

## Project Document

Government of Lebanon

United Nations Development Programme

Technical Support to the Ministry of Interior and Municipalities (MOIM)

UNDP proposes to provide support to the Ministry of Interior and Municipalities along two main axes. The first would support the ministry in project management, communication, information and communication technology, coordination and fundraising. And the second would provide technical assistance to the ministry in priority areas, namely: electoral law reform and technical support, civil registry directorate modernization, civil defence capacity building, improving road safety, enhancing participation and human rights, promoting local development and environmental safety.

The project will focus on one overarching outcome, which consists of implementing a three-year Master Plan at the MOIM, which will be achieved through the following three specific outputs:

- 1) Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented;
- 2) Policy Development Capacity increased at MOIM; and
- 3) Inclusive Participation and Human Rights Enhanced.

United Nations Development Programme

Country: Lebanon

Project Document

Project Title: Technical Support to the Ministry Of Interior and Municipalities

UNDAF Outcome(s): Outcome 1.1 National reconciliation and peace building promoted through increased inclusive participation

Expected CP Outcome(s): Outcome 2 Accountability of state institutions, and inclusive Participation strengthened.

Expected Output(s):  
1: Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented  
2: Policy Development Capacity increased at MOIM  
3 Inclusive Participation and Human Rights Enhanced

Implementing Partner: Ministry of Interior and Municipalities (MOIM)

Responsible Party: UNDP

Brief Description

This project builds on the positive and effective collaboration that exists between the Ministry of Interior and Municipalities and the UNDP in supporting the electoral reform and strengthening process that took place between 2008 and 2010. After in-depth consultations and a needs assessment, the UNDP proposes to provide support to the Ministry of Interior and Municipalities along two main axes. The first would support the ministry in project management, communication, information and communication technology, coordination and fundraising. And the second, would provide technical assistance to the ministry in priority areas, namely: electoral law reform and technical support, civil registry directorate modernization, civil defence capacity building, improving road safety, enhancing participation and human rights, promoting local development and environmental safety.

Programme Period: 2011-2013 Project Title: Technical Support to the Ministry of Interior and Municipalities in Lebanon Atlas Award ID: 60877 Project ID: 00076832 Start date: January 1, 2011 End Date: December 31, 2013  PAC Meeting Date Management Arrangements Support to NIM	<b>Total Budget required</b> USD 6,672,690 Total allocated resources: Government: USD 2,518,950 Donors: USD 4,153,740  Net for activities: USD 6,281,000  <b>GMS: USD 391,690</b> 5% of Government Contribution USD 119,950 7% of Donor contribution USD 271,740
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Agreed by Government: H.E. Mr. Ziyad Baroud  
Minister of Interior and Municipalities  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Agreed by CDR: Eng. Nabil El-Jisr  
President  
Signature: \_\_\_\_\_ Date: 13 JAN 2011

Agreed by UNDP: Ms. Marta Ruedas  
UNDP Resident Representative  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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- **Situation Analysis**

The 2008 Doha agreement which opened the door for the election of the President of the Lebanese Republic in June 2008; the holding of parliamentary elections on June 7, 2009; the appointment of a national unity cabinet of ministers; and the holding of the May 2010 municipal elections for 964 municipal councils and 2,578 *Moukhtar* has contributed to the political normalization and stability of the country. These developments came following the internal political unrest that culminated in the violent clashes of May 2008 that nearly brought the country back to large scale civil strife.

Progress in the areas of election reform with the passage of the law 25/2008 was mixed. On the one hand several reforms, mainly administrative, were passed that strengthened the process and improved its transparency and credibility, and on the other many of the key reforms were rejected by the political parties who agreed to use the 1960 districting to maintain their control over their traditional electoral battle grounds.

The holding of the June 2009 elections was successful in no small way due to the efforts of Minister of Interior and Municipalities Ziyad Baroud and his ability to navigate the turbulent political waters that the country was going through. The adoption of several reforms in Qatar largely based on the recommendations made in the Boutros Commission report paved the way for future reforms and a national dialogue on ways to strengthen and modernize the electoral process.

In May 2010, the ministry successfully organized the local municipal elections in accordance to the existing laws. Prior to local elections, minister Baroud proposed a set of reforms to the local election law that included the adoption of proportional representation in large municipalities, the adoption of a women quota of 30 percent, direct elections for the chairperson and deputy chairperson of the council, the adoption of the pre-printed ballot, and reduction of the council's tenure from 6 to 5 years. These important reforms were debated and adopted in an amended form by the cabinet of ministers. The draft law was discussed in parliamentary committees but was not voted on in time for the local elections.

