Ministry of Foreign Affairs

Activity: IFI Stormwater Management Strategy (25-0000320)

Id	25-0000320
Date	26-02-2026
SAP application number	

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Key data

Activity basics

Type	Standard
Short name	IFI Stormwater Management Strategy
Contract party	American University of Beirut (30080914)
ODA	Yes
Amount and Currency	182634 USD
Amount EUR	163457
Start date	01-06-2025
End date	31-12-2026
Full name	Stormwater Management Strategy
Summary	Lebanon’s water sector faces major challenges due to poor governance, outdated infrastructure, weak regulatory enforcement, and climate change. The National Water Strategy (2024-2035) aims to reform the sector through four pillars: Enhanced Water Security, Improved Public Services, Sustainable Utilities, and Good Governance. A key initiative, "Develop a Stormwater Management Plan," addresses Lebanon’s vulnerability to extreme storms, erosion, flooding, and water pollution. The plan includes risk assessments, integrated infrastructure solutions, legal reforms, and monitoring programs. This project will develop a national stormwater strategy, focusing on policy and legal gaps rather than infrastructure design.

Activity details

Date of receipt of proposal	04-03-2025
Proposal’s reference number	MINBUZA-2025.1731837
Budget holder	Ambassade Beiroet (8251BEI)
Limit access	No
Related activity	

Accounting data

SAP application number	
Funds center	BEI Strengthening civil society contribu (1703U03040061)

Policy data

Cooperation modality	Project support
Technical assistance	0% of the activity budget
CRS code	14010 Water sector policy and administrative management
Policy Keywords	
Refugees & host communities	Yes
Team Europe Initiative	No
Policy Markers	
Biodiversity	Significant
Climate change: adaptation	Significant
Climate change: mitigation	Significant
Desertification	Significant
Equality between men & women	Not targeted
Drinking water and sanitation	Principal
Environmental protection	Principal
Food security	Significant
Integrated water management	Principal
Sustainable forestry management	Significant
Wetlands	Significant
Explain your choices	Lebanon’s water sector faces major challenges due to poor governance, outdated infrastructure, weak regulatory enforcement, and climate change. The National Water Strategy (2024-2035) aims to reform the sector through four pillars: Enhanced Water Security, Improved Public Services, Sustainable Utilities, and Good Governance. A key initiative, "Develop a Stormwater Management Plan," addresses Lebanon’s vulnerability to extreme storms, erosion, flooding, and water pollution. The plan includes risk assessments, integrated infrastructure solutions, legal reforms, and monitoring programs. This project will develop a national stormwater strategy, focusing on policy and legal gaps rather than infrastructure design.

Beneficiary location

Beneficiary location	Country
Country	Lebanon
Location type	
Specific location	

Policy Appraisal

Policy relevance

No Cost Extension February 2026

A no-cost extension was required and subsequently granted due to the phased and technical nature of the project. IFI first needed to recruit a qualified research assistant with both legal expertise and familiarity with Lebanon's water sector, resulting in effective implementation beginning in November 2025. The initial three months were dedicated to foundational analytical work, including a comprehensive review of water laws and policies and completion of the SWOT-based institutional mapping, which had to precede stakeholder engagement. The subsequent phase depends heavily on multi-stakeholder coordination, finalizing consultation tools and IRB approvals, conducting key informant interviews, organizing focus groups, and convening thematic workshops, all of which require significant scheduling lead time to ensure meaningful participation and high-quality data. In parallel, the technical development of the stormwater strategy entails pilot studies, field data collection, analysis, and validation before finalization, followed by a concluding conference to present and advocate for the strategy. Given that the first three months were devoted to preparatory work, completing the remaining activities within the original seven-month timeline was not feasible. The extension is therefore necessary to ensure robust evidence generation, meaningful stakeholder engagement, and delivery of a well-validated and actionable stormwater management strategy aligned with the project's objectives and donor expectations. The progress report was presented to the Ministry of Energy and Water on 18 February 2026 and was positively received, with the Ministry confirming that it met the expected quality standards and was fully satisfactory.

