakeholders (public/private/community) in the Qaraoun Catchment project sites. MoE will ensure coordination with other relevant projects and initiatives and will be active in monitoring PCU performance.	As EA/IP for the project will be involved in work across all three Outcomes and most Outputs
Ministry of Agriculture (MoA)	The Ministry of Agriculture oversees the majority of land use in Lebanon. It is also the National Focal Point for the UNCCD. More specifically, it has responsibility for the management of forests, rangelands and agricultural activities. The MoA is therefore a key stakeholder and partner for the project. It will provide advice and expertise for project activities at the local level, facilitate forests activities, as well as lead in the development and implementation of rangeland management protocols.	Main input will be made to Outcome 1; but also Outcomes 2 and 3. More specifically, MoA will contribute to Outputs 1.1, 1.2, 1.3, 2.2, 3.1, 3.2 and 3.3
Lebanese Agricultural Research Institute (LARI)	The LARI is a public institution dedicated to research for the development and advancement of the agricultural sector in Lebanon. It falls under the aegis of the Ministry of Agriculture but continues to enjoy administrative and financial autonomy. LARI will be involved in the project agricultural activities and will provide advice and expertise for the innovative approaches and tools that the project will develop in its search for sustainable land management practices.	Main input will be related to Outcome 1, Output 1.3. Advice will also be sought under Outcome 2, specifically for Outputs 2.2 and 2.4.
Council for Development and Reconstruction (CDR)	The Council for Development and Reconstruction has three main tasks: compiling a plan and a time schedule for the resumption of reconstruction and development, guaranteeing the funding of projects, supervising their execution and utilization by contributing to the process of rehabilitation of public institutions, thus enabling it to assume responsibility for the execution of a number of projects under the supervision of the Council of Ministers. More recently, CDR has focused on land use and land use planning and as such will be a key stakeholder and partner for the project. It will provide advice and expertise for the LUP activities of the project and share ownership of the resulting plans.	Primarily work under Outcome 2, especially Output 2.2; but also involved in work under Outcome 3, Output 3.1
Qaraoun Catchment Districts, Municipal Unions and other Municipalities	The three Districts of interest to the project comprise a number of Municipalities many of which have combined to form Unions. These local administrations are charged with the day-to-day management of all public works within their area of jurisdiction including water and waste networks, waste disposal, internal roads, and urban planning. They are key stakeholders and partners for the project Land Use Planning activities for which they will provide local knowledge and collaboration. They will also adopt and implement the LUPs and as such are among the main beneficiaries of the project. Furthermore, they will cooperate with the project in its reforestation and related activities, as well as the coordination of rangeland management.	Primarily work under Outcome 2, all four Outputs ; but also involved in work under Outcome 3
UN-HABITAT	The United Nations Human Settlements Programme, UN-HABITAT, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. The main objective of the UN-HABITAT Country Program for Lebanon is to focus on long term development strategies. Collaborating with the Government in coordination with other UN agencies operating in the country, UN-HABITAT expects to consolidate a comprehensive program to address governance and reform issues. Among its activities, UN-HABITAT is involved in training and capacity building for land use planning for which it has developed and delivered a successful course.	May contribute to training and capacity building under Outcome 3, Output 3.3.

Ministry of Public Works and Transport	The Directorate General for Urban Planning (DGUP) of the Ministry of Public Works and Transport has responsibility for land use planning in Lebanon although to date this has focussed on the urban environment. As the entity with legal responsibility for land use planning the DGUP will be a major stakeholder for the project and will advise and assist the project with its LUP activities and provide the legal framework for their development, adoption and ultimate implementation.	Will contribute to Outcome 2 (especially Output 2.2) and serve as the avenue through which the results will be provided for government endorsement
Wider Public and the Private Sector	The involvement of the wider public in ecosystem conservation is an important part of this project. Land owners and employers, other private sector exponents, farmers, shepherds, farmers associations and cooperatives, and other communities in the localities where the project is active, are the prime beneficiaries of the project. They will be involved fully in the design, testing, evaluating and eventually upscaling of project approaches and tools for Sustainable Land Management. They will be identified more specifically during the Inception Phase and brought in as appropriate during project implementation.	Opportunities will be provided for meaningful participation under Outcomes 2 and 1 in particular Outputs 2.2, 1.2 and 1.3
Environmental NGOs and community groups	The environmental NGOs and community groups experienced in various aspects of the project will be involved as much as possible e.g. Forests activities (Jouzour Loubnan, Friends of the Cedars of Bsharre Committee, Association for Forests, Development and Conservation); Arable land activities such as organic farming and slow food (Greenline Association); Protected Areas designation and management (Al Shouf Cedars Society); Nature based tourism development (e.g. trail development – Lebanon Mountain Trail Association, Baldati, etc.). Others will be identified during the Inception Phase.	Mainly Outcomes 2 and 1
Academia	University staff and students from relevant institutions will be invited to participate in activities for which they are seen to have the necessary expertise, advice, knowledge and/or capabilities. These could include the survey work which will form part of the Strategic Environmental Assessment and which will underpin the Land Use Plans, as well as the subsequent environmental and land use monitoring which will follow.	Outcomes 2 and 1
Professional organisations	Organizations such as Chamber of Commerce, Industry and Agriculture, Syndicate of Industrialists, Order of Engineers and Architects will be invited to participate in project activities as relevant to their areas of interest and expertise.	Outcome 3 and Outcome 2
The Litani River Authority (LRA)	The Litani River Authority (LRA) was formed in 1954 to facilitate the integrated development of the Litani River Basin. Its major achievement is the hydroelectric development project that has brought about major hydrological changes to the Litani River Basin. The project sees the LRA as a most important institution in the Qaraoun Catchment and is seen as a source of advice on hydrologic matters. The LRA is also a prospective beneficiary of the project as a result of its expected positive impact on lake water quality.	While not directly involved in project implementation, the LRA and MoEW will assist with evaluating the impacts of the project and may contribute specifically to Output 2.3.
Ministry of Energy and Water (MoEW)	The MoEW will collaborate with the project by monitoring water quality and quantity in the Litani River and the evaluation of the project success, as well as in the process of policy and legislation review.	
Central Administration of Statistics (CAS)	The CAS has published Environment statistics with data on water, the seabed, air pollution, soil, biodiversity, forests, wildlife and flora and waste. Some of this data is of interest to the project and CAS will be invited to collaborate in project activities such as surveys which will lead to the SEA and the LUPs. Statistics will also be helpful in evaluating the project's results and impacts.	CAS may be able to assist with the setting up and subsequent implementation of the Land Use Monitoring Programme (Output 2.3)

