ANNEX VII

CLIMATE SMART MATCHING GRANT OPERATIONAL MANUAL (CSMGOM)

Project Title: Climate Smart Matching Grants Facility under the Lebanon GATE

Project (P180334)

(under GATE Component 1/ Subcomponent 1.1, Procurement Ref.: GC1C1)

Total Grant Portfolio: USD 20,000,000

Implementing Agency: Council for Development and Reconstruction (CDR)

Service Provider: United Nations Development Program (UNDP) – Support to National Implementation Modality[1]

Technical Partner: Ministry of Agriculture (MoA)

Version: 5.0

FOR INTERNAL USE ONLY

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[1] Under the Support to National Implementation Modality (UNDP support to NIM), and in accordance with UNDP Programme and Project Management Policies and Procedures (POPP), UNDP may provide agreed support services to the Government as Implementing Partner under Programme Country Government Cost-Sharing through a Letter of Agreement, applying UNDP regulations, rules and procedures, without affecting the Government's full programmatic ownership and accountability for results.

Abbreviations and Acronyms

Abbreviation	Full Term
AML/CFT	Anti-Money Laundering / Countering Financing of Terrorism
AWP	Annual Work Plan
BdL	Banque du Liban (Central Bank of Lebanon)
CDR	Council for Development and Reconstruction
CSA	Climate-Smart Agriculture
CSMGOM	Climate Smart Matching Grant Operation Manual
DA	Designated Account
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMP	Environmental and Social Management Plan
ESSs	Environmental and Social Standards
EX-ACT	Ex-Ante Carbon-balance Tool (FAO)
FCV	Fragility, Conflict, and Violence
FTE	**Full-Time Equivalent**
GAP	Good Agricultural Practices

Abbreviation	Full Term
GATE	Green Agri-Food Transformation for Economic Recovery (Project)
GDC	General Directorate of Cooperatives (MoA)
GHG	Greenhouse Gas
GRM	Grievance Redress Mechanism (PCU –CDR))
HACCP	Hazard Analysis and Critical Control Points
IBRD	International Bank for Reconstruction and Development (World Bank)
IFR	Interim Financial Report
IPF	Investment Project Financing
IPM	Integrated Pest Management
LARI	Lebanese Agricultural Research Institute
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoE	Ministry of Environment
MoEW	Ministry of Energy and Water
NIM	National Implementation Modality
PAD	Project Appraisal Document
PCU	Project Coordination Unit
PDO	Project Development Objective
PMP	Pest Management Plan

Abbreviation	Full Term
POPP	Program and Operations Policies and Procedures (UNDP)
PSC	Project Steering Committee
SEA	Sexual Exploitation and Abuse
SESP	Social and Environmental Screening Procedure
SME	Small and Medium Enterprise
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nations Development Program
WB	World Bank

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Chapter 1: Introduction and Framework

1.1 Project Overview

This CLIMATE SMART MATCHING GRANT OPERATIONAL MANUAL (CSMGOM) governs the implementation of the Matching Grant under Subcomponent 1.1 of the Lebanon: Green Agri-Food Transformation for Economic Recovery (GATE) Project (P180334).

Beyond grant disbursement procedures, this document provides detailed operational guidance for the Service Provider across the entire grant lifecycle.

Project Detail	Information	Source
Project ID	P180334	PAD Datasheet
IBRD Loan No.	9576-LB	PAD Datasheet
Borrower	The Lebanese Republic	PAD Datasheet
Implementing Agency	Council for Development and Reconstruction (CDR)	PAD Sec. III.A
Service Provider	United Nations Development Programme (UNDP)	This CSMGOM
Technical Partner	Ministry of Agriculture (MoA)	PAD Sec. III.A
Total Project Cost	USD 200.00 million	PAD Datasheet
Matching Grant Facility Budget	USD 20 million (Subcomponent 1.1)	PAD Sec. II.B
Closing Date	December 31, 2028	PAD Datasheet

1.2 Nature and Purpose of This Document

This document is **not simply a procedural grants manual**. It serves as a **comprehensive implementation guide for the Service Provider (UNDP) and for other partners**, covering the full scope of the Matching Grants Facility (MGF).

"Implementation of this Matching Grant Facility is governed by a ***dual accountability framework*** *that respects both the World Bank's financing requirements and UNDP's* Programme and Operational Policies and Procedures (POPP), given that UNDP is the Service Provider under Support to National Implementation Modality (UNDP support to NIM) - UNDP provides agreed support services to the Government as Implementing Partner under Programme Country Government Cost-Sharing through a Letter of Agreement, applying UNDP regulations, rules and procedures, without affecting the Government’s full programmatic ownership and accountability for results.

As the project is financed by the World Bank (IBRD Loan No. 9576-LB), the following World Bank regulations and requirements apply to this Matching Grant Facility:

A. World Bank Framework (Financing and Compliance)

Reference Document	Purpose
World Bank Procurement Regulations for IPF Borrowers (November 2020, as updated February 2025)	Procurement framework for service provider selection
World Bank Environmental and Social Framework (ESF) and Environmental and Social Standards (ESSs 1-10) World Bank Environmental and Social Framework (ESF), Environmental and Social Standards (ESSs 1–10), the Project Environmental and Social instruments (including	Environmental and social screening and compliance

Reference Document	Purpose
the ESMF, ESCP, SEP, LMP, and RF, where applicable), in addition to all applicable National laws and regulations	
World Bank Guidelines on Preventing and Combating Fraud and Corruption	Anti-fraud and anti-corruption provisions
GATE Project Appraisal Document (PAD)	Project development objective, components, and results framework
GATE Project Operational Manual (POM) – Volume 1 and Volume 2	Project-specific procedures, including Annex 6.11 (Call for Proposals for Matching Grants), Annex 6.12 (Proposal Evaluation Report), Annex VII (Risk Management), Annex VIII (Results Framework), Annex XIV (Priority Investments), and Annex III/IV (Grievance Forms)

B. UNDP Framework (Operational Implementation)

As the Service Provider, UNDP implements this Matching Grant Facility under UNDP support to NIM modality. Accordingly, the related UNDP Programme and Operations Policies and Procedures (POPP) apply as defined under Programme Country Government Cost-Sharing through a mutually signed Letter of Agreement.

Reference Document	Purpose
UNDP Programme and Operations Policies and Procedures (POPP): UNDP Policies and Procedures Portal | United Nations Development Programme	Overarching policy and programme framework
UNDP Social and Environmental Standards (SES): UNDP Social and Environmental Standards_2019 UPDATE.pdf	Environmental and social screening (aligned with World Bank ESF)

Reference Document	Purpose
UNDP Procurement Manual: Sourcing of Suppliers | United Nations Development Programme	Procurement procedures and thresholds
UNDP Financial Management SOPs: Financial Resources Management | United Nations Development Programme	Disbursement, budgeting, and reporting
UNDP Guide to AML/CFT Compliance: Anti-Money Laundering and Countering the Financing of Terrorism Policy | United Nations Development Programme	Sanctions screening and risk management
UNDP Gender Equality Strategy: Gender Equality Strategy 2024 - 2026 | United Nations Development Programme	Gender mainstreaming
UNDP Beneficiary Feedback Mechanism Toolkit: Monitoring, Reporting and Compliance | UNDP SES Toolkit	Grievance and feedback collection following the GM channels dedicated to affected people and procedures that are published on the CDR website
UNDP Visibility and Branding Guidelines: UNDP Brand Manual rev.2020.pdf	Logo usage and donor acknowledgment

1.3 Project Development Objective (PDO)

The PDO of the GATE Project is:

"To improve the resilience of farmers and Small and Medium Enterprises (SMEs) in the Lebanese agri-food sector."

Important Note: SMEs involved in agri-food processing, value addition, or off-taker arrangements may benefit through linkages with cooperatives and farmers, but they are not direct grant recipients under Subcomponent 1.1. They can act as off-takers, buyers, or value chain partners, and can access GATE finance through Kafalat.

1.4 GATE Project Components and Subcomponents

Component / Subcomponent	Budget	Relevance to This CSMGOM
Component 1: Climate Smart Investments in Agri-food Value Chains	USD 71M	Direct
Subcomponent 1.1: Matching Grants for Climate-Smart Investments	USD 20M	This CSMGOM operationalizes this subcomponent
Component 2: Climate-Smart Infrastructure and Services	USD 100M	Indirect
Component 3: Improving Enabling Environment & Support Services	USD 21M	Indirect
Component 4: Project and Knowledge Management	USD 8M	Direct – M&E, coordination
Component 5: Contingency Emergency Response Component	USD 0	Not applicable

1.5 Structure of This CSMGOM

Phase	Chapter	Content
Foundation	Chapters 1-2	Introduction, objectives, governance
Facility Design	Chapter 3	Objectives, outputs, and design
Targeting	Chapter 4	Target beneficiaries, eligibility
Outreach	Chapter 5	Communication campaigns, feedback
Capacity Building	Chapter 6	Training and technical assistance

Phase	Chapter	Content
Selection	Chapter 7	Application, screening, due diligence, selection
Agreement & Disbursement	Chapter 8	Grant agreements, milestone verification
Matching Contribution	Chapter 9	Eligibility forms and verification
Market Linkage	Chapter 10	Exhibition support, off-taker linkages
Monitoring	Chapter 11	M&E, results framework, indicators
Compliance	Chapters 12-16	Financial management, assets, risk, grievance, visibility
Annexes	Chapter 17	Templates, reference documents

Chapter 2: Governance and Management

2.1 GATE Institutional Arrangements

Per the GATE PAD (Section III.A and Annex 1), the project is implemented under the following institutional structure.