- What policy objectives, as set out in the annual plan, policy notes etc., will this activity contribute to?
  This activity directly contributes to the CSF policy objectives set out under the *'Strengthening Civil Society – Power of Voices 2021–2025'* framework, specifically in the thematic areas of sustainable water management and/or WASH, climate mitigation and adaptation, and governance. It supports the overarching goal of strengthening the capacity of civil society organizations (CSOs) to advocate for and influence public policy and implementation in the following ways:
- Strengthening Governance & Regulation: The activity contributes to improved water governance by promoting policy coherence, regulatory reform, and institutional clarity—supporting the CSF goal of building inclusive, accountable public institutions.
- Stakeholder Engagement & Collaboration: By enabling direct support to CSOs and fostering collaboration with municipalities and donors, the activity embodies the CSF's emphasis on local ownership, mutual learning, and strengthened civic engagement.
- Sustainable Infrastructure Development: Investment in green and grey water infrastructure supports sustainable development and climate resilience, aligning with CSF's priority areas of climate adaptation and water management.
- Advocacy & Policy Commitment: The focus on legislative and policy advocacy directly ties to the CSF objective of empowering civil society to hold governments accountable and influence systemic change.
- In sum, the activity advances Dutch international cooperation priorities around water security, climate resilience, and inclusive governance, while reinforcing the local leadership and advocacy capacities of civil society in line with the CSF mandate.

This project was requested by and will be in coordination with the Ministry of Energy and Water, they also reviewed the proposal received from IFI. The study will be nationwide and covers all of Lebanon in line with the strategy of the Ministry of Energy and Water.

Rationale

- What issue/problem will be addressed by the activity
- Why does the activity help to address the issue/problem?
  For ODA activities over EUR 250.000, please explain the Theory of Change

Aligned with the broader Strategy of the Ministry of Energy and Water on water sector reform, this project seeks to develop a comprehensive and forward-looking stormwater management strategy for Lebanon. A key component of this effort involves an in-depth legal and policy review of existing Water Laws, conducted through extensive consultations with diverse stakeholders, including government agencies, municipalities, civil society organizations, and experts in water management and environmental sustainability.

Rather than focusing on the design and implementation of stormwater infrastructure at the local or regional level, the primary objective of this initiative is to critically assess existing gaps, inefficiencies, and inconsistencies within the current legal and regulatory framework. By doing so, the project will establish a strong foundation for future nationwide stormwater management efforts. This includes identifying necessary legislative reforms, clarifying institutional mandates, and defining overarching technical principles that will guide the development of sustainable, efficient, and climate-resilient stormwater solutions at the national scale.

Theory of Change

Through the implementation of this project, the change we anticipate to occur is to transition from fragmented governance and weak regulations to a unified, coordinated storm water management framework that defines responsibilities, employs sustainable infrastructure, and reduces short- and long-term adverse impacts on community and environment.

What is needed

a. Policy commitment: executive and legislative;
b. buy-in from stakeholders (municipalities, donors, civil society), data sharing;
c. Feasible technical solutions: proposed green/grey solutions must be cost effective, sustainable, and socially/culturally acceptable.

Means employed to get there

a. Policy review, clarification of mandates, updating regulations;
b. Stakeholders' analysis and consultations, foster collaborations, and ensure ownership;
c. Technical: adopt green/gray infrastructure towards more sustainable and efficient use of water, while reducing pollution and flooding.
d. Advocacy and the launch of strategy will lead to formal adoption and subsequently to improved governance and resilience.

Outcomes

a. Immediate: clear plan, updated regulations, aligned stakeholders;
b. Intermediate: community and environment: reduced hazard, more efficient and impactful storage/use of storm water, improved water quality;
c. Long term: sustainable, climate resilient use of stormwater.

Contextual analysis

- Who is/are the target group(s) and why?
- Who are the other main stakeholders?
- To what extent have stakeholders been involved in formulating the proposal?
- Is the intervention aimed at a specific geographical location, and if so, why?

Lebanon’s water sector faces numerous challenges, including water scarcity, outdated infrastructure, and weak governance, primarily due to overlapping responsibilities among various authorities such as the Ministry of Energy and Water, the Ministry of Environment, municipalities, and the Water Establishment. While Law 192/2020 introduced reforms for improved water governance, it suffers from implementation gaps, overlapping mandates, lack of political support, and insufficient funding and institutional capacity. Although the law acknowledges stormwater management, it lacks a comprehensive strategy for addressing stormwater issues. This project was requested and will be in coordination with the Ministry of Energy and Water, they also reviewed the proposal received from IFI. The study will be nationwide and covers all of Lebanon in line with the strategy of the Ministry of Energy and Water.