The above table which is the result of extensive discussions and presentations, serves as the draft Stakeholders' Participation Plan. Formal letters of support and cooperation from key stakeholders are in Annex D. The final Plan will be produced during the Inception Phase by the project team in consultation with stakeholders for approval by the Project Executive Board.

UNDP is the GEF **Implementing Agency (IA)** for the project and will have the Ministry of Environment as the Executing Agency / Implementation Partner. Other government and non-government organizations will also play important roles in implementation. The project will be executed in the Support to NIM modality using the direct payment approach, in line with the Standard Basic Assistance Agreement (SBAA) between the UNDP and the Government.

The Government will appoint a high level official who will serve part time as the **National Focal Point (NFP)** for the project. The NFP will be a senior person appointed to oversee the project who is accountable to the Government and UNDP for the implementation of the project in line with the signed project document. He/she is the approving officer for the project and will be responsible for providing government oversight and guidance for project implementation. The NFP will not be paid from project funds, but will represent part of the government in-kind contribution to the project.

Project Governance will be through the **Project Executive Board (PEB)** which will be convened by UNDP in consultation with the government and will serve as the project's governance and decision-making body. The PEB, will comprise representatives of UNDP, CDR, MoE and other entities as agreed between UNDP and the Government. The PM will also be in attendance at PEB meetings. It will meet as necessary, but not less than once every 12 months, to review project progress, approve project work plans (including budgets) and approve major project deliverables. The PEB is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document. The PEB's role will include: (i) overseeing project implementation; (ii) approving all project work plans and budgets, as put forward by the PM, for submission to the UNDP Regional Centre in Bangkok and the GEF Unit in New York; (iii) approving any major changes in project plans or programmes; (iv) providing technical input and advice; (v) approving major project deliverables; (vi) ensuring commitment of resources to support project implementation; (vii) arbitrating any conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; and (viii) overall project evaluation.

The project will hire a **Project Manager (PM)** who will report to the Project Executive Board (PEB), and who will work in close collaboration with the NFP to ensure cost efficient, technical and administrative project operations. The PM will be supported by a Technical Advisory Group (TAG) which will provide advice and support on any technical aspects, in particular the reviewing and drafting of Terms of Reference and reviewing the outputs of consultants and other subcontractors.

A **Project Management Unit (PMU)** will be set up to provide the day-to-day coordination and administration of the project. It will comprise the national Project Manager (PM) and the Project Administration and Finance Assistant (PAFA), both of whom will be located within MoE. The PMU will also include the two Local Team Leaders (LTL), one to lead the Land Use Planning Team (Outcome 2) and one to lead the Forests, Rangelands and Agriculture Team (Outcome 3) both of which will be hosted by the Lebanese Agriculture Research Institute (LARI). The project staff will be recruited using standard UNDP recruitment procedures. The PM, with the support of the PAFA, will assume the lead responsibility for the Upstream Regulatory and Capacity elements of the project (primarily Outcome 1), as well as provide oversight and coordination among the key Implementing Partners at the various downstream localities, namely, West Bekaa, Rachaya and Zahle Districts. The PMU, while assuming responsibility for the upstream activities, will provide advice, support and coordination for all project activities. The PM will liaise and work closely with all partner institutions to link the project with complementary national programmes and initiatives. The PM is accountable to the PEB for the overall quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The PM will collate the input from the key Implementation Partners and produce Annual Work and Budget Plans to be approved by the PEB at the beginning of each year. These plans will provide the basis for allocating resources to planned activities. The PM will further produce collated quarterly operational reports and Annual Progress Reports (APR/PIR) for submission to the PEB. These reports will summarize the progress made by the project against the expected results, explain any significant variances, detail the necessary adjustments and serve as the main reporting mechanism for monitoring project activities.

The **Technical Advisory Group (TAG)** will be made up of representatives of key implementing partners, stakeholders and beneficiaries as well as some individuals and organizations selected in recognition of their particular expertise of interest to the project. Expertise sought will range from institutional, legal, policy development, land use planning, ecosystem services, biodiversity values and vulnerability, community involvement, private sector involvement, capacity building, etc. The PM will attend TAG meetings to the extent possible. The TAG will meet as required and will be based centrally. The TAG will regulate its own procedures but it is proposed that the Chair will be selected by consensus and will become an *ex officio* member of the PEB meetings (see above) to contribute technical advice. In addition to providing advice to the PEB, the TAG will also advise the PM, the Local Team Leaders and the key Implementing Partners – on request as well as on the TAG's own initiative. TAG members will not be paid from project funds but their contribution will be recognized as a contribution in-kind. Any expenses incurred will be reimbursed.

A **Local Advisory Committee (LAC)** will be set up at each of West Bekaa, Rachaya and Zahle Districts. The LACs will be set up by the PM, in consultation with key local stakeholders and with the support of the LTLs. Each will comprise representatives of the Implementing Partners, relevant central government organizations, the private sector, NGOs, communities and individuals known to possess valuable expertise. The LACs, which will be chaired by a nominee of the respective Districts, will perform a similar task to the central Technical Advisory Group (see above) and provide advice and support to the LTLs, the PM and others involved in project implementation.