2.2 Project Organizational Structure

Entity	Role in GATE	Key Functions (GATE-Level)	Source
Project Steering Committee (PSC)	Highest governance body; provides overall strategic guidance	Co-chaired by MoA Minister and CDR President; includes representatives of MoEW, MoET, Advisor to the Prime Minister, and World Bank as observer; approves annual work plans and budgets; approves POM and amendments; reviews overall project progress; resolves high-level issues	PAD Sec. III.A
CDR (Implementing Agency)	Hosts the Project Coordination Unit (PCU); primary counterpart to the World Bank	Overall project oversight; financial management and reporting to the World Bank; procurement oversight; coordination with all implementing entities; co-chairs PSC	PAD Sec. III.A & Annex 1
MoA (Technical Partner)	Provides technical leadership for agricultural components of the project and overall project oversight	Technical guidance on agricultural priorities; validates alignment with national agricultural policies; nominates representatives to project bodies; ensures technical coherence of interventions	PAD Sec. III.A
Project Coordination Unit (PCU)	Hosted by CDR; day-to-day project coordination	Coordinates among all project stakeholders; manages financial reporting to the World Bank (IFRs); oversees procurement and implementation; monitors ESF compliance including GM; consolidates project reporting	PAD Annex 1

Entity	Role in GATE	Key Functions (GATE-Level)	Source
World Bank	Funder	Provides financing; oversight and supervision; no-execution role; GRS as final grievance level	

2.3 **UNDP Responsibilities under Support to NIM**

Where UNDP provides support services to a National Implementing Partner (NIM) under Programme Country Government Cost-Sharing, UNDP is responsible for the following:

Responsibility Area	Description
Provision of agreed support services	As formalized through Standard Form of Agreement (SFA) , in strict compliance with UNDP rules, regulations, policies and procedures
Operational support functions	Assumption of responsibility for operational support functions falling within the agreed scope of support, including procurement and contracting, recruitment of personnel, asset management, and execution of payments, applying UNDP's regulatory framework
Financial administration	Financial administration and fiduciary management of Government cost-sharing contributions in accordance with UNDP Financial Regulations and Rules, including ensuring that implementation does not commence prior to receipt of the contribution or first tranche
Record maintenance	Maintenance of complete financial records, documentation and evidence demonstrating the proper and prudent use of project resources related to the support services provided, and ensuring availability of such records for internal and external audit under UNDP's audit framework
Risk management	Risk management and reporting obligations related to the support services delivered, including provision of financial and other reports to the Government in accordance with UNDP reporting procedures

Responsibility Area	Description
Financial closure	Notification, consultation and financial closure responsibilities, including advising the Government on unutilized balances, commitments and liabilities, managing reallocation of residual balances in accordance with UNDP procedures, and notifying completion of activities related to the project
Anti-corruption safeguards	Adherence to UN standards of conduct and anti-corruption safeguards, including application of the UNDP Procurement Manual, Staff Regulations and Rules, and related integrity frameworks in the administration of support services

2.3 Roles and Responsibilities for Matching Grant - Component 1.1

Entity	Role in MG	Responsibility for MG	Source
UNDP	Service Provider (Support to NIM)	**Provision of agreed services** to the Government Implementing Partner, as formalized through a **Standard Form of Agreement (SFA)** , in strict compliance with **UNDP rules, regulations, policies and procedures and FMFA signed between the World Bank and UNDP**	This CSMGOM
Grant Selection Committee	Technical body for grant award decisions	Chaired by GDC; includes MoA Directorates, MoE, MoEW, PCU-CDR members, and UNDP Review Climate Smart business plans selection during the final selection process”	PAD Sec. II.B
TPMA	Independent verifier	Reviews selection process (for a sample of beneficiaries); verifies eligibility with	

Entity	Role in MG	Responsibility for MG	Source
		criteria; validates implementation and financial reports; conducts 20% random spot checks; produces quarterly reports	

2.4 Project Team – UNDP Service Provider (Minimum Requirements)

UNDP will establish a dedicated project team to manage the Matching Grant component through its **Low Value Grant (LVG) modality,** ensuring effective implementation, coordination, and monitoring throughout the grant cycle.

Coordination meetings will be held with CDR PCU and MoA based on a mutually agreed frequency depending on work needs. The project team will prepare progress reports to be channeled to the PSC through the CDR PCU. The progress report template to be used under this assignment shall be subject to review by the GATE PMU M&E at CDR. The PSC will approve the annual workplan and any major adjustments that may appear during implementation.

The team will lead the end-to-end grant management process, including beneficiary outreach, application intake, eligibility screening, technical evaluation, grant agreement preparation, disbursement, field monitoring, and auditing and reporting.

The LVG modality will allow UNDP to provide targeted, direct, and timely support to eligible beneficiaries, while maintaining clear procedures for transparency, accountability, documentation, and results tracking.

The following positions represent minimum staffing requirements for the effective management of the matching grant scheme (and may be further adjusted based on UNDP proposal):

Position	**Full-Time Equivalent**. (FTE) min. requirement	**Key Responsibilities**
Technical Specialist Project Manager	1	In charge of the overall management and implementation of the project. The project manager will ensure adherence to the objectives and targets of the project and to the UNDP rules and regulations. The project manager will be also providing strategic analysis guidance on all streams of the project. Overall project team

Position	**Full-Time Equivalent**. (FTE) min. requirement	**Key Responsibilities**
		coordination; reporting to PCU and PSC; liaison with CDR and MoA
Technical Economist	1	Will be responsible for the effective and timely implementation of grant activities under the workplan. This includes following up on activity progress, coordinating with beneficiaries and relevant stakeholders, monitoring implementation against agreed timelines and requirements, and flagging any delays or challenges. The role will also support the collection of documentation, preparation of updates, and reporting on grant implementation progress, as well as , develop and monitor the implementation of all training activities of grant beneficiaries, lead the implementation of stakeholder consultations with beneficiaries and draft corresponding reports, etc.
Finance Associate	1	Will assist the project in all the operations and logistical preparations and support in the procurement processes, drafting of terms of references, in charge of financial management including managing the project finance, monitoring contracts payments, and tracking expenditure and conducting financial reporting.
Environmental and Social gender specialist	1	Will be responsible to ensure that Environmental and gender transformative approaches are included and integrated across activities, develop and monitor the implementation of all training activities that would foster and support increased environmental and gender awareness, draft corresponding reports, and monitor the implementation of environmental and gender indicators, etc.

Position	**Full-Time Equivalent**. (FTE) min. requirement	**Key Responsibilities**
Procurement Assistant	1	Will support the project in operational, administrative, and procurement-related functions to ensure smooth and timely implementation. This includes assisting with logistical preparations, supporting procurement processes and the drafting of terms of reference, monitoring contracts and processing payments, tracking expenditures against budgets, and contributing to financial management and reporting in line with project requirements and UNDP procedures.
Junior Grant Audit	1	The Junior Grant Auditor will be responsible for reviewing quotations, checking invoices and supporting documents, verifying the accuracy and eligibility of expenditures, and following up on financial and procurement-related compliance requirements in line with project rules and procedures. The Junior Grant Auditor will also support the implementation of audit and assurance activities, including document verification, follow-up on observations, and maintenance of proper audit trails. In addition, the role will conduct regular site visits to beneficiaries to verify the use of funds, confirm delivery of goods and services, assess compliance with grant conditions, and flag any issues requiring corrective action.

Chapter 3: Matching Grant Facility: Objectives, Outputs, and Design

3.1 Overall Objective

The Matching Grant Facility under Subcomponent 1.1 aims to support the productive transformation of farmers, cooperatives, and agriculture farmers associations by financing climate-smart agricultural investments that strengthen resilience to shocks, enhance productivity and competitiveness, improve market access, and contribute to income generation and job preservation, while improving the economic and social conditions of beneficiaries.

3.2 Main Expected Outputs

Output	Description	Target
(i) Climate-Smart Investments	Matching grants for CSA investments	**450** (of which **80 women-led**)
(ii) Gender-Sensitive Communication and Outreach	Targeted communication campaign	Nationwide; minimum 35% female participation
(iii) Training and Technical Assistance	Support for business plan preparation, financial literacy, cooperative governance, and basic environmental standards	Selected grant beneficiaries
(iv) Market Access Support	Exhibition participation, buyer linkages	As per POM 150 agriculture farmers associations out of which 40 women-led associations

3.2.1 Verified Targets (Per GATE PAD)

Indicator	Target	Source
Cooperatives and agriculture farmers associations supported	**450** (of which 80 **women-led**)	PAD, Subcomponent 1.1
Individual farmers supported	1000	PAD, Subcomponent 1.1
Maximum grant per cooperative or agriculture farmers association	**USD 35,000**	PAD, Subcomponent 1.1
Maximum grant per individual farmer	**Up to USD 5,000**	PAD, Subcomponent 1.1
Matching contribution (standard)	**20%**	PAD, Subcomponent 1.1
Matching contribution (women's groups)	**10%**	PAD, Subcomponent 1.1
Total matching grant portfolio	**USD 20,000,000**	PAD, Subcomponent 1.1

Note: Any bank charges or transfer fees will be deducted from the contribution requirements on cash contributions only.

3.3 Grant Ceilings

Beneficiary Type	**Maximum Grant**	**Minimum Grant**	**Number of Beneficiaries**	**Total Allocation**
Cooperatives and agriculture farmers associations	USD 35,000	USD 10,000	Up to 450	13,500,000
Individual Farmers	USD 5,000	USD 500	Up to 1000	USD 5,000,000
Operational Costs (Project team M&E, visibility)	–	–	–	USD 1,500,000
Total Portfolio				**USD 20,000,000**

3.4 Eligible Investments

All proposed investments shall be assessed against the investment analysis framework defined in PAD Annex 3 (Investment Analysis).Per GATE PAD, eligible investments include, inter alia:

Category	**Examples**
Greenhouses	Tunnels, net houses, climate-controlled structures
Renewable energy	Solar panels, solar dryers, solar water heaters
Irrigation systems	Drip irrigation, sprinklers, rainwater harvesting
Waste management	Composting units, on-farm wastewater treatment
Processing equipment	Small-scale processing units, energy-efficient equipment
Storage	Cold storage, grain silos, warehouse facilities

Category	**Examples**
Agricultural machinery	Tractors, harvesters (small-scale, not specialized heavy machinery)
Dairy equipment	Cooler tanks, pasteurizers, cheese presses
Food safety and quality	Lab equipment, certification costs (HACCP, Global G.A.P.)
Value addition	Packaging equipment, labeling machines
Livestock and poultry	Restocking with improved or resilient breeds; animal shelters; feed and fodder; basic animal-health inputs
Beekeeping	Hives and equipment; restocking of bee colonies
Planting material	Certified, drought-tolerant or climate-resilient seed and seedlings; tree seedlings and replanting of orchards damaged by the hostilities
Raw Material	Including material essential for production (eg packaging material, jars, raw products, etc excluding fuel). Not to exceed 15% of the grant value
Marketing Activities	Participation in local fairs and exhibitions. Not to exceed 10% of the grant value for cooperatives and agriculture farmers associations; and not to exceed 20% for farmers.
Other	Including rehabilitation of damaged machinery or premises as a result of the hostilities

Note: Raw materials and planting materials are considered eligible as they provide the inputs needed for consistent, higher-value production, while marketing activities, livestock/restocking, and beekeeping strengthen processing, branding, and market linkages within their respective value chains. In addition rehabilitation work is included as a foundational investment, since beneficiaries affected by hostilities cannot resume value-adding activities without first restoring their productive base. Together, these activities function as necessary components of the value addition and market access pathway already recognized under the PAD.

3.4.1 Priority Value Chains (Per GATE PAD Annex 2)

*Eligible investments must target one or more of GATE's priority value chains as defined in **PAD Annex 2 (Priority Value Chains)**. Other value chains might be reconsidered to account for recovery needs, including sub-sectors of the agri-food value chain, such as honey, Mouneh production, zaatar, and other processed products .*

Value Chain	**Sub-Sectors**	**Source**
Olive oil and table olives	Production, processing, marketing	PAD Annex 2
Fresh fruits and vegetables	Protected cultivation, post-harvest, marketing	PAD Annex 2
Wheat and cereals	Production, storage, processing	PAD Annex 2
Dairy (milk and processed products)	Production, processing, cold chain	PAD Annex 2
Poultry and eggs	Production, processing, marketing	PAD Annex 2

3.4.2 Key Assessment Criteria (Per GATE PAD Annex 3)

The below is considered indicative and is further refined in section 7.6 for each category of beneficiary

Assessment Criterion	Description	
Technical feasibility	Is the proposed investment technically sound, appropriate to the production system, and realistically implementable under local conditions?	
Financial viability	Does the investment generate sufficient returns that allows beneficiaries to sustain operation and maintenance costs?	