Additional remarks (if applicable)

Results

Water

3.1. Policy development and diplomatic outreach

Learning questions
What have we learned from this activity for policy development and diplomatic outreach?
Measurements:

Indicators
3.1. What has been achieved by this activity on policy development and diplomatic outreach?
Measurements:

3.2. Regulatory frameworks and quality control

Learning questions
What have we learned from this activity for regulatory frameworks and quality control?
Measurements:

Indicators
3.2 What has been achieved by this activity on regulatory frameworks and quality control?
Measurements:

3.3. Knowledge development and research (knowledge for policy)

Learning questions
What have we learned from this activity for knowledge development and research?
Measurements:

Indicators
3.3. What has been achieved by this activity on knowledge development and research?
Measurements:

2. Water Management

Water is an important factor for development, but too much, too little or too dirty water can be very harmful to development. It is important that everyone has access to sufficient water of good quality and is protected against water related disasters. Additionally, it essential to safeguard biodiversity and to protect and restore water-related ecosystems. NL MFA promotes sustainable withdrawals and supply of freshwater to address water scarcity (6.4), implementation of IWRM at all levels, including through transboundary cooperation (6.5) and protection and restoration of water-related ecosystems (6.6). Target: providing 3 million people per year (on average) with improved river basin management and safe deltas, as a result of Dutch support.

Learning questions
What have we learned from this activity for the result area Water Management?
Measurements:

What has been achieved by this activity on the result area Water Management?
Measurements:

Monitoring and evaluation

Monitoring

- Specify what reporting information is required for this activity, based on the activity analysis decision tree (see Help).

A monitoring and evaluation plan provides the processes that will be used to monitor progress and ensure that project objectives have been attained. It will include the following:

- Monitoring and evaluation of all procedures within each phase and at end of each phase, and making necessary adjustments.
- Ensure the recruitment of research assistants and consultants with the right qualifications to conduct country survey research and interviews.
- Training of interviewers for better attainment of consultation objectives.
- Ensure quality of tools used (desk research, interviews) in terms of validity to their purpose of use and in terms of reliability as evidenced by external reviewers,

Please note that no evaluation has been scheduled due to the short duration and low financial volume of the project.

Finance

NCE request till 31-12-2026

The revised budget MINBUZA-2026.59782 has been approved, with the following changes:

- 20k less consultancy costs, of which 16,4k moved to the research assistant and 2k to the support staff.
- Less local transport (-1k), communication supplies (-1,2k) and workshop meetings (-2,2k)
- 6k more Equipments with the following, previously accepted justification:

> Earlier, we wanted to assign the modeling part to a specialized consultant as a deliverable. However, we have decided to do the modeling in house and get the needed computers to do this type of modeling, as we can have better leverage on the results and be able to test for sensitivity of models, now that we have found an interesting user-friendly software. Therefore, we have asked to reallocate the budget for an RA (request approved), who will be able to work jointly with both PIs on the modeling of runoff on high performance machinery and possible tweaking of models. Therefore our request for the reallocation of 6000 USD for computers.

Snip of budget totals:

Stormwater Management Strategy

Description	Item	Total cost (USD)	Justification
Staff	Principal researcher (Dr. Issam Lakkis)	$15.000,00	Please find attached a copy of the PI's payslip showing the basic salary multiplied by 12 months and divided by 9 months and 22 days, (((8034+750)*12)/9)/22= 532.36$ per day.
	Co- PI (Dr. Joanna Doummar)	$7.986,00	The daily rate is calculated in the same way as above, based on the basic salary, which can be shared if it is needed.
	Co- PI (Dr. Joseph Bahout)	$6.000,00	The daily rate is calculated same way as above, based on the basic salary, which can be shared if it is needed.
	Co- I (Yara Mourad)	$4.500,00	The daily rate is calculated same way as above, based on the basic salary, which can be shared if it is needed.
	Project Manager	$18.000,00	We will hire/ delegate a project manager to oversee all activities on the grant.
	Research Assistant	$34.400,00	coordination, reporting, and follow-up on all grant and all the activities.
	Communication Assistant	$14.400,00	Attached is a copy of the communication officer's contract showing her monthly rate.
	Support Staff	$20.000,00	Adminstrative, finanical and technical staff are required to manage the daily operations for successful implementation of grant activities.
	Expert/Advisor	$10.000,00	We will need experts in activity 5: GIS expert, law expert, water engineer and regional consultation. The daily fee of the expert is equivalent to that of the PI because they are of the same seniority level.
	Consultants	$10.000,00	The daily fee of the consultant is equivalent to that of the PI because they are of the same seniority level.
Total Staff			**$140.286,00**
Other Costs	Local Transport	$1.400,00	We will need at least 2 visits per activity and actvitiy 5 needs 4 visits for the sites, which costs $150 per visit
	Office supplies	$2.400,00	Stationary, Printing for rollups and materials for
	Equipments	$12.000,00	At the beginning of the project, we need to buy equipment (2 Laptops,2 Ipads) for the research team.
	Communication supplies	$3.300,00	Periodicals, Media memberships, and License needed to facilitate the research process; Including interpretation equipment, It cost, Physical plant cost, Internet charges, and Phone cards for the field
	Workshops /policy dialogues/ meetings	$5.300,00	This budget Line will be used for the final policy dialogue, national round tables, regional consultations and stakeholders meetings
	Contractual services (translation/ design/ editing)	$6.000,00	Editing, translation and designing for all outputs: stormwater strategy, stakeholder mapping, legal document, 2 policy dialogues and 1 conference
Total other Costs			**$30.400,00**
Total per Activity			**$170.686,00**
Overhead percentage			**$11.948,02**
Grand Total			**$182.634,02**