Many outputs will require technical know-how and expertise most of which will be obtained through consultancies and contracts with individuals and companies. Often, as described in Section 2.2.4 of the Project Document, the expert will lead or coordinate a working group made up of representatives from the key stakeholders.

B.2. Describe the socioeconomic benefits to be delivered by the Project at the national and local levels, including consideration of gender dimensions, and how these will support the achievement of global environment benefits (GEF Trust Fund/NPIF)

The project is designed to strengthen and complement on-going efforts in Lebanon to manage land use in the Bekaa Valley, in particular the catchment of the Qaroun Lake. More specifically, the project targets forests, rangelands and arable land at the District/Municipal Unions level on a demonstration scale and prepares for upscaling and replication to the entire Bekaa Valley. A win-win conservation/ economic outcome is sought, whereby the adverse impacts on land of current farming practice are avoided where possible, or reduced and mitigated, while land, ecosystem services and other natural assets come to be recognized as the foundation for an improved and sustainable livelihood for those who depend on the Bekaa Valley. Although current land use practice is a threat to sustainable production, ecosystem services and livelihoods, if carefully managed, land use in the Bekaa Valley can also offer opportunities for improved livelihoods, sustainable productivity and conservation of ecological resources. There is therefore a need in Lebanon to both mitigate the adverse impacts of current land use in the Bekaa Valley, and also to optimize the contribution that the land can make to livelihoods, but on a sustainable basis. The resultant benefits will be spread across the farming industry and communities that rely on it for their livelihood, right across to the ecological benefits which are of global significance.

Key socioeconomic benefits of the project include the move away from expensive agro-chemicals to more ecologically-friendly approaches which are expected to retain productivity if not increase it and achieve sustainability, thus enhancing livelihoods. Another socio-economic benefit arises through the protection of the environment which provides the ecosystem services that are often taken for granted but which have been threatened and impacted by current land use practices. Furthermore, the ecologically-friendly approaches proposed by the project are expected to lead to agricultural products that command a premium in niche markets in Europe and elsewhere thus increasing the returns that Bekaa Valley farmers will be able to achieve. The project will increase employment rates and will allow the diversification of employment to more innovative and sustainable activities. This project will focus particularly on the active participation of individual farmers, shepherds and other land users, including women.

The project's underlying principle embraces cultural diversity and gender equity because sustainable land management needs strong participation of all members of the community – men and women. Given the strong (but often different) roles women play in communities, the project will ensure equitable participation of women, men and youth in project activities through supporting gender-sensitive and environmentally-sound land management practices based on thorough analysis of local land use systems and the roles played by men and women at the local level.

The project will develop and implement a gender inclusion strategy that promotes the role of women in both the planning and implementation of SLM interventions. This will be discussed and finalised at the project's Inception Workshop. The gender strategy will promote the role of women in both the planning and implementation of SLM interventions and focus on mainstreaming gender issues into all components of the project. It will recognise that women may also need special help and attention through training activities and that their involvement in decision-making will need special support under the project. The project will therefore ensure that socio-economic benefits will span across all sections of society including women and marginalized groups.

B.3. Explain how cost-effectiveness is reflected in the project design

The cost effectiveness of this project will be ensured by the following elements that have been included in project design.

- Combination of upstream, landscape (district) and site specific actions: The project design includes the development of the policy and regulatory framework at the central upstream level complemented by on-the-ground activities that will help develop and test innovative approaches in areas where the impact of current land use is being felt in the rural landscape. These experiences will inform the changes at the systemic level in terms of improved policies, procedures, manuals and guidelines, in turn facilitating the replication of site-level experiences.
- The project approach involves the development or refinement of policies, legal mechanisms, approaches, processes and other tools at the upstream level in a participatory approach and their testing at the local level before they are adopted nationwide. In this way, wholesale adoption of these tools will only take place after they have been tried and tested and are therefore both more reliable and more acceptable.

- Selection of project localities that exhibit a range of biogeographical and socio-economic characteristics: This will make the site-level experiences relevant to a greater number of districts for further replication.
- The project will focus its interventions on localities selected because land is degraded or under serious threat of degradation. This will maximize the visible impacts and allow the beneficiary locations to act as models for wise land use throughout the Qaroun Catchment and the entire Bekaa Valley. The project will implement on-the-ground interventions in cohesive and contained localities, rather than in geographically dispersed areas, and this will reduce operational costs significantly.
- The project will place equal emphasis on assisting compliance as well as enforcement which will require less intense and less costly levels of monitoring and prosecution. This will allow the project to work effectively with local communities and stakeholders to share management responsibilities and costs, as well as to develop sustainable economic activities that can benefit these partners and generate revenue streams from wise land use. This is more cost effective than an exclusionary strategy which is likely to be costly to enforce and unlikely to be sustainable.
- Close coordination with on-going projects such as those funded by UNDP, the EU, FAO and the World Bank. Some of these projects have been under implementation for some time and have accumulated practical experiences with aspects of land use which are going to be invaluable for this project. While the focus on sustainable land use is unique to this project, many of the experiences and models developed by these other projects are still relevant.

C. DESCRIBE THE BUDGETED M&E PLAN

The project will be monitored through the following M&E activities covered by a budget as provided in the table below. However, M&E expenditure is not identified specifically in the project budget but covered under various items in project management costs.

Project Inception Workshop

A Project Inception Workshop will be held within the first 2 months of project start with the participation of those with assigned roles in the project organizational structure, UNDP Country Office and district and municipal representatives, technical and policy advisors from various government entities, as well as communities and other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first Annual Work Plan.