Assessment Criterion	Description	
Economic viability	Does the investment generate broader economic benefits, including improved efficiency, value addition, income generation, and potential job preservation or creation?	
Climate resilience	Does the investment strengthen the beneficiary’s capacity to adapt to climate variability and shocks, including drought, heat stress, water scarcity, or other climate-related risks?	
Water productivity and resource efficiency	Does the investment improve water-use efficiency and promote the sustainable use of natural resources, particularly in water-stressed production systems?	Assessed through technical appraisal and business plan

3.4.3 Indicative Phased Sector Allocation

The facility funds across all of GATE's PAD Annex 2 priority value chains (olive oil and table olives, fresh fruits and vegetables, wheat and cereals, dairy, and poultry and eggs), together with the recovery sub-sectors permitted under Section 3.4.1 (for example honey, Mouneh, and zaatar). To keep the programme food-security-led while honoring the MoA recovery priority and the evidence from the agriculture damage assessment, the following indicative shares apply per annual grant cycle. Animal-protein chains (dairy, poultry and eggs) are counted within food security. The shares are indicative envelopes, not fixed quotas: a tolerance of plus or minus 5 percentage points applies per sector; the split within each band is set by demand and by the climate-smart and financial-viability criteria; and each cycle is recalibrated and validated by MoA before launch.

Sector / cluster	**Year 1**	**Year 2**	**Year 3**
Cereals, legumes, potatoes (and fodder)	13%	22%	12%
Vegetables and protected agriculture	17%	22%	14%
Dairy (milk and processed)	14%	14%	12%

Sector / cluster	Year 1	Year 2	Year 3
Poultry and eggs	11%	11%	10%
Food-security core (subtotal)	**55%**	**69%**	**48%**
Small ruminants (sheep, goats)	9%	6%	8%
Beekeeping and honey	9%	6%	7%
Olives and olive oil	10%	6%	12%
Other fruits and tree crops	8%	7%	11%
Recovery and economic inclusion (subtotal)	**36%**	**25%**	**38%**
Agri-processing, niche and demand reserve	9%	6%	14%
Total	**100%**	**100%**	**100%**

Reading across the cycles, food security carries the majority every year (about 55 per cent in Year 1, about 69 per cent in Year 2, and about 48 per cent in Year 3 as the evidence-driven reserve grows). Year 1 gives livestock and beekeeping a clear restocking boost relative to later years, in line with the MoA priority and the conflict-related stock losses recorded in the agriculture damage assessment (poultry, small ruminants, cattle, and beehives), without making the year single-chain. Olives and other tree crops remain funded from Year 1 because tree rehabilitation is time-critical. The allocation also protects the facility's inclusion floors: the 35 per cent target for women (well served by beekeeping, dairy, and Mouneh processing), individual and small or marginal farmers, and conflict-affected and underserved districts. Exact figures are to be confirmed against PAD Annex 2, national MoA and FAO production data, and the agriculture damage assessment during MoA validation.

3.5 Ineligible Activities

In addition to the below activities, any activity that is not part of the PAD and not part of activities listed under paragraph 3.4, is not eligible.

Category	Reason
Land purchase	Not aligned with GATE's investment focus
Debt repayment	Not an investment

Category	Reason
Vehicles (non-agricultural)	Not aligned with climate-smart objectives
Political activities	Prohibited by World Bank
Activities classified as High Risk under the World Bank Environmental and Social Framework (ESF)	Ineligible in accordance with the GATE Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF.
Activities located in nature reserves, scenic areas, forest parks, drinking water conservation areas, or areas of high ecological or cultural value	Ineligible in accordance with the GATE Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF.
Activities located in areas intersecting with important natural habitats, or involving vulnerable or endangered plant or animal species	Ineligible in accordance with the GATE Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF.
Activities causing increased water abstraction from international waterways	Ineligible in accordance with the GATE Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF.

Chapter 4: Target Beneficiaries and Eligibility

4.1 Primary Target Groups

The primary target groups for the Matching Grant Facility are:

- Agricultural cooperatives registered with MoA's General Directorate of Cooperatives (GDC)
- Agriculture farmers associations are legally registered in the Ministry of Interior and Municipalities and operate in the agriculture, agri-food sector with proven experience in working directly with farmers and producer groups.
- Individual farmers (small and medium agricultural producers) registered with MoA. Unregistered eligible farmers will be referred to MoA centers to register before benefitting from the MG. Primary focus: Small and medium agricultural producers.

Note: The Matching Grant Facility does not target SMEs outside the agricultural cooperative/association framework.

4.2 GATE Project-Level Targets vs. Matching Grant Facility Targets

Indicator	GATE Project Target (2028)	Matching Grant Facility Target	Note
Direct project beneficiaries	80,000	**7,750** (6,750 from cooperatives and agriculture farmers associations + 1,000 individual farmers)	MG contributes to project target
Cooperatives and agriculture farmers associations supported	Not specified separately	**450** (of which **80 women-led**)	MG-specific target
Individual farmers supported	Not specified separately	**1000 (20% women)**	MG-specific target
Total farmers reached (members of cooperatives and agriculture farmers associations + individuals)	Not specified separately	**7,750** (6,750 members of cooperatives and agriculture farmers associations + 1,000 individual farmers)	Based on agreed simulation
Farmers adopting CSA technologies (PDO1_CSA)	TBD	**70%** of MG beneficiaries	

4.3 Eligibility Criteria

Formally Registered Cooperatives	**Agriculture Farmers Associations sector**	**Individual Farmers**
Cooperative must be registered in the General Directorate of Cooperatives المديرية العامة للتعاونيات at the Ministry of Agriculture and Ministry of Finance (cooperatives are exempt for taxes, MoF registration Certificate will be required to confirm their official registration.)	Agriculture Farmers association must be Legally registered in the Ministry of Interior and Municipalities in Lebanon and will be supervised by the General Directorate of Cooperatives-GDC.	Farmer must be Lebanese, smallholder, and registered or willing to register in the MoA Farmers Registry at the Ministry of Agriculture
Cooperative must have at least two cumulative years of operational experience since 2019 excluding any periods during which operations were disrupted due to conflict-related circumstances; for newly established cooperative OR a preparatory cooperative they must have been fully operational during the last fiscal year	Must be operating in the agriculture, agri-food sector with proven experience in working directly with farmers and producer groups. The legal mandate should clearly state their involvement in agriculture development and livelihood	Proof of productive asset ownership or right to operate, appropriate to the value chain: land for crop farmers stables / grazing access for livestock farmers, and apiary location (fixed or migratory) for beekeepers. Alternative documentation may be accepted, verified through MoA Farmers Registry record showing registration date and recorded value chain; Mukhtar attestation (إفادة من المختار); municipal attestation of land use or cultivation, lease agreement, livestock or hive

Formally Registered Cooperatives	Agriculture Farmers Associations sector	Individual Farmers
		records, as appropriate to the value chain..
The cooperative has submitted an audited balance sheet to the GDC for the above reported period. For newly established cooperatives (over the last fiscal year at the time of application), they must submit their Social and Economic proposal[2] at the time of incorporation or their documents of incorporation	Local operational presence through a dedicated equipped center (e.g presence of agri-food processing machines, lab testing equipment)	Farmers must be operating in agriculture or agri-food value chains, with priority for crops serving food security (e.g., wheat, legumes, fruits, vegetables, forage crops), and must have been active within the last 2 years. Phased prioritization: Year 1: recovery and food security, with priority attention to livestock and beekeeping restocking in conflict-affected areas; Year 2: food security value chains (cereals and legumes, vegetables and protected agriculture, and dairy); Year 3: based on needs and evidence, including value-chain and market studies, demand, and the agriculture damage assessment. Indicative sector allocations for each cycle (within a tolerance of plus or minus 5 percentage points) are set out in Section

[2] The socio and economic proposal represent a required document for the incorporation of the cooperative, and which serve as pre-requisite for receiving the official registration documents. It will technically replace registration documents for cooperatives which are in the incubation phase

Formally Registered Cooperatives	Agriculture Farmers Associations sector	Individual Farmers
		3.4.3; they are subject to MoA validation before each round, and each year remains multi-value-chain rather than limited to a single chain.
Cooperative must be operating in the agriculture and agrifood value chains	Financial transparency and matching contribution ability, with average turnover of no more than 100,000 USD over the last 2 years, validated through audited financial statements	Size of farm and number of livestock or hives must fall below the defined thresholds (maximum of 5 dunums for plant pr cultivated area (ha) for crop farmers; head count for small ruminants (sheep / goats), cattle, and poultry; and number of hives for beekeepers.
Cooperative must have capacity to cover the matching contribution at the time of application	Must demonstrate active operations for a minimum of 2 years, excluding periods of conflict-related disruption	Received financial support > 5000 USD prior to December 2024
Cooperative must have submitted the application form duly filled	Clean compliance record including tax compliance	
	PSEA commitment and ESF compliance	
	Association must have submitted the application form duly filled	Farmer must have submitted the application form duly filled

The Environmental and Social Screening Procedure (SESP) (Annex 17.13) shall be applied to all proposed subprojects prior to approval and commencement of activities. The SESP establishes the screening methodology, Environmental and Social risk classification process, and required Environmental and Social instruments and mitigation measures in accordance with the GATE Environmental and Social safeguard instruments, including the ESMF, ESCP, SEP, LMP, RF, the Pest Management Plan (PMP), applicable World Bank Environmental and Social Standards (ESSs), and applicable Lebanese national laws and regulations.

4.4 Gender and Fragility, Conflict, and Violence (FCV) Targeting

Beyond beneficiary quotas, gender and FCV integration includes:

Dimension	**Application**
Outreach methods	Women-focused information sessions; female outreach staff
Communication materials	Images and language inclusive of women; targeted messaging
Timing of sessions	Scheduled to accommodate women's care responsibilities
Accessibility	Venues safe and accessible for women; childcare support
Feedback collection	Separate feedback channels for women; female enumerators for surveys
Training design	Women-only sessions where culturally appropriate
Lower matching contribution	Women's groups: minimum 10% (vs. 20% for standard groups)
Productive recovery investments	Priority will be given to climate-smart investments that help restore productive assets, livelihoods, and market access in conflict-affected areas through documented damage such as photos and relevant supported documents.