Budget breakdown

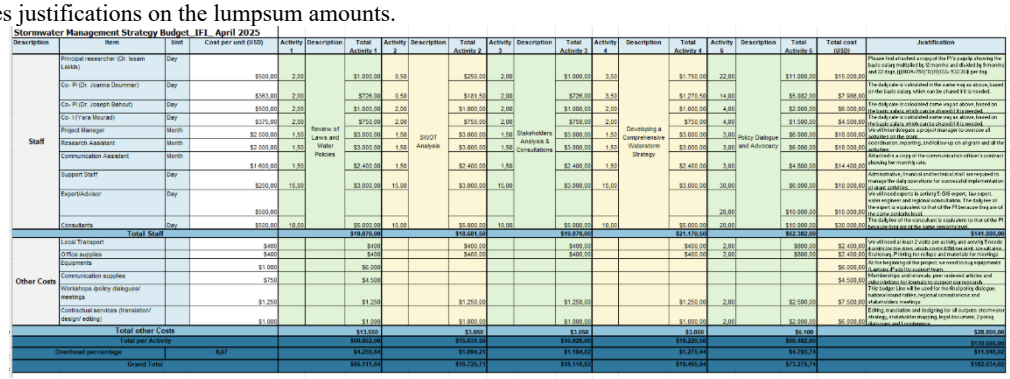
- Include an overview of the activity budget, including overhead costs.
- Is the budget arithmetically correct?
- Are the amounts/rates in the budget acceptable?
- Briefly explain the structure of the budget.
- Are overheads proportional to outputs? What is included? What is recharged?
- Is implementation conditional on the budget being amended in an inception phase? (Specify the requirements that the budget must satisfy and the date by which the budget must be amended)

  The budget is arithmetically correct. The overhead costs (7%) are acceptable.

  The budget is clearly linked with the logframe. The costs visually attributed to cost categories, thereby making the budget fit for monitoring.

  Salaries are acceptable. MINBUZA-2025.1731837provides backup that the fees for IFI staff are the actual costs, not the for profit consultancy rates. The salary costs are high, but this is acceptable since these are the actual costs for university professors.

  Please find a snip of the budget below. For the full budget, please refer to MINBUZA-2025.1838084. This file also includes justifications on the lumpsum amounts.