The Inception Workshop will address a number of key issues including:

- Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and UNDP-RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
- Review the Strategic Results Framework (the Logframe) and confirm the Outputs and, in particular, define the specific parameters that will be used by the Indicators as necessary.
- Based on the project Strategic Results Framework (the Logframe) and the relevant GEF Tracking Tool, finalize the first Annual Work Plan. Review and agree on the Indicators, Baselines, Targets and their means of verification, and recheck Assumptions and Risks.
- Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- Plan and schedule Project Executive Board meetings. Roles and responsibilities of all project organisational structures will be clarified and meetings planned. The first Project Executive Board meeting will be held within the first 12 months following the Inception Workshop.

The Inception Workshop Report is a key reference document and will be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

Quarterly Monitoring

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log will be regularly updated in ATLAS. Risks become critical when the impact and probability are high and for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in ATLAS, a Project Progress Report (PPR) will be generated in the Executive Snapshot.
- Other ATLAS logs may be used to monitor issues, lessons learned etc., and the use of these functions will serve as a key indicator in the UNDP Executive Balanced Scorecard.

Annual Reviews

- Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (year ending 30 June). The APR/PIR combines both UNDP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual)
- Lesson learned/good practice
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (*i.e.* GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

Periodic Monitoring through site visits

UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess at first hand project progress. Other members of the Project Executive Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Executive Board members.

The GEF Portfolio Monitoring and Tracking Tool

Tracking tools are an important component of projects submitted to the GEF and are invaluable for monitoring results of GEF operations in the various focal areas, including progress towards achieving the GEF mandate on global environmental benefits. The Land Degradation Focal Area Portfolio Monitoring and Assessment Tool (PMAT) is one such tracking tool and serves as a means to capture the necessary data and information during project design and implementation. Annex 5 contains the first completed Tracking Tool for this project. As noted below, it should be repeated at the time of the Mid-Term Evaluation and again at the Terminal Evaluation.

As noted in the Guidelines, the GEF recognizes that not all components of the PMAT will apply to every project and this project is no exception. The Project Formulation Team faced some challenges in completing the first PMAT. In particular, it had to cope with the incomplete and outdated data in Lebanon on land use in general and its total lack at the District level. This has affected the information recorded on socio-economic aspects such as income levels, and primary productivity per hectare for forests, rangelands and agricultural arable land. The project will address these information gaps during the inception phase, thus setting a baseline for the PMAT as well as the M&E system.

Mid-term Evaluation

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (around 24 months since inception). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course corrections if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project. The Terms of Reference for this Mid-Term Evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

As noted above, the PMAT Tracking Tool will also be completed during the mid-term evaluation.

Terminal Evaluation

An independent Terminal Evaluation will take place three months prior to the final Project Executive Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

As noted above, the PMAT Tracking Tool will be completed during the terminal evaluation.

Project Terminal Report

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results. It is desirable for the Project Terminal Report to be made available to the independent Terminal Evaluation.

Learning and knowledge sharing

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects with a similar focus.

Communications and visibility requirements

The project will comply with UNDP's Branding Guidelines as applied in Lebanon, taking into account the security situation. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logos are used, the UNDP logo needs to be used alongside the GEF logo which can be accessed at: http://www.thegef.org/gef/GEF_logo.

The project will also comply with the GEF's Communication and Visibility Guidelines as agreed to be applied to the situation in Lebanon. They can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements will be similarly applied.

M&E Workplan and Budget

The following M&E Plan and Budget will be reviewed during the Inception Workshop, adjusted as necessary and adopted by the Project Executive Board.

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO, UNDP GEF 	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project manager and team 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Indicative cost: 30,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team, 	Indicative cost : 35,000	At least three months before the

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 		end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ local consultant 	0	At least three months before the end of the project
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 187,000	

PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT AND GEF AGENCY

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT ON BEHALF OF THE GOVERNMENT: ([Operational Focal Point endorsement letter](#) attached)

NAME	POSITION	MINISTRY	DATE (MM/dd/yyyy)
Nazem el-Khoury	GEF Operational Focal Point	Ministry of the Environment	23 NOVEMBER 2012

B. GEF AGENCY CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for CEO endorsement/approval of project

Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Adriana Dinu UNDP-GEF Executive Coordinator		26 November 2014	Doley Tshering Regional Technical Advisor, EBD	+66-2-304- 9100 Ext. 2600	doley.tshering@undp.org