Since his arrival to the ministry of interior and municipalities in 2008, Minister Ziyad Baroud has begun introducing reforms in a number of areas. His internationally recognized success through the 2010 United Nations Public Service Award in the electoral arena was accompanied by a number of initiatives that have opened the door for future reform in the ministry's various areas of work.

Following the national and local elections and the reappointment of Minister Baroud to the Ministry of Interior and Municipalities for a second term along with the formation of the national unity cabinet, the ministry took on the mission of setting its strategy for the upcoming three years. A strategy that is aligned with the cabinet's ministerial statement and the government's priorities until the 2013 elections.

During 2010, the Ministry of Interior and Municipalities prepared a three year strategy to be implemented by the ministry's different directorates. This detailed strategy includes the following:

- Introducing an administrative decentralization law;

- Proposing a new electoral law in the lead-up to the 2013 general elections;
- Modernizing the police force;
- Developing the capabilities of the civil defense force;
- Enhancing human rights standards across certain branches of the ministry;
- Improving road safety and road traffic;
- Rehabilitating prisons and boosting management;
- Upgrading the civil registry; and
- Protecting the environment.

The Ministry of Interior and Municipalities is in the process of beginning to implement its three year strategy/master plan. The UNDP which has been operating from within the ministry for the past two years and that has been requested to continue assisting the Minister and the Ministry of Interior and Municipalities has developed this project to provide the needed managerial and technical assistance to successfully implement the three year strategy and continue building institutional capacity at the MOIM.

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- **Strategy**

The focus of UNDP over the past two years has been to assist in strengthening the electoral process in two principal ways: first by providing technical assistance to the ministry of interior and municipalities through a capacity development program and improvements to the electoral framework and process, and second by assisting with a voter education/information campaign for an increased civic participation using educational activities and media outreach to the voters and to the public at large.

The program has succeeded in providing the ministry directorate for political affairs and refugees advice and comparative information regarding election systems, technical expertise on electoral processes and technical assistance to enhance the capacity of the ministry in running a more transparent and effective electoral process. This assistance has ranged from support to ensure the professionalization of polling staff training, procuring digital fingerprinting machine to assist with National identification production needed on Election Day, to equipping of the ministry media centre and establishing a website and election hotline system. The UNDP Strengthening Electoral Processes in Lebanon Project has also assisted the ministry by providing technical advisors, support staff to assist with the electoral process and the ministry's election law reform initiatives, in addition to conducting a number of programs related to voter education and public awareness campaign.

Having been stationed at the Ministry of Interior and Municipalities premises, the UNDP over the past two years was able to establish a good rapport and strong relations with the various ministry directorates. This in turn enabled the UNDP to carry out in-depth consultations that identified the key areas that the minister would like to benefit from UNDP's support.

The UNDP Ministry of Interior and Municipalities Unit will grow from its existing form that had successfully supported the ministry on electoral matters to a more comprehensive team that will support the realization of the objectives of the Ministry of Interior and Municipalities three year Master Plan; the UNDP hopes to build on the past

experience acquired working with the minister and his staff to provide technical assistance in three main areas, specifically it will have three outputs:

- 1) Institutional capacity enhanced and viable measures are taken to help implement the MOIM Master Plan;
- 2) Policy development capacity increased in areas of: Law reform, Elections, Decentralization, Road Safety, Sustainable Development, and Environmental safety; and,
- 3) Inclusive Participation and Human Rights Enhanced in the areas of: Human Rights Mainstreaming and strengthening partnerships with Civil Society.

The unit will support the Ministry for a period of three years, which is the projected timeframe for the completion of the MOIM Master Plan implementation.

### **Project Description**

In order to best assist the ministry in the reform processes it is embarking on, the UNDP program would make available to the ministry talented staff with diverse expertise that can help with program implementation, fundraising and evaluation. The UNDP will help coordinate donor assistance and when needed assist with project management. The existing and effective support provided to the ministry during the past two years in the election arena will easily transfer to supporting the ministry in the areas of electoral reform, decentralization, and others as identified in this project document.