Chapter 5: Outreach, Communication, and Beneficiary Feedback

5.1 Outreach Objectives

- Ensure potential beneficiaries across all priority regions are aware of the Matching Grant Facility
- Reach women farmers and women-led cooperatives and agriculture farmers associations to meet the 35% gender target
- Provide clear, accessible information about eligibility, application procedures, and deadlines and grievance procedures and channels

The call for applications will be disseminated through multiple channels to ensure broad outreach and accessibility. These include the Ministry of Agriculture (MoA) and its affiliated service structures, such as the Lebanese Agricultural Research Institute (LARI), agricultural extension centers, and the Directorate General of Cooperatives (GDC) regional offices. These entities will play a key role in sharing information directly with farmers, cooperatives, and other relevant stakeholders at the local level. In parallel, the call will also be disseminated online through various digital platforms, including official institutional websites, social media channels, and relevant partner portals, to maximize visibility and reach potential applicants who may not have direct access to MoA service centers. SMSs will also be used whenever mobile numbers are available as part of existing farmers and cooperatives datasets.

5.2 Gender-Sensitive Communication Campaign

A dedicated gender-sensitive communication campaign will be implemented as a distinct output:

Element	**Description**
Objective	Encourage all existing producer organizations (women-led cooperatives) and women farmers to engage in collective action and participate effectively in the facility through private consultation meetings
Methods	Radio announcements, social media (Facebook, WhatsApp), community meetings, flyers
Targeting	Specific outreach to women's cooperatives and groups

Element	Description
Messagin g	Highlight success stories of women farmers; emphasize lower matching contribution for women's groups (10%)
Indicators	Number of women reached; percentage of applications from women-led cooperatives and agriculture farmers associations

5.3 Outreach Methods and Channels

Method	Responsible	Timing
Public announcement via MoA website, GDC website, social media platforms, UNDP, and digital Apps, and CDR portal	Project team / PCU/MoA	Launch + 1 week
Direct notification to registered cooperatives and farmers (email/SMS)	Project team /MoA	Launch + 1 week
Information sessions in each governorate	Project team / MoA extension	Launch + 2-4 weeks
Flyers and posters at MoA service and agricenters and DGC regional offices.	Project team	Launch + 2 weeks
Social media campaign	Project team	Ongoing

5.4 Beneficiary Feedback Collection and Use

In addition to the formal grievance mechanism (Chapter 14), a lighter beneficiary feedback mechanism will be established for routine implementation feedback.

Element	Description
Purpose	Collect feedback on training quality, TA satisfaction, application process, and implementation support
Channels	Dedicated emails for SEA/SH and GBV: SEASH.GM.GATE@cdr.gov.lb

Element	Description
	for stakeholders/beneficiaries : grm.gate@cdr.gov.lb in addition to (feedback@undp.org), SMS survey, suggestion boxes at MoA offices, feedback forms after training and direct call at CDR Phone (01980096 Ext : a. (334) Social and Gender Specialist or, b. By Fax (CDR): 01981255
Frequency	Continuous; structured collection after each training event and at grant milestones
Analysis	project team M&E Officer analyzes feedback monthly
Use	Feedback used to adjust training content, improve TA delivery, and refine procedures
Reporting	Summary of feedback and actions taken included in quarterly progress reports

Chapter 6: Training and Technical Assistance

6.1 Overview

All grant beneficiaries receive training and technical assistance. Training shall be structured in at least two phases:

1. After pre-screening and before submission of climate smart business plans/full application (pre-grant training)

2. After business plan approval and/or during implementation follow up will be conducted by the project team on implementation process, compliance with the business plan activities, etc

UNDP shall coordinate with the capacity-building service provider responsible for training on CSA under Subcomponent 3.1 to ensure all MGs beneficiaries benefit from the CSA training package.

6.2 Training Needs Assessment

Prior to training delivery, a participatory assessment will identify:

- Current capacity levels in financial literacy awareness and skills, business management, and market readiness
- Priority training needs by region, value chain, and beneficiary type
- Off-taker requirements for target markets

6.3 Indicative Training Package for Grant Beneficiaries

To reduce the administrative burden on smaller beneficiaries, a simplified proposal format may be used for individual farmers, while more detailed business plans will be required for Cooperatives and agriculture farmers associations.

Module	**Topics**	**Duration**	**Audience**
1. Climate-Smart Business Plan Preparation	Business idea development; climate risk assessment; financial projections; matching grant application support	1 day	All beneficiaries For individual farmers, applicants will be supported to prepare a simplified climate-smart investment proposal, including a basic work plan, budget, and expected results.

Module	**Topics**	**Duration**	**Audience**
			For Cooperatives and agriculture farmers associations, applicants will prepare a more detailed climate-smart business plan, including financial projections, market considerations, and investment justification.
2. Environmental and Social Framework (ESF) Requirements	Overview of the applicable Environmental and Social requirements under the GATE ESMF, ESCP, SEP, and LMP, including OHS measures, grievance mechanism procedures, SEA/SH prevention measures, mitigation measures, and compliance	1 day	Grant beneficiaries, including cooperatives, associations, farmer groups, and individual farmers
3. Governance and Financial Management	Cooperative governance; record keeping; cost analysis; financial reporting	2 days	Cooperatives/ agriculture farmers associations/individual farmers Corporate governance training doesn’t apply to individual farmers

The above training modules in particular those related to the Climate Smart Business Plan and the Governance and Financial Management, will be designed in close cooperation with the GDC staff and delivery could be supported by relevant technical staff from the GDC. In such case, no remuneration or professional fees will be paid to civil servants. Only transportation, subsistence and communication costs, related to training delivery will be appropriately accounted for and managed in accordance with UNDP's applicable rules and procedures.

6.4 Technical Assistance During Implementation to all MGs beneficiaries

Assistance Type	Description	Responsible	Frequency
Business plan finalization	Support to finalize climate-smart business plans	Project team Training Coordinator	Pre-grant
Site visits	Technical guidance and progress verification	MoA extension / Project team	Maximum 2 per grant
Access to e-commerce Portal	Selected beneficiaries of the climate smart marching grant will be provided access to the E-Commerce portal developed by UNDP for the GDC	Project team GDC	Throughout implementation
Exhibition and Market Linkage	Booth preparation and rental fees for booths based on cost-sharing mechanism, buyer negotiation; post-exhibition follow-up (if included in the grant component)	Project team	As needed
Grant record-keeping and reporting support (Part of Financial Literacy Training)	Beneficiaries will be trained on documenting expenditures, maintaining basic financial and implementation records, and reporting on the use of grant funds in accordance with the grant agreement requirements	Project team / Trainer	Throughout implementation
Off-taker linkage support	Introduction to buyers and technical support to align with specs of off takers	Project team	As needed

Assistance Type	Description	Responsible	Frequency
Troubleshooting	Remote and in-person assistance	Project team	As needed
Environmental and Social (E&S) implementation support	Support for implementation of applicable E&S requirements and mitigation measures	Project team ES specialists	As needed

6.5 Training Monitoring Indicators

Indicator	Target	Data Source
Beneficiaries trained (by module)	100% of grant recipients	Training database
Training satisfaction (%)	85%	Satisfaction survey
Business plans completed	100% of grant recipients	Project team records

Chapter 7: Beneficiary Selection Process

7.1 Application Process

Application Windows: Rolling basis with quarterly cutoffs (45-day application windows)

Application Package Requirements:

- Completed application form (Annexes 17.2, 17.3)
- Proof of registration (GDC certificate for coops; MoA Farmers Registry for individuals)
- Bank account confirmation or alternative transfer channel
- Proposed budget and work plan
- Climate-smart business plan (developed with Project team support per Chapter 6)
- Matching contribution commitment letter
- Completed Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF.
- Signed Environmental and Social Compliance Declaration (Lebanese laws, ESF, ESMF, ESCP, LMP and ESMPs, as applicable)
- Code of conduct should be signed with workers and consultants or supervisors who have direct contact with groups or individuals farmers
- *Signed "Previous Financial Support Declaration" (Annex 17.X) disclosing any grants, subsidies, or soft loans received from any source (governmental, international, or private) exceeding USD 1,000 in the last 3 fiscal years, including donor name, amount, and period.*

Step 1: Call for Application: Development and launch of Call for proposal in Arabic and English languages. The call for proposals will be widely disseminated through the Ministry of Agriculture, the Directorate General of Cooperatives, UNDP, and local partner networks, complemented by regional outreach activities and information sessions

Step 2: Pre-Selection: Following the closure of the application process, the UNDP technical team will collect and review all submissions and conduct a preliminary selection to identify applicants that meet the project's eligibility criteria. The preliminary list of beneficiaries will be subject to validation by the technical committee composed of UNDP, CDR, MOA and GDC.[3]

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Shortlisted applicants will be requested to undergo training on the preparation of climate-informed business plans to support the development of stronger and more comprehensive funding proposals.

Step 3: Training Support for Business Plan Preparation: As specified in Chapter 6, Module 1, the Project Team will provide training and technical assistance to applicants for the preparation of climate-informed business plans and applications, especially for smaller producer groups and individual farmers with limited technical capacity (per PAD). Training will also include high level ESF requirements

Step 4: Proposals and Business Plans Submissions: All received business plans and proposals will be reviewed by the UNDP project team. Applicants will also undergo a high-level Environmental and Social Screening to assess the significance of potential environmental and social risks associated with their proposed activities. Applications categorized as high risk — including those likely to negatively impact natural habitats, forests, rivers, or other sensitive ecosystems — will not be considered.

The final list of selected beneficiaries will be reviewed with the Grant Selection Committee for final approval. A sample of the final list of beneficiaries will also undergo review by the World Bank team, for the first year of operation.