		survey will establish baseline			of the project benefits to manifest themselves, resulting in a lack of appreciation. The project will mitigate against this by putting in place a robust information and participatory strategy whereby stakeholders will share the project challenges as well as its benefits.
	0.3 Improvement in livelihoods - Project communities are participating in SLM interventions and have improved their quality of life (measured by income level)	Baseline will be established by surveying representative selected communities, as an early activity of project inception (see Output 2.2)	Quality of life indicators ¹² show 10% improvement by end of project	Socio-economic survey of selected communities for quality of life, incomes and livelihoods carried out early in project implementation and repeated at project mid-term and project closure	The selected Indicators will serve to discover any beneficial results from project activities or confirm whether a good enough foundation has been laid for such results.
Outcome 1 <i>Landscape level uptake of SLM measures avoids and reduces land degradation, delivering ecosystem and development benefits in the Qaraoun Catchment</i>	1.1 Recovery trend in degraded forests and rangelands, particularly in Rachaya District - Area of degraded forests and rangelands recovered through SLM techniques and connectivity achieved between remnant isolated forest pockets	In target districts, up to 20,000 ha of rangelands and 500 ha of forests are badly degraded	Turnaround in 10,000 ha of rangelands and 300 ha of forests by end of project, and with potential for replication to 20,000 ha of rangelands and 500 ha of forests	Measurable in hectares recovered, through survey aided by remote sensing.	Assumptions: The Outcome assumes that the uptake of SLM measures will lead to very specific beneficial results in the catchment; and that these results will be evident soon enough to ensure the sustainability of project benefits. Risks: If the planned outputs are indeed obtained through the project and if awareness is raised to an effective level, there is very little or no risk that the outcome will not be achieved.
	1.2 Uptake of SLM measures in arable land especially in Zahle and West Bekaa Districts	Few if any farmers and other land users apply SLM measures knowingly. Exact level to be established by survey in target areas	>50% of all farmers and land users in project target areas apply SLM measures demonstrated by the project in Zahle and West Bekaa	Baseline to be established by survey during the Inception Phase; subsequent surveys to measure the uptake of SLM Measures	
	1.3 Percentage of land users in project localities in each of the three Districts that are applying SLM approaches in upland forests, rangelands and valley arable lands	Current level in project target areas is very low (see Output 2.2)	>25% implementation within project target areas	Land use practice survey	
	OUTPUTS: Output 1.1: <i>Measures to restore and rehabilitate degraded forests identified, demonstrated and integrated into existing FMPs</i> Output 1.2: <i>Techniques and management mechanisms for sustainable rangeland management developed and tested, and appropriate infrastructure established to operationalize SLM.</i> Output 1.3: <i>Implementation of sustainable agriculture management regime that integrates SLM considerations</i>				

¹² See for example <http://www.qualityoflifeproject.govt.nz/indicators.htm>

Outcome 2 <i>Pressures on natural resources from competing land uses in the Qaraoun Catchment are reduced</i>	2.1 Integrated and participatory district level land use plans in West Bekaa and Rachaya Districts reflecting SLM principles developed and adopted	No Land Use Plans reflecting SLM principles, exist in the project target areas	Land Use Plans for West Bekaa and Rachaya Districts (91,000 ha) developed and available for replication to the rest of the Catchment (total of 157,000 ha)	Availability of the appropriate planning documents	Assumptions: The Outcome assumes that pressures on natural resources can be reduced and that this can be obtained through the elimination of competing land uses through effective land use planning and management. Risks: The risk is that the capacity at local levels will not be adequate to carry on with the benefits of the project. However, if capacity development by the project is well-targeted and effective there is no risk that this will not be the case.
	2.2 Reduction in pressure on rangeland resources in the high country of West Bekaa and Rachaya Districts – as shown by species composition and productivity ¹³	51,400 ha of rangelands estimated to be degraded. Estimate to be refined through the first survey under Output 2.2	An improvement of 20% (>10,000 ha) when compared to control in Rachaya District	Repeat surveys of simple transects or quadrats in 4 representative areas of rangelands in Rachaya District	
	2.3 Reduction in pressure on forest resources in West Bekaa and Rachaya Districts – as shown by the level of regeneration and recruitment of seedlings	6,032 h of forests estimated to be degraded. Estimate to be refined through the first survey under Output 2.2	An improvement of 8% (± 500 ha) when compared with a control in West Bekaa and Rachaya Districts	Repeat surveys of simple transects or quadrats in 4 representative areas of the target Districts	
	OUTPUTS: Output 2.1: A Land Use Information Management System (LUIMS) established Output 2.2: Integrated Land Use Management Plans (ILUMPs) developed, piloted, evaluated and refined as necessary for West Bekaa, and Rachaya, ensuring optimal allocation of land to generate development benefits and critical environmental benefits in tandem. Output 2.3: Land Use Monitoring System developed and implemented to update and maintain the LUIMS, identify trends and ensure that any changes in land use remain within acceptable limits; to include remedial measures that will be triggered by the monitoring. Output 2.4: Compliance and enforcement capacity heightened where necessary				
Outcome 3¹⁴ <i>Institutional strengthening and capacity enhancement for promoting sustainable forest and land management in the Qaraoun Catchment through an INRM approach across the landscape</i>	3.1 Capacity development indicator score for Land Use Planning and Management in West Bekaa and Rachaya Districts ¹⁵ at Districts and Municipalities level	Current score for West Bekaa and Rachaya Districts: 33.3%	By end of project an overall score of > 50%	UNDP-GEF Capacity Development Scorecard record repeated at mid-term and at project closure	Assumptions: The Outcome seeks ultimate results – sustainable forests and land management, and it is assumed that stronger institutions and enhanced capacity will achieve this. Risks: The risk that stronger institutions and enhanced capacity may not lead to the desired results is low and the likelihood is reduced further through the economic incentives and disincentives that will be developed by
	3.2 Number of Municipalities in each of the three Districts with knowledge of the benefits of SLM in project target areas	Currently low or no appreciation of the benefits of SLM among Municipalities in the project target areas	> 50% of Municipalities in project target areas, by project end	Targeted questionnaire administered to municipalities in the project target areas. Quality of LUPs and the mainstreaming of SLM in	

¹³ Osman, Ahmed and Cocks, Phil (1992) Prospects for improving Mediterranean grasslands in Lebanon through seeding, fertilization and protection from grazing. Pasture Forage and Livestock Program, International Center for Agricultural Research in the Dry Areas (ICARDA). *Expl Agric.* (1992), volume 28, pp. 461-471.

¹⁴ All outcomes monitored annually in the APR/PIR.