The UNDP aims at ensuring national ownership for all its projects and to sustain its programs through capacity building. The activities identified for this project will enhance the managerial capabilities of the ministry which will contribute to expanding the ministry's capabilities to deliver timely and needed programs nationwide, while ensuring greater communication with the public regarding reform projects inter-and intra-ministerial coordination and effective project implementation. The project will also institutionalize the use of information technology across the ministry enhancing communication between departments and increasing productivity. It is hoped that support in other areas will help with the ministry's priority implementation in addition to introducing new systems that will ensure long term sustainability. The buy-in and in-kind contribution of the ministry to this overall strategy is an essential element in its future success.

### **Project Outcome: The Ministry of Interior and Municipalities three year Master Plan implemented**

#### **Output 1: Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented**

The objective of institutional capacity and support program is to enhance institutional efficiency and assist with planning, fundraising, public communication associated with the adoption of the MOIM Master Plan, as well as UNDP project implementation and evaluation.

Activities:

- 1.1. Project implementation and donor coordination capacity enhanced through expert support to the ministry;



- 1.2. The ministry's capabilities in reaching out to the public and engaging citizens in the processes underway Developed, as well as proper internal communication and feedback mechanism on ministerial initiatives ensured through the establishment of a Communication Department at the Ministry;
- 1.3. Citizen inquiries addressed and complaints handled adequately through a Public Complaints and Information Hotline and inter-department communication system; and
- 1.4. Efficiency and responsiveness enhanced, transaction costs and public servicing reduced, as well as administration transformed through the establishment of an Information Technology Unit and Information sharing network at the MOIM.
- 1.5. The civil registry system improved through the upgrading of MIOM IT network and through linking it up with personal status offices across the regions.

Achievement of the foregoing objective will be measured through the following indicators:

- Donor coordination and coordination with other government agencies developed and institutionalized and expert support is made available for each key area of programming.
- A reliable and secure communication plan and strategy is put in place
- A computerized interdepartmental call-in center for public enquiries is established
- Civil Status Registry is automated with the most adequate technology
- Personal Status administration for Palestinian refugees in Lebanon is modernized and
- IT operational procedures including adequate IT unit staffing, staff training, and a reliable IT network are established.

#### **Output 2: Policy Development Capacity increased at MOIM**

The objective of this output is to provide technical and advisory assistance to the MOIM on matters related to electoral law reform, decentralization law reform, road safety, sustainable development and the protection of the environment.

This output will include the following activities:

- 2.1 The electoral law reform efforts carried out by the ministry to introduce a new electoral law that meets international standards supported
- 2.2 The directorate of local administrations and councils supported in coordinating aid and capacity of municipalities developed;
- 2.3 Road safety promoted in order to curb the rate of accidents and improve citizens' everyday movements and quality of life; and,
- 2.4 Sustainable development promoted and a better environment enhanced through the enforcement of environmental laws implementation.

Achievement of the above objectives will be measured through the following indicators:

- The new draft electoral law is presented to the Council of Ministers.
- International support to ministry on decentralization is well coordinated and the draft law to be adopted is presented to the council of ministers. The Directorate of Local Administrations and Councils' structure is reviewed and its capacity developed, along with the capacity of employees and members of municipal councils. Regional strategies (at the Caza level) are developed. A national strategy for local development is developed and adopted by the government.
- Road safety policy making is enhanced with new traffic management processes identified.
- Civil defense centers and operation rooms are equipped with IT equipment and training on utilizing a shared IT network is introduced.

- Local level environmental safety strategy developed and coordinated with concerned ministries.
- Strategy for the enforcement of environmental safety legislation developed and implementation capacity increased.

### **Output 3: Inclusive Participation and Human Rights Enhanced**

The objective of this output is to provide technical and advisory assistance to the MOIM in mainstreaming human rights, and increasing the participation of civil society in policy making.

This output will include the following activities:

- 3.1. Human rights within the work of personal status administration and security force mainstreamed as well as human rights legal gaps in ministry's procedures identified.
- 3.2. Civil society's participation in policy making and political reform enhanced.