7.2 Administrative and Technical Screening

Step	Action	Responsible	Timeline
1	Call for application dissemination	UNDP Technical Team, MoA and GDC	2 weeks
2	Collection of all submitted applications, migration from Jotform or Kobo to Excel and pre-screening of all submitted documentation to check validity with eligibility criteria	UNDP technical team	10 business days
3	Validation of pre-selection of beneficiaries	Technical committee including UNDP, GDC, MOA and CDR	2 business days

Step	Action	Responsible	Timeline
4	Delivery of Climate Smart Business Plans including basic environmental awareness training for pre-selected beneficiaries that meet the project eligibility criteria	Technical team GDC MoA	15 business days
5	Call for proposal to submit climate smart business plans and final proposal	Technical team GDC MOA	10 business days
6	Technical appraisal and evaluation of all submitted application and climate smart business plans, including E&S screening using SESP, including verification of compliance declaration and national laws. Technical appraisal will also include site verifications either online or physical *As part of the technical appraisal, the UNDP Finance Associate will verify the 'Previous Financial Support Declaration' against the applicant's submitted bank statements and cross-check with the GDC and GATE PCU databases. Cooperatives found to have received cumulative financial support exceeding USD 5,000 from any donor in the last 3 years will be scored 0 for Criterion #6. Cooperatives that fail to declare such support will be subject to disqualification for misrepresentation.*	Technical team GDC	30 business days (depending on number of applications received
7.1	**Stage 1**: Final Validation of Sample by Grant selection committee	Grant Selection Committee	2 business days
7.2	**Stage 2**: 20% sample reviewed by World Bank	World Bank	8 business days
8	Low Value Grants contract issuance	UNDP Technical	10 business days

7.3 Due Diligence and Capacity Assessment

Assessment Element	Cooperatives / agriculture farmers associations	Individual Farmers
- **For Agriculture farmers associations:** audited financial statements or similar certificates issued by official authorities. - **For Cooperatives:** official audited balance sheet / budget submitted to the GDC (these include a comprehensive Financial Statement, P&L, Balance sheet, etc.) OR statement of account, P&L for cooperatives established in 2025.	Required	Any proof of agricultural activity /transactions for 1 year over the last 3 years. Proof include: MoA Farmers Registry record showing registration date and recorded value chain; Mukhtar attestation (إفادة من المختار); municipality attestation (إفادة من البلدية); MoA extension agent or Agricultural Service Centre confirmation; agricultural input purchase receipts (seeds, seedlings, fertilisers, pesticides, feed, veterinary supplies); sales receipts or invoices issued to wholesalers, cooperatives, or processors. ~~Not required.~~
Bank reference letter	Required for associations (if available for cooperatives)	Recommended
Tax and social security clearance	Required for associations only	Not required
Matching contribution capacity	Verified via bank statement, balance sheet, or statement of account (if available for cooperative)	Verified/refer to table 9.1 for verification

Assessment Element	**Cooperatives / agriculture farmers associations**	**Individual Farmers**
Legal status verification	Registration with GDC/MoA, and MOF	MoA Farmers Registry
AML/CFT sanctions checks	Required	Required
Financial support received in the last 3 years	Required Verified through audited balance sheet for cooperatives and UNDP beneficiary registry	Not Required
Social, Economic, and Equality Impact; Inclusion and Reach	Required: Verified through audited balance sheet for cooperatives(line item referenced as external wage as well as دعم مشاريع). Through beneficiary list and track record for farmers' associations	Not Required

7.4 Environmental and Social Framework (ESF) Screening

Per PAD Sec. IV.C & D, all proposed subprojects shall be screened and assessed in accordance with the applicable requirements of the World Bank Environmental and Social Framework (ESF), the GATE Environmental and Social Management Framework (ESMF), the Environmental and Social Screening Procedure (SESP) (Annex 17.13), adapted from Annex A of the GATE ESMF, Annex G (Pest Management Plan-PMP) of the GATE ESMF, and the relevant Environmental and Social provisions of the Project Operational Manual (POM).

Category	**Description**	**Action**
Low Risk	Minimal or no adverse impacts	Proceed with standard grant agreement
Moderate Risk	Potential adverse impacts that can be mitigated	Applicant must develop ESMP as part of the climate smart business plan
High Risk)	Significant adverse impacts	**Ineligible**

7.5 Grant Selection Committee – Composition and Procedures

Per the GATE PAD, the Final Grant Selection committee is chaired by the General Directorate of Cooperatives (GDC) and includes representatives from MoA Directorates, MoE, MoEW, PCU-CDR members and UNDP.

The Grant Selection Committee will be responsible for ensuring that the project minimum criteria are met including but not limited to gender, business plan viability, social and equity impact, environmental compliance, etc. For that end, UNDP will prepare a summary presentation including a short summary and statistics of selected beneficiaries to inform decision making. Approval should not exceed 2 days.

Member	Role
General Directorate of Cooperatives (GDC)	Chair
MoA – Relevant Directorate	Member

Member	Role
MoA GATE Focal Point	Advisory support
Ministry of Environment (MoE)	Advisory support
Ministry of Energy and Water (MoEW)	Advisory support
PCU-CDR Representative	Member
CDR-recruited Consultants	Advisory support
UNDP (PMU)	Member

7.6 Scoring Methodology

For Cooperatives:

Minimum passing score: 65/100

	Scoring Criteria	**Scoring Weight**
1	**Technical Feasibility of the proposal** A proposal's technical feasibility is rated Strong, Moderate, or Weak based on how many of three criteria it meets: (I) Climate-Smart Relevance, Market Alignment, and Proposal Viability — whether the plan offers a technically sound, climate-smart investment (e.g., water/energy efficiency, renewable energy, climate-resilient production, reduced inputs, better storage/processing, or value addition) suited to the cooperative's needs and market; (II) Implementation Arrangements, Existing Resources, and Financing/Technical Assistance Needs — whether it clearly outlines roles for the cooperative, members, and partners, existing resources available, and remaining financing/technical assistance gaps; and (III) Resource Efficiency, Climate Responsiveness, and Inclusive Long-Term Impact — whether it's expected to deliver climate, environmental, or socio-economic benefits like reduced resource use, less waste, higher sales, and inclusive income or jobs for members, women, youth, and farmers.	35%
2	**Financial sustainability of the cooperative** (<u>For established cooperatives</u>**:** Year-on-year increased or stagnant turnover, excluding conflict-related disruption periods of 2024 and 2026 <u>For newly established cooperatives (January 1, 2025 - onwards)</u>**:** demonstrated revenue generation (turnover) from activities in recent months (P&L)	15%
3	**Social inclusion and equality Impact** of the Cooperative (Women's participation in membership and board leadership, and inclusion of youth aged 18–30 and/or persons with disabilities)	15%

4	**Socio-economic Impact** of the Cooperative (A positive contribution from turnover reserves allocated to socio-economics (لدعم مشاريع) activities in the last two submitted budgets, AND documented external labor wages)	15%
6	Cooperative has not received previous financial support in the last 3 years	10%

Environmental and Social (E&S) compliance shall constitute a mandatory pass/fail eligibility requirement and shall not be included as a weighted scoring criterion. All proposed subprojects must successfully complete the Environmental and Social screening process in accordance with the GATE ESMF and SESP prior to approval.

For Farmers

Minimum passing score: 65/100

	Scoring Criteria	**Scoring Weight**
1	**Technical feasibility of the climate-smart business plan** (soundness of CSA investment, alignment with priority value chains, farm-level fit; Reasonableness of expected revenue or productivity improvements in light of prevailing local market conditions.) **Climate-smart orientation** (water efficiency, energy efficiency, soil health, GHG reduction, rational use of pesticides and fertilizers) The proposed activity matches the farm's value chain, plot size, and existing setup (20 points); includes at least one climate-smart practice such as drip irrigation, mulching, water harvesting, solar pumping, composting, conservation tillage, or rational use of pesticides and fertilizers (one practice = 15 points, two or more = 20 points); can be implemented within one agricultural season (5 points).	45%

2	**Vulnerability & Social Inclusion** Applicant meets at least one of the following categories: woman-owned or woman-headed farm, applicant under 35, person with disability, elderly farmer aged 60 or above, household registered in MoSA's National Poverty Targeting Programme, resident of a deprived locality,(one category = 10 points; two or more categories = 20 points)	20%
3	**Operational Track Record and Market Participation** Active production and local sales and applicant is currently producing and selling, even informally. Production over the last 24 months is evidenced by input purchase receipts, dated photos of the parcel, livestock, or hives with harvest, or technical team confirmation (two or more documents = 20 points; one document = 10 points; declared and partially verified = 5 points).	20%
4	**Existence of climate smart practices** The farm already includes one or more climate-smart practices from the eligible list: drip irrigation, mulching, water harvesting (cisterns, rooftop or runoff collection), solar pumping or solar-powered equipment, composting or organic fertilizer production, conservation tillage or reduced tillage, biopesticides or integrated pest management, cover cropping, and agroforestry.(Two or more practices= 15 points; One practice= 10 points; zero practices= no points).	15%

For agriculture farmers associations

Minimum passing score: 65/100

	Scoring Criteria	**Weight**
1	Project Design and Methodology and Technical Soundness and Climate-Smart Approach: The entity needs to submit a clear concept note or project proposal on how the grant will be used. What will be assessed: ● Problem analysis and beneficiary needs in target areas ● Climate-smart orientation (water, soil, energy efficiency) & level of innovation	40%

	• Feasibility of timeline and implementation plan + sustainability plan	
2	Financial Management Efficiency: Budget Realism and Cost-Efficiency. What will be assessed: • Realism of unit costs and value-for-money (Budget lines) • Direct beneficiary support vs personnel and overhead ratio • Reasonableness of cost per beneficiary in relation to the intervention	20%
3	Beneficiary Targeting and Expected Reach. What will be assessed: • Number and profile of farmers/producers expected to be reached; • Share of women beneficiaries; • Expected inclusion of persons with disabilities and other vulnerable groups; • Local economic spillovers expected from the project.	10%
4	Risk Management and Safeguards. What will be assessed: • Existing PSEA policy, code of conduct, and reporting channels • Existing environmental and social safeguards • Risk register with mitigation measures and grievance mechanism	10%
5	Past Community Reach and Local Partnerships: • Past projects performance in reaching farmers and local communities; • Existing local partnerships and networks (Quality of technical partnerships (Research institutions, universities, MoA, GDC, Green Plan ..etc.)	10%
6	Organizational Track Record and Governance: governance and administrative capacity (Board structure and functionality, annual reports, audited statements, number of previous projects successfully completed). What will be assessed: • Audited financial statements for the last two fiscal years; AND • Annual reports, activity reports, or equivalent documentation demonstrating governance and operational continuity	10%

7.7 Conditional Approval and Appeals

Conditional Approval Letter includes:

- Approved grant amount
- Matching contribution required
- Conditions to be met before grant agreement signing
- Deadline for acceptance (15 business days)

Appeals Process:

- Unsuccessful applicants may submit a letter of protest immediately, and UNDP must acknowledge receipt of such request within two business days.
- Such protests are regulated under the attached policy, which is also incorporated into UNDP's Procurement website. The first level of review is the Country Office (CO), the second level is PSO/BMS, and the third level is OAI in cases involving potential misconduct. Suppliers may choose directly which level they wish to address.
- The Grievance Redress Committee first is the CO, then PSO/BMS, or OAI. Again bidder may choose which one to contact but usually they first address the CO.
- The below information is also publicly available under each Country Office Procurement webpage to ensure transparency for all interested suppliers.
- **Related resources**
- UN Supplier Code of Conduct (PDF)
- Procurement Protest and Vendor Sanctions
- Qualification and Eligibility of Vendors
- Appeals reviewed by PSC (Level 2)
- Final recourse: PCU Grievance Redress Committee GRC (Level 4)

Chapter 8: Grant Agreement and Disbursement

8.1 Grant Agreement Framework

A standard Grant Agreement will be signed between:

- UNDP (Service Provider) as the grantor (acting on behalf of the Government of Lebanon represented by CDR)
- Beneficiary (Cooperative, Farmers Association, or Individual Farmer) as the grantee

Important: UNDP will sign grant agreements directly with beneficiaries to enable funds disbursement.