¹⁵ See Annex 6 for the UNDP-GEF Capacity Development Scorecard as recorded during the Project Formulation Phase (PPG)

				the plans.	the project and the fact that the framework will be developed with the full participation of the private sector.
	3.3 Acceptance level by communities in Zahle, West Bekaa and Rachaya Districts, and individual farmers, shepherds, etc, of the value of SLM as a rational approach for land use.	Current level in project target areas is very low (see Output 2.2)	Increased acceptance and implementation (20%) by land users illustrated by their level of compliance (requiring less enforcement effort)	Socio-economic survey to set baseline, repeated at mid-term and terminal phases	
	3.4 Extent of mainstreaming of SLM principles into policy, regulatory framework, strategy, planning, management, accountability, reporting and institutional capacity of key central government agencies, districts and municipalities	Currently there is no evidence of SLM principles in the policies, planning and operations of key government agencies, districts and municipalities	SLM principles evident in the policies, regulations, strategies, planning, management and reporting of MoA, MoE, CDR, and other key agencies, as well as West Bekaa, Zahle and Rachaya District administrations and municipalities	Baseline to be set during the Inception Phase. Measured quantitatively by recording the occurrence of SLM principles	
	3.5 Success of economic incentives and disincentives in promoting adherence to land use criteria, regulations and guidance	None exist at present	Increase in the level of compliance and a decrease in the need for enforcement (reduction by 20%)	Number of prosecutions and enforcement orders (as a proxy)	
<p>OUTPUTS:</p> <p>Output 3.1: Recommendations to remove barriers to SLM in Lebanon integrated into relevant policies, legislation, procedures</p> <p>Output 3.2: Economic incentives and disincentives designed and set in place to promote adherence by the agriculture industry (including forests and rangelands) to the reformed policies and regulation.</p> <p>Output 3.3: Institutional and human capacity enhanced for professionals, administrators, NGOs and community leaders leading to an increased level of SLM consideration in land use planning and management.</p> <p>Output 3.4: A knowledge management and outreach programme for SLM developed and implemented to inform and help compliance, enhance sustainability, and prepare for replication and up-scaling.</p>					

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

<i>STAP comments</i>	
1. In the project framework, STAP recommends detailing the outcomes and outputs further by defining appropriate indicators. For example, what percentage of integrated landscape management practices were adopted by the local communities could be an outcome indicator for component 2.	The ProDoc provides detailed outcomes and outputs and the LogFrame establishes targets and indicators.
2. STAP recommends strengthening the interventions by using a landscape services approach based on the spatial attributes of ecosystem services. The approach could potentially strengthen the design of the components in a way that better accounts for complementarities and trade-offs resulting from ecosystem processes. In particular, the spatial attributes of ecosystem services (where the services are generated and who benefits) could be useful in strengthening the interventions, and outcomes on integrated natural resource management. This framework may be useful given the competing land uses in the Qaroun watershed. For further information on a landscape service approach, the project developers may wish to consult the following resource â€ˆ Syrbe, R. et al. "Spatial indicators for the assessment of ecosystem services: providing, benefiting and connecting areas and landscape metrics". Ecological indicators 21 (2012) 80-88.	Outcome 2 has a strong focus on land use planning (Output 2.3) and this is seen as providing the broad, comprehensive approach proposed by STAP (see also the comprehensive SEA under Output 2.2 and the Land Use Monitoring System under Output2.4). Ecosystem services have been identified in the ProDoc (Section 1.2.5) and their sustainability is a prime justification for the project. The land use planning process which will be employed will provide an opportunity to consider competing demands on land resources and the comparative impacts on ecosystem services.
3. STAP recommends imbedding climate change adaptation/resilience strategies throughout the components. Given the range in precipitation in the targeted region combined with the intensive pressure on natural resources (soil and water), it would be appropriate to tailor the interventions to support adaptive capacities to climate change. In this regard, STAP also recommends adding climate change projection data in the problem statement. One source for this information could be the climate change profiles in the UNDP website - http://www.geog.ox.ac.uk/research/climate/projects/undp-cp/	The land use planning process to be employed will take cognizance of the changing climate and ensure appropriate adaptive strategies are incorporated in its activities and results.
4. The argument for catchment scale action is well made. Nonetheless, the proposal seems to suggest that four separate planning groups will be formed. If this is the case, STAP recommends for the proposal to define a clear mechanism whereby the four groups work together, including measures that ensure their compatibility and collaboration. Addressing this aspect is important since land use planning needs to be undertaken across the whole catchment.	As explained in Section 2.2.2 and again in 2.2.4 (Output 2.3) in the ProDoc, the Land Use Planning work will be led by the CDR and DGUP with a Working Group of Planning and Land Use Experts and with the full cooperation and participation of the two districts, Unions and other municipalities administrations, MoA, MoE, landowners, the private sector and communities. While the plans must be developed at the district level in recognition of their administrative responsibilities and mandates, they will be the result of one approach and methodology and after replication will comprise a unified LUP across the catchment.
5. There seems to be insufficient attention to generating alternative livelihoods as opposed to reliance on enforcement where fuelwood harvest and livestock numbers are to be reduced. STAP suggests for UNDP to consider further this aspect that could be indicative of the trade-offs between global environmental benefits and local benefits. It also encourages UNDP to consider further (or define more explicitly) income generating options during the proposal development.	This aspect has been developed fully in the ProDoc under Outcome 1. The emphasis on enforcement has been complemented by an effort on compliance and AIGs will be provided wherever there is a possibility of impact on individuals or communities.
6. The proposal indicates that US\$230 million will be invested in "...addressing water pollution through the improvement, or installation of waste water treatment plants and reducing effluent discharges from private enterprises" during the project period (section B.1). This effort appears peripheral to the project and its efforts to reduce unsustainable agricultural practices, and its pollution of water, through integrated natural resource management at the landscape level.	For the same reasons as outlined above, the ProDoc is focussed on land use and any benefits to water quality and quantity are additional. In fact, water quality as measured under Output 2.4: Monitoring System, is an excellent indicator of the success of the project's SLM efforts in forests, rangelands and farmland under Outcome 1.
7. Throughout the proposal, it would be useful if the project developers defined more clearly the practical actions to be implemented. Currently, it is hard to detect what these actions will be.	This has been provided in the ProDoc through a description of the activities envisaged under each output. In addition, Table 4 lists project activities addressing land degradation directly and Figure 5 is a summary of alternative land use practices with their associated global and national benefits
<i>Council member Comments – Germany</i>	