Achievement of the foregoing objective will be measured through the following indicators:

- Legal gaps related to human rights are addressed and proposed laws are adopted.
- Civil society organizations have a participatory platform and consultation mechanism to promote reform through partnerships with the MOIM.
- New human rights unit at MOIM capacity built

• **Results and Resources Framework**

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p>	<p>Accountability of state institutions, and inclusive participation strengthened.</p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p>	<p><b>Indicator:</b> Public perception of accountability, integrity and participation improved</p> <p><b>Baseline:</b> Draft laws and plans for admin, electoral law and justice reforms still pending.</p> <p><b>Target:</b> Access to justice, electoral law reform and national action plan for human rights produced and implemented</p>			
<p><b>Project title and ID:</b></p> <p>Outcome 1:</p>	<p>Technical Support to the Ministry Of Interior and Municipalities</p> <p><b>The Ministry of Interior and Municipalities three year Master Plan Implemented</b></p>			
<p><b>Intended Outputs</b></p>	<p><b>Output Targets (Years)</b></p>	<p><b>Responsible Partners</b></p>	<p><b>Indicative Activities</b></p>	<p><b>Inputs</b> <b>Costs estimated for Three Years</b></p>
<p><b>1. Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented</b></p>				
<p><b>1.1</b> Project implementation and donor coordination capacity enhanced through enhanced through expert support to the ministry</p> <p><b>Baseline:</b> MOIM project implementation capability and donor coordination capacity needs enhancement to implement the 2011-2013 strategy</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Expert staff is recruited for each key area of programming</li> <li>• Experts assist with donor coordination and other government agencies</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Donor Coordination implemented</li> <li>• Strategic plan (activities/programming and structure) developed and implemented</li> </ul>	<p><b>2011</b> New project staff recruited/ key areas of support identified</p> <p><b>2012</b> Ongoing donor coordination/ implementation of MOIM Master Plan</p> <p><b>2013</b> Ongoing donor coordination/ implementation of MOIM Master Plan/ Elections support</p>	<p><b>MOIM/ UNDP</b></p>	<p>1.1.1 Identify key areas of program support and outline experts profiles needed to assist the ministerial team: (staff coordinator, elections, road safety and civil defence, local government, sustainable development and environmental safety, information technology, communication and procurement.)</p> <p>1.1.2 Support project planning, follow-up and coordination with the various ministry</p>	<p>Project Manager \$336,000.00 USD</p> <p>Project Officer \$141,000.00 USD</p> <p>Senior National Advisor \$ 273,000.00 US</p> <p>Research and Admin. Officer \$140,000.00 USD</p> <p>Project Assistant \$99,000.00 USD</p> <p>Senior Project Officer \$</p>



	provided		<p>departments</p> <p>1.1.3 Coordinate among donors in every area and ensure smooth communication between the donor community and the ministry departments</p> <p>1.1.4 Provide regular updates to the minister and ensure the ministry vision is implemented.</p>	<p>250,000.00 US</p> <p>Project Admin and Finance Assistant \$84,000.00 USD</p> <p>Project Driver \$45,000.00 USD</p> <p>Office set-up \$15,000.00 USD</p> <p>Communication \$10,000.00 USD</p> <p>Travel \$20,000.00 USD</p> <p>Staff training workshops \$10,000.00 USD</p> <p>Miscellaneous 5,000.00 USD</p> <p>Government GMS: 68,400 USD</p> <p>Donors GMS: 4,200 USD</p>
<p>1.2 The ministry's capabilities in reaching out to the public and engaging citizens in the processes underway Developed, as well as proper internal communication and feedback mechanism on ministerial initiatives ensured through the establishment of a Communication Department at the Ministry;</p> <p><b>Baseline:</b> there exists no institutionalised external/Internal communication unit at the ministry</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>Identify the areas of work of a communication unit at MOIM</li> <li>Identify public and staff information access needs</li> <li>Develop a system of communication that can service</li> </ul>	<p><b>2011</b></p> <p>Comms expert recruited, Comms strategy and plan developed, Comms SOPs set up</p> <p><b>2012</b></p> <p>Comms SOPs revised, Communication strategy implemented for each programmatic area.</p>	<p><b>MOIM/ UNDP</b></p>	<p>1.2.1 Recruit two communication experts</p> <p>1.2.2 Outline a communication strategy for each key programmatic area of the ministry</p> <p>1.2.3 Develop the ministry's capabilities to reach out to the public and engage the public in the processes underway</p> <p>1.2.4 Ensure proper internal communication and feedback mechanism on</p>	<p>Senior Communication and Media Officer \$246,000.00 USD</p> <p>Communication Officer \$132,000.00 USD</p> <p>Miscellaneous \$6,000.00 USD</p>