Stormwater Management Strategy Budget_IFI_April 2025

Description	Item	Unit	Cost per unit (USD)	Activity 1	Description	Total Activity 1	Activity 2	Description	Total Activity 2	Activity 3	Description	Total Activity 3	Activity 4	Description	Total Activity 4	Activity 5	Description	Total Activity 5	Total cost (USD)	Justification
Staff	Principal researcher (Dr. Issam Lakkis)	Day	$500,00	2,00	Review of Laws and Water Polices	$1.000,00	0,50	SWOT Analysis	$250,00	2,00	Stakeholders Analysis & consultations	$1.000,00	3,50	Developing a Comprehensive Waterstorm Strategy	$1.750,00	22,00	Policy Dialogue and Advocacy	$11.000,00	$15.000,00	Please find attached a copy of the PI's payslip showing the basic salary multiplied by 12 months and divided by 9 months and 22 days (@NGN-PRO*EXPATS-1153.8 per day.
	Co- PI (Dr. Joanna Dunmar)	Day	$363,00	2,00		$726,00	0,50		$181,50	2,00		$726,00	3,50		$1.270,50	14,00		$5.082,00	$7.986,00	The daily rate is calculated in the same way as above, based on the basic salary, which can be shared if it is needed.
	Co- PI (Dr. Joseph Bahout)	Day	$500,00	2,00		$1.000,00	2,00		$1.000,00	2,00		$1.000,00	2,00		$1.000,00	4,00		$2.000,00	$6.000,00	The daily rate is calculated same way as above, based on the basic salary, which can be shared if it is needed.
	Co- I (Yara Mourad)	Day	$375,00	2,00		$750,00	2,00		$750,00	2,00		$750,00	2,00		$750,00	4,00		$1.500,00	$4.500,00	The daily rate is calculated same way as above, based on the basic salary, which can be shared if it is needed.
	Project Manager	Month	$2.000,00	1,50		$3.000,00	1,50		$3.000,00	1,50		$3.000,00	1,50		$3.000,00	3,00		$6.000,00	$18.000,00	We will most delegate a project manager to oversee all activities on the route.
	Research Assistant	Month	$2.000,00	1,50		$3.000,00	1,50		$3.000,00	1,50		$3.000,00	1,50		$3.000,00	3,00		$6.000,00	$18.000,00	coordination, reporting, and follow-up on all grant and all the activities
	Communication Assistant	Month	$1.600,00	1,50		$2.400,00	1,50		$2.400,00	1,50		$2.400,00	1,50		$2.400,00	3,00		$4.800,00	$14.400,00	Attached is a copy of the communication officer's contract showing her monthly rate.
	Support Staff	Day	$200,00	15,00		$3.000,00	15,00		$3.000,00	15,00		$3.000,00	15,00		$3.000,00	30,00		$6.000,00	$10.000,00	Administrative, financial and technical staff are required to manage the daily operations for successful implementation of grant activities.
	Expert/Advisor	Day	$500,00													20,00		$10.000,00	$10.000,00	We will most expect to solicit IT-GIS expert, law expert, water engineer and regional consultation. The daily fee of the expert is equivalent to that of the PI because they are of the same complexity level.
	Consultants	Day	$500,00	10,00		$5.000,00	10,00		$5.000,00	10,00		$5.000,00	10,00		$5.000,00	20,00		$10.000,00	$30.000,00	The daily fee of the consultant is equivalent to that of the PI because hire on of the same complexity level.
	Total Staff					**$19.876,00**			**$18.581,50**			**$19.876,00**			**$21.170,50**			**$52.382,00**	**$141.886,00**	
Other Costs	Local Transport		$400			$400			$400,00			$400,00			$400,00	2,00		$800,00	$2.400,00	We will most at least 2 visits per activity and among 5 months during the states, and to meet stakeholders and consultants. Estimate of taking no 4 trips are must do for meeting
	Office supplies		$400			$400			$400,00			$400,00			$400,00	2,00		$800,00	$2.400,00	
	Equipments		$1.000			$6.000													$6.000,00	After the beginning of the project, we need to buy equipment such as IPads for assessment team.
	Communication supplies		$750			$4.500													$4.500,00	Publication of research findings in peer reviewed articles and other publications for licenses to support our research.
	Workshops /policy dialogues/ meetings		$1.250			$1.250			$1.250,00			$1.250,00			$1.250,00	2,00		$2.500,00	$7.500,00	This budget line will be used for the stakeholding dialogue, national round tables, regional consultations and stakeholders meetings
	Contractual services (translation/ design/ editing)		$1.000			$1.000			$1.000,00			$1.000,00			$1.000,00	2,00		$2.000,00	$6.000,00	Editing, translation and designing for all outputs (stormwater strategy, stakeholder mapping, legal instrument, 2 policy
	Total other Costs					**$13.550**			**$3.050**			**$3.050**			**$3.050**			**$6.100**	**$28.800,00**	
	Total per Activity					**$60.852,00**			**$15.631,50**			**$15.926,00**			**$18.220,50**			**$58.182,00**	**$170.686,00**	
	Overhead percentage		**0,07**			**$4.260,64**			**$1.094,21**			**$1.184,82**			**$1.275,44**			**$4.763,74**	**$11.948,82**	
	Grand Total					**$65.111,64**			**$16.725,71**			**$16.110,82**			**$19.495,94**			**$73.275,74**	**$182.634,82**	

Earmarking

- Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why.

  No earmarking

Prepayments

- Based on the prepayment decision tree (see Help), do the payments need to be entered as prepayments and why? In the case of a lump sum, assess this against the applicable criteria and give the reasons for your choice.
- What is the maximum percentage that can be paid as prepayment, and why?
- Which are the reporting obligations on the basis of which prepayments can be closed?

This project will have a 95% prepayment for up to 12 months. A final narrative and financial report will be part of the closing of the project.