<p>- Referring to PPG, activity 3, reduction of pesticides and fertilizer pollution: Aspects related to the protection of water resources should be addressed and considered in the approach and in the section of target areas</p>	<p>The focus of the project is wise land use with activities in forests, rangelands and farmland. Improvements in water quality are among the impacts that are expected to accrue.</p>
<p>- Coordination is recommended with USAID funded “Litani River Basin Management Support (LRBMS) Program“, which is implemented jointly with the Litani River Authority</p>	<p>There are many initiatives in the Bekaa Valley and the project will coordinate its activities with a number of these. The LRA is a stakeholder in the project and collaboration is expected to lead to mutual benefit.</p>
<p>- Coordination is recommended with the Germany funded programme “Environmental Fund for Lebanon”, which is implemented through GIZ, the Lebanese Ministry of Environment, and the Council for Development and Reconstruction. Although this programme will come to an end in 12/2013, experience of related project activities should be considered</p>	<p>Both the MoE and the CDR are key stakeholder partners in project implementation. Coordination with ongoing and recent initiatives is envisaged as a means of building on recent experience.</p>

ANNEX C: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS¹⁶

A. DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY:

None

B. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES FINANCING STATUS IN THE TABLE BELOW

The PPG Grant resources made available by the GEF were used more or less as predicted and all four groups of activities were carried out in full. Investigations and research were carried out by a team of three experts, two national and one international. Extensive consultations were held with a wide scope of identified stakeholders both in Beirut and at prospective project localities in the Qaroun Catchment. Expressions of interest and pledges of collaboration were obtained from key partners. The result of this work is the set of required documents namely, the Project Document, this CEO Endorsement Request, a number of annexes and the LD-MAT Tracking Tool.

PPG Grant Approved at PIF: USD 100,000			
<i>Project Preparation Activities Implemented</i>	<i>GEF/LDCF/SCCF/NPIF Amount (\$) 100,000</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
PPG Activity 1. Elaborate on and analyse the “baseline project investments” with particular focus on the policy, regulatory and methodological setting of the project for sustainable land management in the Qaroun Catchment	30,000	30,000	
PPG Activity 2. Assessment of the capacity of different agencies to support the implementation of project activities	25,000	25,000	
PPG Activity 3. Specifics of on-the-ground action (ILUMPs and Component 2) designed in detail	35,000	35,000	
PPG Activity 4. Feasibility and risk analysis, strategy development and budget	10,000	10,000	
Total	100,000	100,000	

¹⁶ If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities.

ANNEX D Letters of Support

United Nations Development Programme
برنامج الأمم المتحدة الإنمائي



Pipeline/PIMS 4642
150/JS

Beirut, 08 September 2014

Dear Ms. Ishii,

Subject: Co-financing for the "Sustainable Land Management in the Qaraoun Catchment, Lebanon" Project

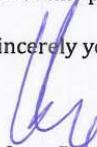
In reference to the GEF project proposal "Sustainable Land Management in the Qaraoun Catchment, Lebanon", UNDP Lebanon fully endorses the importance of this proposal which aims to promote wise land use on a sustainable long-term basis for the Qaraoun Catchment. The project will build institutional capacity and the mainstream sustainability ethic into land use.

Accordingly, the UNDP Lebanon Country Office hereby confirms its contribution of 300,000 USD in cash co-financing over the four years duration of the project to cover the activities related to learning, evaluation and adaptive management; in addition to cash co-financing up to 150,000 USD by aligning the activities of the below listed projects implemented by UNDP to the overall goal of the above-mentioned project. Total co-financing will be equivalent to **450,000 USD**:

Thematic area	Activities aligned with the "Sustainable Land Management in the Qaroun Catchment" project	Estimated co-financing value (USD)
Local Development	- Supporting local municipalities in land use management activities in the West Bekaa (Qaroun Watershed) - Capacity building for municipalities in West Bekaa and Baalbeck on sustainable use of natural resources	150,000
Project Management	- Support to running costs of the project	300,000

We look forward to the approval and successful implementation of this project.

Sincerely yours,


Luca Renda
Country Director

Dr. Naoko Ishii
GEF Secretariat
1818 H Street, NW, MSN G6-602
Washington, DC 20433
USA

C.c.: Mr. Doley Tshering, Team Leader, UNDP GEF Regional Technical Specialist



REPUBLIC OF LEBANON
MINISTRY OF ENVIRONMENT

THE MINISTER

Beirut, 3-11-2014
Our Ref: 3093/B

Ms Adriana Dinu
Executive Coordinator and Director, a.i.
Energy and Environment Group, UNDP-GEF
304 East 45th Street, 9th Floor
New York, NY 10017 USA
Fax: +1 212 906 6998

Dear Ms. Dinu,

Subject: The Sustainable Land Management in Qaraoun Catchment Project.

Ref: Ministry of Environment letters 4879/B dated November 23, 2012; 3093/B dated July 8, 2014; and 4879/B dated September 12, 2014.

Following our letter of November 23, 2012 (attached), the Ministry of Environment reiterates its full endorsement of the Sustainable Land Management in the Qaraoun Catchment project, which was prepared by UNDP Lebanon in full coordination with the Ministry of Environment and national stakeholders in the field. The project falls within the priorities of the Government of Lebanon which has in the past few years been working extensively for the depollution of the Qaraoun Lake and its watershed.