NB Although some sections were included in this manual, the service provider (UNDP) should provide a more detailed description of the full implementation process, including at least:

- *outreach and call for applications,*
- *submission procedures and supporting documents,*
- *training phases,*
- *screening and evaluation,*
- *Business Plans review and approval,*
- *grant agreement and disbursement arrangements,*
- *payment procedures,*
- *grievance procedures in line with grievance mechanism at PCU CDR*
- *follow-up, monitoring, and reporting.*

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8.2 Required Clauses (Per World Bank Requirements)

Clause	**Description**	**Source**
Grant amount and matching contribution	Clear breakdown of Matching Grant Facility/UNDP and beneficiary shares	PAD Sec. II.B
Milestone schedule	Specific deliverables linked to disbursement amounts	World Bank standard
World Bank anti-fraud clauses	Prohibition of fraud, corruption, collusion, coercion, obstruction	PAD Sec. IV.B

Clause	Description	Source
ESF compliance clause	The beneficiary shall comply with all applicable Lebanese environmental and social laws and regulations, and with the World Bank Environmental and Social Framework (ESF), including the GATE ESMF, ESCP, SEP, LMP, RF ,the approved SESP, and any ESMP or mitigation measures required for the subproject.	PAD Sec. IV.C & D
SEA/SH prohibition	Zero-tolerance for sexual exploitation, abuse, and harassment through GRM and sites visits	PAD Sec. V (GM)
AML/CFT compliance	Anti-money laundering requirements	PAD Sec. IV.B
Audit rights	World Bank / UNDP right to verify/audit the process and grantee records	World Bank standard
Termination clauses	For non-performance or misuse of funds	World Bank standard

8.3 Milestone Definition and Scheduling

Milestone	Deliverable	Disbursement %
Milestone 1	Grant agreement signed; bank account confirmed; any other transfer modality, matching contribution verified; ESF clearance obtained, including completed SESP and signed Environmental and Social Compliance Declaration. No subproject activities shall commence prior to approval of the E&S instrument. First tranche disbursed	60%
Milestone 2	Procurement completed; equipment delivered; installation complete (if applicable); ESMP compliance verified.	40%

Milestone	Deliverable	Disbursement %
	Assessment will be done through site visits by the project team and TPMA verification of all deliverables and related expenses and documentation. Final report submitted; financial report with receipts; impact assessment; ESF closure report, verified by UNDP and TPMA	

8.4 Matching Contribution Terms

The beneficiary's matching contribution must be:

- Verified before each disbursement (pro-rated for milestone)
- Documented with receipts, bank statements, or approved in-kind valuation (per Chapter 8)
- Contributed in parallel with UNDP disbursement (not after)

Note: This is aligned with the contribution criteria (in-kind or financial). Depending on the contribution type, certain support might not be possible to be pro-rated.

8.5 Reporting Obligations

Report Type	Content	Due
Progress Report	Activities completed; photos; challenges; next steps	With each disbursement request
Financial Report	Expenditures by budget line; receipts attached (Part of the Progress report of the Low Value Grant Modality)	With each disbursement request
ESF Compliance Report	For Moderate Risk subprojects: status of ESMP implementation	Quarterly
Final Report	Summary of achievements; lessons learned; sustainability plan, incident and accident reporting	At grant completion

Note: for farmers, a simplified reporting system will be used, yet accountability will be ensured. The simplified grant management system reduces documentation to essential one-page farmer-facing forms while maintaining robust accountability through FSP transaction records, physical asset verification, approved business plans, post-distribution monitoring, and the full application of all eligibility, compliance, audit, and safeguarding requirements.

8.6 Disbursement Request Process

Grantee submits:

- Milestone completion report
- Evidence of achievement (photos, delivery notes, installation certificates)
- Matching contribution verification (receipts, bank statements, in-kind valuation)
- Progress report including supporting documentation (contracts, purchase orders (as applicable) invoices, receipts, payments, etc…
- ESF compliance report (for Moderate Risk subprojects)

Project team reviews

- Technical Officer: Milestone verification
- Finance Officer: Financial verification and reconciliation
- E&S Officer: ESMP compliance (for Moderate Risk subprojects)
- M&E Officer: Site visit (if required)
- Approval (per 7.3 thresholds)
- Disbursement via UNDP/PCU financial system

Note: The disbursement process differs depending on whether the grantee is an individual farmer or an LVG grantee, as stipulated in the contracts. UNDP contracts already provide these details.

Approval per authorization thresholds → Disbursement via UNDP financial system

8.7 Approval Workflow and Authorization Thresholds

UNDP internal approval thresholds apply in accordance with UNDP POPP and the UNDP Lebanon Internal Control Framework. The thresholds table previously included has been removed as UNDP's regulatory framework applies.

Grant Agreement Signing: UNDP as the delegated implementation partner signs grant agreements with beneficiaries (grant agreement includes UNDP and beneficiary signature only).

TPMA Role: TPMA has validation functions as per PAD Specific Control Arrangements (para 36–37).

8.8 Payment Methods

Modality	Description	When Used
Direct Payment	UNDP pays suppliers directly only in limited cases	Preferred for equipment; coops and farmers have very low turnover and limited capacity to front-load payments
Advance Disbursement	UNDP advances funds to beneficiary account	All cooperatives and agriculture farmers associations will receive advances as per LVG POPP

Segregated Bank Accounts or Money Transfer Operators: Per PAD Specific Control Arrangements, each beneficiary shall open a segregated bank account to receive funds. Payments may be made through a Money Transfer Operator (MTO) where a bank account cannot be opened, or by cheques.

Vendor Payments: Vendor payments (farmers, cooperatives, etc.) shall be made by UNDP directly from UNDP bank accounts in accordance with UNDP Financial Regulations and Rules and applicable POPP procedures, upon verification of delivery and acceptance of goods or services and receipt of a valid invoice. Modalities of disbursement (i.e., cheque, bank transfer, or OMT) will be decided based on vendor's specific requirements and agreed in advance.

Key financial rules applicable to vendor payments:

- Payments may be made only against a valid contractual instrument (e.g., Purchase Order, LVG contract, Long-Term Agreement call-off, or other UNDP-approved agreement) that has been duly authorized in accordance with UNDP's delegated authority framework.

- No payment shall be affected without confirmation that goods or services have been delivered and accepted, except where advance payment is explicitly permitted under UNDP rules (e.g., approved prepayments - LVG). Expenses are recognized only when goods/services are rendered and accepted by UNDP.

- Payments must be supported by a valid vendor invoice and processed through UNDP's Accounts Payable procedures in accordance with POPP, ensuring proper verification, budget availability, and segregation of duties under the Internal Control Framework.

- All vendor payments are executed directly by UNDP from UNDP bank accounts, applying UNDP financial controls; no direct cash transfers are made to implementing partners under UNDP support service arrangements.

- Payments must comply with anti-fraud, anti-corruption, and vendor sanctions requirements, including application of the UNDP Procurement Manual and verification against applicable sanction lists.

- Vendor payments are subject to UNDP internal and external audit, and UNDP is responsible for maintaining complete financial records and documentation evidencing the proper and prudent use of funds.

Chapter 9: Matching Contribution Verification

9.1 Eligible Forms of Matching Contribution for beneficiaries

Type	Examples	Verification Method
Cash	Beneficiaries can purchase the needed tools/equipment and present evidence of delivery	Bank / digital wallet statement showing transfer, deposits, savings etc.
Labor	Farmer/cooperative member labor for installation through invoices / pay checks or other proof of payment with ID	Timesheet × standard daily wage rate
Materials	Pre-owned materials (sand, gravel, timber) or other raw material used in the production process	Receipts or market valuation × quantity
Land	Land use for the purpose of the project	Lease value assessment or opportunity cost calculation
Existing Equipment	Use of existing tractors , tools, etc.	Depreciated value assessment, lease agreement, receipts, etc..

Chapter 10: Market Linkage and Exhibition Support

10.1 Technical Support and Market Linkages 2

The Matching Grant Facility will promote market access by supporting linkages between formalized producer groups and off-takers, as well as other marketing channels and will provide the opportunity to link formalized producer groups to off-takers and market linkages. UNDP will facilitate these market access opportunities through buyer linkages, access to other business channels, e-commerce onboarding, and participation in exhibitions. Off-takers may include private firms, brokers, traders, exporters, wholesalers, supermarkets, specialized distributors, processors, restaurant chains, school feeding programs, hospital food supply, and other buyers. To enable producer groups to meet the specifications, standards and quality requirements of targeted off-takers or market, training will be provided through a service provider under Subcomponent 3.1. of GATE.

10.2 Eligible Exhibition-Related Investments

UNDP will support the preparation of collective booths and exhibition preparation to maximize exposure. Relevant exhibitions will be identified by UNDP and MoA -GDC during the implementation stage.

Investment Category	**Eligible Items**	**Maximum Grant**
Transportation	Product transport to exhibition	
Booth fee + Branding	Registration and booth rental	Will be determined later on

UNDP will also support the identification of agriculture farmers associations and cooperatives that could participate in international exhibitions under subcomponent 3.3.

10.3 Consolidated Market Linkage and Exhibition Monitoring Indicators

Indicator	Final Target	Data Source	Frequency
Exhibition Participation			

Indicator	Final Target	Data Source	Frequency
Exhibitions with Matching Grant Facility beneficiary participation	50	Post-exhibition reports	Annual
Market Linkages			
New buyer/ linkages established through exhibition/ off taker linkages /or e-commerce support	150	Post exhibition reports / e-commerce data	Annual
Value of sales generated through exhibitions (USD)	TBD (baseline to be established)		Annual
Quality and Compliance			
Beneficiaries meeting off-taker specifications	80% of linked beneficiaries	Buyer confirmation	Quarterly
Feedback and Satisfaction			
Beneficiary satisfaction with exhibition or market linkage support	85%	Post-exhibition surveys	Per event

10.6 Visibility Requirements for Exhibition Participation

All communication material including exhibition-related and booths must follow a clearance modality to be agreed upon by all partners. Indicative display of Logo’s :

- MoA logo: On all project signage and visibility materials, the MoA logo shall be positioned in the upper right quadrant of the sign

- GDC logo: To be placed as specified
- CDR logo: Shall be placed in the upper left quadrant
- World Bank logo: Shall be centered below both, or as specified in the approved visibility template
- UNDP logo: Below World Bank logo or as specified

GATE Project acknowledgment text:

"This activity is implemented by the United Nations Development Programme (UNDP) as service provider for the Council for Development and Reconstruction (CDR) in partnership with the Ministry of Agriculture (MoA), under the Lebanon GATE Project (P180334), as a loan financed by the World Bank.

Chapter 11: Monitoring, Evaluation, and Results Framework

11.1 GATE Results Framework (Project-Level)

Per GATE PAD Section VII, the project tracks the following indicators. The Matching Grant contributes to these targets.

Note (alignment with the cleared GATE M&E Framework). The indicator names, codes and life-of-project (LOP) targets below are drawn from the cleared GATE M&E Plan and Results Framework and the M&E Framework Guideline (V1.0, 1 June 2026), to which the Matching Grant Facility contributes and reports. For the purpose of this facility, the official umbrella term "Farmers' Groups" is read as registered cooperatives and agriculture farmers associations.