<p>everyone and is safe and reliable</p> <ul style="list-style-type: none"> <li>Develop a communication plan for main initiatives undertaken by the ministry</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>Communication strategy developed and implemented for each programmatic area.</li> </ul>	<p><b>2013</b> Communication strategy implemented for each programmatic area.</p>		<p>ministerial initiatives</p>	<p>Government GMS: 18,900 USD Donors GMS: 4200 USD</p>
<p><b>1.3</b> Citizen inquiries addressed and complaints handled adequately through a Public Complaints and Information Hotline and inter-department communication system</p> <p><b>Baseline:</b> there exists no computerized call-in public complaints and information system</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>Establishment of a call-in centre for all public inquiries</li> <li>Ensure its computerization and linking to ministry's departments</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Hotline established, publicized, and operational</li> <li>Citizens' complaints received, classified, and addressed.</li> </ul>	<p><b>2011</b> Public inquiries hotline set up/ recruitment of IT staff</p> <p><b>2012</b> Computerized links between departments set up</p> <p><b>2013</b> Knowledge transfer to ministry staff</p>	<p>MOIM/ UNDP</p>	<p>1.3.1 Launch a tender for a computerized public complaints and hotline system</p> <p>1.3.2 Implement the installation of all hardware and networking with ministry departments</p> <p>1.3.3 Ensure recruitment and training of staff from within the ministry</p>	<p>Hotline desk and working space \$10,000.00 USD</p> <p>Online complaint mechanism (hotline SOP's, servers, web portal) \$100,000.00 USD</p> <p>Operators training \$5,000.00 USD</p> <p>Miscellaneous \$5,000.00 USD Donors GMS: 8,400 USD</p>
<p><b>1.4</b> Efficiency and responsiveness enhanced, transaction costs and public servicing reduced, as well as administration transformed through the establishment of an Information Technology Unit and Information sharing network at the MOIM</p> <p><b>Baseline:</b> The ministry does not currently have an IT unit.</p> <p><b>Output Indicator:</b></p> <ul style="list-style-type: none"> <li>An assessment of needs is conducted</li> <li>Recruitment of qualified staff</li> </ul>	<p><b>2011</b> IT support team set up and recruited / IT needs assessment carried out and procurement process begun</p> <p><b>2012</b> Web interface communication</p>	<p>MOIM/ UNDP</p>	<p>1.4.1 An information technology assessment is conducted at MOIM to identify inter-departmental communication and technology needs and ways to strengthen e-government</p> <p>1.4.2 Recruit an IT Team (team</p>	<p>IT Team Leader \$198,000.00 USD</p> <p>ICT Implementation Coordinator \$132,000.00 USD</p>

<ul style="list-style-type: none"> <li>Equipment is procured</li> <li>Network is established</li> <li>Training is provided through the unit to the staff on a regular basis</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>User-friendly communication system established and operates efficiently.</li> </ul>	<p>system set up</p> <p><b>2013</b></p> <p>Knowledge transferred to ministry staff</p>		<p>leader and two assistants)</p> <p>1.4.3 Develop a system of communication that can service everyone and is safe and reliable and provides a web interface that is easy of access and that operates over a network that is secure, reduces the cost of transactions and of servicing the public</p> <p>1.4.4 Training capability is developed within the ministry to expand the work being currently done by OMSAR</p>	<p>ICT assistant \$99,000.00 USD</p> <p>IT needs analysis study \$10,000.00 USD</p> <p>Interdepartmental IT network \$250,000.00 USD</p> <p>IT training program \$30,000.00 USD</p> <p>Government GMS: 21,450 USD</p> <p>Donors GMS: 20,300</p>
<p><b>1.5</b> The civil registry system improved through the upgrading of MOIM IT network and through linking it up with personal status offices across the regions, and modernizing the personal status administration for Palestinian refugees in Lebanon</p> <p><b>Baseline:</b> Current processes are slow and low level of automation and currently not linked-in electronically with personal status offices across the country.</p> <p><b>Output indicators:</b></p> <ol style="list-style-type: none"> <li>New processes are identified to enhance daily operations</li> <li>Civil Status Registry is automated with the most adequate technology</li> <li>A shared network is established between the civil status registry office at the ministry and in the offices across the country</li> </ol>	<p><b>2011</b></p> <p>RFP for upgrading the Palestinian Refugee Personal status completed / Review of linking 47 DGPS offices carried out/ assistance in fundraising underway</p> <p><b>2012</b></p> <p>New Palestinian refugee</p>	<p><b>MOIM/ UNDP- Governance/ OMSAR</b></p>	<p>1.5.1 Conduct a review of the process of digitizing the civil status registry in 9 of the 47 national centers</p> <p>1.5.2 Assist in fundraising for the procurement of the technology necessary to complete the automation of the civil status registry in all 47 national centers</p> <p>1.5.3 Support in establishing an intranet system that will provide for a shared network for the civil status registry offices that will</p>	<p>Training programme \$20,000.00 USD</p> <p>HR assessment study \$8,000.00 USD</p> <p>Current physical space assessment and plans for a new sight (Specs, layout, etc...) \$30,000.00 USD</p> <p>Procure technology for</p>