The Government has set up a Ministerial Committee to follow-up on the programme and the Parliament is about to issue a "Programme Law" that covers the financing of projects that aim to depollute the upper and lower Qaraoun Watershed. Furthermore, the Ministry of Environment is working on mobilizing several loan and technical assistance programmes from the World Bank and others that would support activities in the same area. Further to our letter of 8 July 2014, out of the overall baseline of activities amounting to over \$250 million, we have refocused our attention on those activities for which this Ministry is responsible and which fall within the direct thematic area of land degradation as targeted by the GEF project.

The co-financing targeting regulatory aspects would amount to approximately \$1 million; the co-financing for land use planning and enforcement will be approximately \$12 million; and, the co-financing to bring about changes in production practice amounts to approximately \$4.6 million. Therefore the total co-financing specifically aligned to the GEF project amounts to \$17.6 million. Whereas the \$23 million mentioned in our letters of 8 July 2014 and 12 September 2014 cover, in addition to the above, several other activities planned for the Qaraoun Catchment and which were not necessarily under the responsibility of this Ministry.

We look forward to the approval and successful implementation.

Sincerely Yours,

Mohamad Al Hachem
Minister of Environment

Encs: MoE Letters: 4879/B of November 23, 2012; 3093/B of July 8, 2014; 4879/B of September 12, 2014

Cc: Mr. Daley T. Shering, UNDP GEF Regional Technical Specialist;
Mrs. Nancy Khoury, Acting Head, Department of Public Relations & External Affairs
Mr. Nadiin Mroueh, Chief, Service of Natural Resources

Ministry of Environment, Lazarieh Center, 8th Floor, Block A-4 New



REPUBLIC OF LEBANON
MINISTRY OF ENVIRONMENT

THE MINISTER

Beirut, 12-9-2014
 Our Ref.: 4879/B

Ms Adriana Dinu
Executive Coordinator and Director, a.i.
Energy and Environment Group, BDP
UNDP-GEF
304 East 45th Street, 9th Floor
New York, NY 10017 USA
Fax: +1 212 906 6998

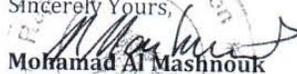
Dear Ms. Dinu,

Subject: The Sustainable Land Management in Qaraoun Catchment Project.
Ref.: Ministry of Environment letter 4879/B dated November 23, 2012

Following our letter of November 23, 2012 (attached), the Ministry of Environment reiterates its full endorsement of the Sustainable Land Management in the Qaroun Catchment project, which was prepared by UNDP Lebanon in full coordination with the Ministry of Environment and national stakeholders in the field. The project falls within the priorities of the Government of Lebanon which has in the past few years been working extensively for the depollution of the Qaraoun Lake and its watershed.

The Government has set up a Ministerial Committee to follow-up on the programme and the Parliament is about to issue a "Programme Law" that covers the financing of projects that aim to depollute the upper and lower Qaraoun Watershed. Furthermore, the Ministry of Environment is working on mobilizing several loan and technical assistance programmes from the World Bank and others that would support activities in the same area. Further to our letter of 8 July 2014, the exact co-financing targeting the agricultural sector would amount to \$4.2m, the solid waste sector to approximately \$5.15m and \$5.5m will target policy level support in terms of land use, management and capacity development. Therefore the total co-financing specifically aligned to the GEF project amounts to USD 14.85 million in-cash (whereas the USD 23 million mentioned in our letter dated 8 July 2014 covers, in addition to the above, several other activities planned in the Qaroun Watershed).

We look forward to the approval and successful implementation,

Sincerely Yours,

Mohammad Al Mashnouk
Minister of Environment

Encl: MoE Letter 4879/B dated November 23, 2012

Cc: Mr. Dóley Tshering, UNDP GEF Regional Technical Specialist
 Mrs. Nancy Khoury, Acting Head, Department of Public Relations & External Affairs
 Mr. Nadim Mroueh, Chief, Service of Natural Resources

AA-F-16-V-1-1/1

Ministry of Environment, Lazariéh Center, 8th Floor, Block A-4 New



REPUBLIC OF LEBANON
MINISTRY OF ENVIRONMENT

Beirut, 23.11.2012
Our Ref: 4879/B

THE MINISTER

Mr. Yannick Glemarec
United Nations Development Programme
Global Environment Facility Unit (UNDP-GEF)
304 East 45th Street, Rm 916
New York, NY 10017 USA
Fax: +1-212-906-6998

Dear Mr. Glemarec,

Subject: Endorsement for project "Sustainable Land Management in the Qaroun Watershed" Project

In my capacity as GEF Political and Operational Focal Point for the Republic of Lebanon, I confirm that the above project proposal (a) is in accordance with my government's national priorities and our commitment to the relevant global environment conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of UNDP as specified below. If approved, the project will be prepared and implemented by Ministry of Environment with support from relevant partner institutions and organizations. I request the UNDP to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from the GEF IF being requested for this project is **US\$ 3,600,000** using the GEF-5 flexibility mechanism, inclusive of project preparation grant (PPG) and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Lebanon is detailed in the table below:

Source of Funds	GEF Agency	Focal Area	Amount (in US\$)			
			Project Preparation	Project	Fee	Total
GEF Trust Fund	UNDP	Biodiversity	0	1,095,890	104,110	1,200,000
GEF Trust Fund	UNDP	Land Degradation	100,000	2,091,781	208,219	2,400,000
Total GEF Resources			100,000	3,187,671	312,329	3,600,000

I consent to the utilization of Lebanon's allocations in GEF-5 as defined in the System for Transparent Allocation of Resources (STAR).

Sincerely,

Nazem El-Khoury
Minister of Environment

- Cc: *Mr. Abassat Nasrallah, Convention Focal Point for UNCCD*
Ms. Lara Samaha, Convention Focal Point for Biodiversity
Mr. Robert Watkins, UNDP Resident Representative
Mr. Johan Robinson, Regional Technical Advisor, UNDP GEF

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