Code	**Indicator (official name in the cleared M&E Framework)**	**LOP target (cumulative)**
PDO1_CSA	Number of farmers adopting CSA technologies	12,000 (Y2 3,000; Y3 7,000; Y4 9,000)
PDO2_CSA_F	Number of women farmers adopting CSA technologies	3,000
PDO5_SALES	Increase in the value of agri-food sales by beneficiaries	20 per cent
PDO6_SALES_F	Increase in the value of agri-food sales by women-owned or women-led beneficiaries	20 per cent
RC1_IN1_Grant	Number of Farmers' Groups receiving matching grants	450 (Y1 50; Y2 250; Y3 400; Y4 450)
RC1_IN2_Grant_F	Number of women-led Farmers' Groups receiving matching grants	80
RC1_IN3_Link	Number of Farmers' Groups linked with off-takers or agri-food businesses	150
RC1_IN4_Link_F	Number of women-led Farmers' Groups linked with off-takers	40
RC3_IN17_CSAFarmerT	Number of farmers and farm workers trained on climate-smart production practices	15,000
RC4_IN30_GRM	Percentage of feedback cases addressed and responded to within 30 days	90 per cent

Indicator	Baseline	Project Target (2028)	Data Source
Direct project beneficiaries	0	80,000	Project M&E
of which female	0%	TBD	Project M&E
Farmers adopting CSA technologies (PDO1_CSA)	0	TBD	Post-training survey
SMEs receiving support	0	TBD	Project M&E
Jobs preserved	0	22,000	Project M&E
New jobs created	0	2,200	Project M&E
Farmers with improved water access	0	17,000	Project M&E

11.2 Matching Grant – Specific Indicators

Category	Indicator	Target	Data Source	Frequency
Outreach (General)[4]	Beneficiaries reached through general information sessions (announcements, flyers, radio, social media, MoA service centers)	1,450 (indicative)	Attendance sheets / outreach logs	Annually
	of which women reached	Minimum 35% of campaign participants	Campaign reports / attendance sheets	Annually
Grant Selection	Cooperatives and agriculture farmers associations approved (reported under the cleared M&E Framework as "Number of Farmers' Groups receiving matching grants", RC1_IN1; women-led: RC1_IN2)	450 (of which 80 women-led)	Grant database	Quarterly
	Individual farmers approved	1,000	Grant database	Quarterly
	Female beneficiaries	20%of total beneficiaries (to be determined based on farmer registry statistics;	Grant database	Quarterly

[4] This indicator is only for indicator tracking usage

Category	Indicator	Target	Data Source	Frequency
		ideally to reflect same composition by sex)		
Training	Beneficiaries trained (by module)	100% of grantees	Training database	Quarterly
	Training satisfaction	85%	Satisfaction survey	Per training
Investment	Matching grants disbursed (USD)	18,500,000	Finance system	Quarterly
	Beneficiary matching contribution	Min 20% (10% for women's groups)	Finance system	Quarterly
	Beneficiaries accessing new market channels (off-takers, fairs, e-commerce, organized buyers, etc.)	At least 30% of beneficiaries	Project records / beneficiary reports	Annual
	Beneficiaries reporting increased sales / improved market access following grant support	At least 40% of beneficiaries	Beneficiary reports / post-grant survey	Annual
Feedback	Beneficiary satisfaction with technical assistance	80%	Feedback surveys	Quarterly
	Grievances resolved within 15 days	90%		

Category	Indicator	Target	Data Source	Frequency
Environmental and Social Compliance	Number (or %) of matching grant applications screened using the Environmental and Social screening form prior to approval	100% of applications	SESP records	Quarterly
	Number of grant beneficiaries with an approved ESMP or Environmental and Social Action Plan (ESAP) prior to commencement of activities	100% of applicable subprojects	ESMP / ESAP records	Quarterly
	Subprojects by E&S risk classification	Tracked and reported	SESP database	Quarterly
	Non-compliances observed	Tracked and reported	Monitoring reports	Quarterly
	Non-compliances resolved	100% of identified non-compliances resolved	Corrective action records	Quarterly
	Number of E&S spot checks / field monitoring visits conducted on grant beneficiaries per reporting period	Tracked and reported	Site visit reports	Quarterly
	Number of grievances received, resolved, and pending through the	Tracked and reported	GRM records	Quarterly

Category	Indicator	Target	Data Source	Frequency
	project Grievance Mechanism (GRM)			
	Number of incidents and accidents reported and addressed	100% reported and addressed	Incident records	Quarterly

A dedicated gender-sensitive awareness and visibility campaign will be implemented as a distinct output of the Matching Grant Facility. The campaign aims to:

- Raise awareness among potential beneficiaries, with particular focus on reaching women farmers and women-led cooperatives and agriculture farmers associations
- Ensure visibility of the GATE project's commitment to gender inclusion
- Encourage existing producer organizations and women farmers to engage in collective action

The campaign shall include: radio announcements, social media outreach (Facebook, WhatsApp), community meetings, flyers, and targeted messaging emphasizing lower matching contributions for women's groups (10%).

Success indicators for the campaign shall include:

- Number of women reached (minimum 35% of campaign participants)
- Percentage of applications from women-led cooperatives and agriculture farmers associations"

11.3 TPMA

Per PAD Specific Control Arrangements (paragraphs 36–37), the Third-Party Monitoring Agent (TPMA) shall perform the verification based on the agreed upon TORs. In general, the TPMA will:

- Review and validate that recipients have met project criteria
- Verify that final selected beneficiaries meet eligibility criteria
- Validate that funds received have been used for their intended purposes
- Review the selection process of farmers/agriculture farmers associations
- Validate that eligible beneficiaries have signed an agreement with UNDP as an implementation partner on behalf of CDR.
- Review and verify that implementation has been carried out in accordance with the signed agreement
- Validate financial reports submitted by beneficiaries
- Conduct a minimum of **20% random spot checks** on matching grant beneficiaries
- Produce quarterly reports to be submitted 30 days after the end of each quarter
- Verify implementation of applicable E&S requirements and mitigation measures
- Verify incorporation of applicable E&S requirements into procurement documents and supplier/contractor agreements issued by grantees, in accordance with the GATE ESMF
- Review implementation of E&S-related trainings for grantees in accordance with the ESCP and ESMF capacity building requirements
- Conduct post-completion E&S assessments for grantees, as applicable

11.4 Milestone Verification Protocols

Activity	Verification Method	Frequency	Responsible
Equipment delivery and installation	Physical or virtual inspection + photos	100% of grants	UNDP Project team
Training completion	Attendance sheets	100% of grants (excluding farmers' associations)	UNDP Project team
Matching contribution	Receipts + bank statements (when applicable) or other means	100% of grants	UNDP Project team
ESF compliance	ESMP implementation review	Quarterly	UNDP Project team

11.5 Site Visit Procedures

Grant Size	**Maximum Site Visits**	**Visit Type**
Cooperatives / agriculture farmers associations/	2 - Mix online and physical, depending on circumstances and situation	Milestone 1 + 2
Individual Farmers (above USD 2,000)	1	Final milestone
Individual Farmers (USD 2,000 or less)	Sample (10%)	Random spot-check

11.6 Final Evaluation

Independent mid-term and final evaluations will assess:

- Achievement of PDO and GATE Results Framework targets (Final evaluation)
- Effectiveness of the matching grant mechanism (mid-term and final evaluations)
- Lessons learned and recommendations (mid-term and final evaluations)
- Sustainability of outcomes beyond grant completion, including the continued use and maintenance of supported investments, the adoption of climate-smart practices, and the continuation of productive activities by beneficiaries
- The extent to which supported beneficiaries have been able to strengthen market linkages and access commercialization opportunities, including buyer networks, off-takers, e-commerce channels, and exhibitions, where relevant
- The extent to which the grants have facilitated access to follow-on financing, partnerships, or other support mechanisms beyond the life of the grant, where relevant
- Lessons learned and recommendations

Chapter 12: Activity Budget Allocation

12.1 Indicative Budget for MGs and Budget Revisions

Budget Line	**Allocation (USD)**	**Percentage**
Grant disbursements to cooperatives and agriculture farmers associations (target 450 × up to $35,000)	13,500,000	67.5
Grant disbursements to individual farmers (target1000× up to $5,000)	5,000,000	25
Project team operational costs (staff, M&E, administration, visibility)	1,500,000	7.5
TOTAL	**20,000,000**	**100%**

2.2 Authorization and Approval Thresholds

All grant disbursements and operational expenses are subject to UNDP internal approval thresholds in accordance with UNDP POPP and the UNDP Lebanon Internal Control Framework.

12.3 Audit Requirements

Audit is carried out by UNDP on all grantees irrespective of the grant value. TPMA will also conduct spot checks as per its TORs.

Interim Financial Reports (IFRs): Submitted by CDR to World Bank within 45 days of each quarter end, as required by PAD Sec. IV.B.

Chapter 13: Asset Management

13.1 Asset Procurement Procedures

In accordance with World Bank Procurement Regulations (November 2020, as updated September 2025), capital assets are procured as follows:

Asset Type	Procurement Responsibility	Method
Equipment (irrigation systems, solar panels, etc.)	UNDP (Direct Payment to beneficiary)	
Minor supplies (seeds, tools under $500)	Beneficiary	Receipts required
Services (training, technical assistance)	UNDP or Beneficiary	As specified in grant agreement

13.2 Asset Ownership and Custody

- Beneficiaries are responsible for proper custody, maintenance, and insurance of assets.
- Beneficiaries are responsible for proper custody, maintenance, and insurance of assets

Chapter 14: Risk Management

14.1 GATE Overall Risk Rating

Per GATE PAD Section VI, the overall risk rating for the project is Substantial.