<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>Efficacy and efficiency of the Civil Status Registry enhanced.</li> <li>Personal Status administration for Palestinian refugees in Lebanon is modernized</li> </ul>	<p>personal status system set up/ Support to establishing intranet system rendered/ capacity of directorate in using the system enhanced</p> <p><b>2013</b> Efficacy and efficiency of the Civil Status Registry enhanced</p>		<p>enable secure data entry and access based on well defined protocols</p> <p>1.5.4 Review the current HR structure and propose new charts with an assessment of the current physical location</p> <p>1.5.5 Develop a training module for civil status registry staff on the use of the shared network</p> <p>1.5.6 Support directory in building the capacity of staff on matters related to IT, Lebanese personal status law, human rights management and customer service</p> <p>1.5.7 Upgrade of Palestinian Refugees Personal Status administration system at the MOIM</p>	<p>microfilms display \$30,000.00 USD</p> <p>Procure equipment that enable the upgrading the Palestinian Refugees Personal Status administration system at the MOIM \$435,000.00 USD Donors GMS: 36,610 USD</p>
<p><b>2-Policy Development Capacity increased at MOIM</b></p>				
<p><b>2.1</b> The electoral law reform efforts carried out by the ministry to introduce a new electoral law that meets international standards supported;</p> <p><b>Baseline:</b> Elections 2013 are likely to be run under a new electoral law that ought to be proposed by the cabinet within 18 months of its swearing in, the current system not meeting international standards in a number of areas</p>	<p><b>2011</b> Support rendered to drafting of new law/ awareness raising campaign strategy developed and launched / draft</p>	<p><b>MOIM/ UNDP- Governance</b></p>	<p>2.1.1 Awareness campaign on the importance of the electoral reform process and ways it will be implemented and to seek stakeholders' input. Following the adoption of the reforms, implement a</p>	<p>Short term national experts \$20,000.00 USD Contractual services company for public awareness campaigns</p>