14.2 Project Risk Register

Risk	**Likelihood**	**Impact**	**Mitigation Measure**	**GATE Reference**
Fraud or misuse of grant funds	Medium	High	Use of a UN agency, detailed process including checks and balances, TPMA verification	PAD Sec. IV.B
Beneficiary inability to provide matching contribution	Medium	Medium	In-kind contribution allowed; capacity assessment before approval	PAD Sec. II.B
Political/economic instability	Medium	High	Geographic diversification; rolling application windows	PAD Sec. I.A (FCV)
Environmental harm from grant activities	Low	Medium	ESF screening; ESMP required for moderate risk subprojects	PAD Sec. IV.C & D
SEA violations by beneficiaries or staff	Low	High	SEA clause in all grant agreements; training; reporting mechanism	PAD Sec. V (GRS)
Delayed disbursements	Medium	High	; advance planning	PAD Annex 1

14.3 TPMA Role in Risk Management

The TPMA provides independent verification of:

- Selection process of farmers/associations

- Eligibility criteria compliance
- Implementation in accordance with signed agreements
- Financial reports submitted by beneficiaries

14.4 Fraud Prevention and Detection Measures

- Segregation of duties: No single individual approves, disburses, and reconciles
- Direct transfer modality: Reduces beneficiary access to cash
- Spot checks: Unannounced financial and site visits
- Whistleblower protection: Through Grievance Mechanism (Chapter 13)

14.5 AML/CFT Compliance Procedures

- All beneficiaries screened against UN Sanctions List and World Bank Listing of Ineligible Firms and Individuals before approval
- Suspicious transactions reported to PCU, World Bank, and donor

14.6 Sexual Exploitation and Abuse (SEA) Prevention and Response Plan

Prevention:

- SEA clause in all grant agreements
- Mandatory SEA training for all Project team staff and facilitators
- Code of conduct signed by all personnel

Response:

- Dedicated SEA reporting channel (hotline + email)
- Immediate investigation upon complaint
- Zero-tolerance policy: violators terminated and reported to authorities

14.7 Environmental and Social Management Framework

- All grants screened using SESP template (Annex 17.13), and applicants shall submit a signed Environmental and Social Compliance Declaration (Lebanese laws, ESF, ESMF, ESCP, and ESMPs, as applicable).
- (moderate risk grants require Environmental and Social Management Plan (ESMP)

- high risk grants are ineligible

Chapter 15: Grievance and Beneficiary Feedback Mechanism

15.1 Scope and Principles

The Grievance Mechanism addresses formal complaints related to:

- Grant selection decisions
- Disbursement delays or errors
- Facilitator or Project team conduct
- SEA, fraud, or corruption allegations

Principles: Confidentiality; non-retaliation; timely resolution

15.3 Formal Grievance Reporting Channels (must follow the procedures of the PCU CDR)

Channel	Details	Responsible Entity
Dedicated email (UNDP)	GRM-GATE-SMART@undp.org	UNDP Project team
Dedicated email (GATE PCU)	grm.gate@cdr.gov.lb SEASH.GM.GATE@cdr.gov.lb	CDR PCU
Hotline	CDR Phone (01980096 Ext : a. (334) Social and Gender Specialist or, B. By Fax (CDR): 01981255	UNDP Project team / CDR PCU
Suggestion boxes	MoA regional offices, CDR premises, PCU office	MoA / CDR PCU
In-person	UNDP Project team office / CDR PCU office	UNDP / CDR PCU

Channel	Details	Responsible Entity
GATE Project Grievance Mechanism	As per GATE POM (Annex III and Annex IV)	CDR PCU

15.4 Four-Tier Resolution Process

How do I submit a Grievance?

A grievance can be raised in the following channels:

- Exclusive hotline, WhatsApp, email contacts, and customized templates intended for:
  - ESA/SH and GBV
  - Workers
  - Stakeholders
- Email for ESA/SH and GBV: SEASH.GM.GATE@cdr.gov.lb
- Email for workers: : worker.GM.GATE@cdr.gov.lb
- Email for stakeholders: grm.gate@cdr.gov.lb
- Phone call (CDR) (01980096 Ext :
  - (334) Social and Gender Specialist or,
  - (258) Environmental Specialist and SEA/SH, and
  - (382) Legal Specialist.
- Fax (CDR): 01981255
- In person: Letter or/and petition registered officially at the CDR Secretariat (Tallet al Serail - Riad el Solh, Beirut, Leban

CDR website : https://www.cdr.gov.lb/en-US/Studies-and-reports/GATE-2025.aspx

Grievance Handling Process: within 15-20 working days

- Receive and register grievance/complain/suggestion and positive feedback.
- Acknowledge receipt and inform the complainant about the process within two (2) working days.
- Inform the World Bank Team regarding major accidents or and incidents cases within two (2) working days.
- Clarify or and request more information from the complainant within 2 working days if needed.
- Screen and assess the relevance of claim and investigation.
- Contact the concern stakeholders and officials entities to get the feedback and relevant answer within 10 working days.
- Formulation and send written response within 20 working days.
- Get feedback on the response and resolution from the complainant.
- Suggestions and follow up on the implementation of resolution by the Social and Gender or Environmental Specialists and the Legal Specialist.

· Unresolved grievances can be escalated via the PCU-GRM Committee at CDR to higher authorities or oversight bodies, using the same channels.

N.B A designated and trained Female Environmental Specialist at the PCU will serve as the primary intake point for SEA/SH complaints. She will collaborate closely with the Female Social and Environmental Specialists at Green Plan and Kafalat and UNDP. All related logs will be maintained and handled with strict confidentiality.

Reporting Protocol for SEA/SH Incidents

Receipt: Complaint is received by a trained SEA/SH focal point.

Immediate Support: The survivor is offered immediate referral to specialized, confidential medical, psychosocial, and legal services. Their consent is required for any information sharing (see Annex 2: Consent Form).

Internal Reporting: An anonymized summary of the allegation is reported to the PCU and the World Bank within 48 hours, followed by a detailed report within 10 working days outlining the case status, survivor support measures, and mitigation actions taken.

Determination: The focal points determine if the allegation falls under the definition of SEA/SH and if the alleged perpetrator is associated with the project.

Referral for Action: With the survivor's consent, the case is referred to the PCU and competent authorities for appropriate action against the alleged perpetrator.

Follow-up: The S&GS follows up to ensure the survivor has access to services and monitors the overall situation while maintaining confidentiality.

15.5 Core Attributes of an Effective GRM

- ***Accessible***: Easily available to all stakeholders, with clear procedures and multiple channels for submitting grievances, including for vulnerable groups.

- ***Collaborative***: Encouraging dialogue and joint engagement between complainants, project staff, and relevant institutions.

- ***Expeditious***: Ensuring timely acknowledgment, investigation, and resolution of grievances to maintain trust and credibility.

- ***Effective***: Providing fair and meaningful solutions through joint fact-finding, negotiation, and problem-solving.

- ***Confidential***: Ensuring the protection and dignity of all complainants, especially in sensitive cases, treating all submissions with respect.

- ***Inclusive***: Enabling all stakeholders—particularly vulnerable groups—to raise concerns without fear of retaliation.

The GATE SMART project will ensure that information about the project-level GRM is communicated regularly to the Social and Gender Specialist at PCU-CDR and made accessible to stakeholders throughout implementation, including through project activities, meetings, and outreach materials.

Chapter 16: Communication, Visibility, and Branding

16.1 Distinction Between Communication and Visibility

Type	**Purpose**	**Audience**	**Examples**
Communication for Outreach	Mobilize beneficiaries; provide information	Farmers, cooperatives, potential applicants	Information sessions, radio ads, social media, flyers
Visibility/Branding	Acknowledge partners and donors	General public, stakeholders, donors	

16.2 Communication for Outreach and Beneficiary Mobilization

As detailed in Chapter 5, outreach communication includes:

- Gender-sensitive communication campaign
- Information sessions in all governorates
- Radio announcements and social media
- Flyers and posters at MoA service centers

16.3 Visibility and Branding Requirements

All visibility, branding, and communication activities shall give equal and prominent recognition to:

Partner	Role	Visibility Status
Ministry of Agriculture (MoA)/ GDC	Technical Partner	Primary visibility
Council for Development and Reconstruction (CDR)	Implementing Agency	Primary visibility
World Bank	Funder	Primary visibility
UNDP	Implementing Partner	Secondary visibility

16.4 Mandatory Visibility Requirements

Item / Activity	Visibility Requirement	Responsible
Grant agreements	**CDR logo** (upper left), **MoA logo** (upper right), **World Bank logo** (centered below), **UNDP logo** (below World Bank or as specified)	Project team
Certificates	**All four logos** + project name + funding acknowledgment	Project team
Training materials	**All four logos** on cover + acknowledgment page	Project team
Demonstration plots	Permanent signage (minimum 1m × 0.7m) with **all four logos**	Project team / Beneficiary
Equipment	Stickers or engraved labels with **all four logos** (space permitting; minimum three logos on small items)	Beneficiary (with Project team verification)
Events	Banners, backdrop, press releases with **all four logos**	Project team
Reports	**All four logos** on cover + donor acknowledgment page	Project team

16.5 Visibility Compliance Monitoring

Verification Activity	**Frequency**	**Responsible**
Photo documentation of signage	At installation + quarterly	M&E Officer
Photo documentation of equipment branding	At disbursement milestone	Technical Officer
Event visibility report	After each event	Project team Coordinator
Quarterly visibility compliance report	Quarterly	M&E Officer

16.6 Non-Compliance Consequences

Violation	Consequence
Missing or incorrect logos on materials	Material rejected; reprinting at Project team expense
No signage at demonstration plot	Final disbursement withheld until installed
Equipment without branding	Final disbursement withheld; beneficiary required to apply stickers
Event without proper branding	Reimbursement for event expenses denied
Repeated violations	Referral to Steering Committee; potential suspension

16.7 Visibility Budget Allocation

Visibility and branding costs shall be covered under the operational costs budget line (Section 12.1). All visibility-related procurement shall follow UNDP procurement procedures and the approved project budget. Specific cost estimates shall be developed by the Implementing Partner (UNDP) and approved by the PCU and PSC as part of the annual work plan and budget.

Chapter 17: Annexes

17.1 Reference Documents (UNDP Operational Framework)

Reference Document	Source
UNDP POPP – Programme and Operations Policies and Procedures	UNDP

Reference Document	Source
UNDP Social and Environmental Standards (SES)	UNDP
UNDP Procurement Manual	UNDP
UNDP Financial Management SOPs	UNDP
UNDP Guide to AML/CFT Compliance	UNDP
UNDP Gender Equality Strategy	UNDP
UNDP Beneficiary Feedback Mechanism Toolkit	UNDP
UNDP Visibility and Branding Guidelines	UNDP

17.2 Templates and Forms

Annex	Title
17.2	Grant Application Form (Cooperatives / Associations / agriculture farmers associations)
17.3	Grant Application Form (Individual Farmers)
17.4	Eligibility Checklist
17.5	Due Diligence Questionnaire
17.6	Standard Grant Agreement Template (UNDP Template)
17.7	Milestone Verification Checklist
17.8	Disbursement Request Form

Annex	Title
17.9	Progress Report Template
17.10	Financial Report Template
17.11	Site Visit Report Template
17.12	Grievance Log Template
17.13	Social and Environmental Screening Procedure (SESP)
17.14	Environmental and Social Compliance Declaration
14.15	Risk Register Template
17.16	Matching Contribution Verification Form
17.17	Outreach and Communication Plan Template
17.18	Training and TA Framework
17.19	Beneficiary Feedback Form
17.20	Post-Exhibition Report Template
17.21	Exhibition Participation Application Form
17.22	List of Pre-Approved Exhibitions (updated annually)
17.23	GATE Results Framework Indicators (Full)
17.24	GATE Priority Value Chains Map
17.25	Communication and Outreach Workplan

Document Control

Document Control:

Prepared by: Project Coordination Unit (PCU) – CDR Service Provider

Reviewed by: MoA Focal Point, Project team PCU , UNDP

Approved by: Project Steering Committee (PSC) – Co-Chaired by MoA Minister and CDR President

Date of Approval:

Next Review Date[5]

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