<p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• A national debate on election reform takes place</li> <li>• Stakeholders have a chance to comment on the new draft law</li> <li>• A majority of political parties, civil society organizations and the cabinet adopt the law.</li> <li>• The law is passed by parliament</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• New law based on wide consultations passed by Parliament</li> <li>• 2013 Parliamentary Elections administered based on new law</li> </ul>	<p>law presented</p> <p><b>2012</b> Ongoing awareness raising campaigns/ needs assessment of DPAR carried out</p> <p><b>2013</b> Support to MOIM/ elections/ international assistance coordination carried out</p>		<p>public education campaign regarding the reforms and ways they will be implemented</p> <p>21.2 Nationwide consultations regarding the election law</p> <p>2.1.3 Technical, logistical, staffing and financial support to the committee in charge of drafting, reviewing or amending the current law</p> <p>2.1.4 Assessment study on the needs of the Directorate of Political Affairs and Refugees (DPAR) at the ministry</p> <p>2.1.5 Assist the DPAR in key areas of electoral strengthening</p> <p>2.1.6 Feasibility study on establishing an independent electoral body</p> <p>2.1.7 Support the out-of-country voting process by implementing aspects related to the ministry of interior</p> <p>2.1.8 Identify ways to enhance data sharing with the Civil Status Directorate the</p>	<p>(electoral reform, Elections law) \$220,000.00 USD</p> <p>Nationwide consultation meetings on electoral law \$65,000.00 USD</p> <p>Needs assessment for Directorate of Elections at Ministry \$10,000.00 USD</p> <p>Feasibility Study for establishment of Independent Electoral Commission (IEC) \$70,000.00 USD</p> <p>Support implementation including registration of voters and communication \$100,000 USD</p> <p>Miscellaneous \$8,000.00 USD</p> <p>Donors GMS: 34,510</p>
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				<p>production of the voter list in light of the 2009 and 2010 process</p> <p>2.1.9 Coordinate international assistance for the electoral process</p>	<p>Human Rights and Local Councils Activity Officer \$112,000.00 USD</p> <p>Miscellaneous \$10,000.00 USD</p> <p>Government GMS: 5,600USD Donors GMS: 7000 USD</p>
<p>2.2. The directorate of local administrations and councils supported in coordinating aid and capacity of municipalities developed</p> <p><b>Baseline:</b> Current system lacks of a strategic direction and is centralized, leaving very little room for local councils to work autonomously. Municipalities and Union of Municipalities have weak capacity to deliver a good quality of services to their communities. Both the President of the republic and the Minister have highlighted the point that the coming phase will witness a reform process that focuses on decentralization.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• International support to ministry on decentralization is well coordinated</li> <li>• Draft law adopted by parliament</li> <li>• Recruitment of a qualified area coordinator.</li> <li>• Directorate of Local Administrations and Councils restructured and capacity of staff developed.</li> <li>• At least 15 regional development strategies (at the Caza level) developed.</li> <li>• A national strategy for local development developed and adopted by the government.</li> <li>• Staff of at least 350 municipalities and union of municipalities, and 1,000 municipal council members, trained on local governance.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Coordination with international donors/agencies implemented</li> </ul>	<p><b>2011</b> Activity coordinator recruited/ structure assessment study carried out</p> <p><b>2012</b> Regional development strategies underway based on the assessment study findings</p> <p><b>2013</b> National strategy for local development adopted by government / national capacity development programme for municipalities implemented</p>	<p><b>MOIM/ UNDP- Social</b></p>	<p>2.2.1 Coordinate international assistance for the decentralization law reform process</p> <p>[2.2.2 Restructuring the Directorate of Local Administrations and Councils.</p> <p>2.2.3 Assessment of the current structure and propositions of a new structure/ organigram of the Directorate of Local Administrations and Councils, and capacity development of the staff.</p> <p>2.2.4 Develop strategies for regional development at the Caza level, based on an assessment entailing a data review and a participative approach.</p> <p>2.2.5 Develop a national strategy for local development to be adopted by the Government.</p>		

<ul style="list-style-type: none"> <li>• Directorate of Local Administrations and Councils' structure and capacity assessed and developed</li> <li>• National and regional strategic plans developed and implemented</li> <li>• Capacities of municipal staff and council members developed</li> </ul>			<p>2.2.6 Implement a national capacity development programme for municipalities. ]*</p>	
<p><b>2.3 Road safety promoted in order to curb the rate of accidents and improve citizens' everyday movements and quality of life</b></p> <p><b>Baseline:</b> Road safety remains a serious issue in Lebanon despite several initiatives to curb accidents and the need to address road safety and traffic management is a dire need to facilitate the everyday life of citizens.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Road safety policy making is enhanced</li> <li>• New processes are identified to enhance traffic management</li> <li>• Partnership with Civil Society set up to engaged to lobby for traffic and road safety law reforms</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• Road safety and traffic management measures revised, implemented and enhanced in coordination with all stakeholders</li> </ul>	<p><b>2011</b> Staff recruited/ traffic master plan RFP developed</p> <p><b>2012</b> Support to traffic commission rendered</p> <p><b>2013</b> Traffic master plan steering committee developed / new traffic law passed</p>	<p><b>MOIM/UNDP Governance</b></p>	<p>2.3.1 Awareness campaign on public behaviour when it comes to traffic</p> <p>2.3.2 Technical, logistical, and staffing support to fundraise for the procurement of needed equipment (Motorbikes, Speed Radars, Alcohol Detectors- Tow Trucks- Patrol cars)</p> <p>2.3.3 Capacity of senior traffic management administration enhanced</p> <p>2.3.4 Develop the detailed request for proposal for a traffic master plan</p> <p>2.3.5 Establish and manage a steering committee to coordinate among key institutions on the development of the master plan and later its implementation</p>	<p>Environmental safety / Civil Defence and Road Safety Activity Officer \$112,000.00 USD</p> <p>Public Awareness Campaign \$100,000.00 USD</p> <p>Part time traffic management specialists \$40,000.00 USD</p> <p>Sponsored visits for senior members of traffic administration to seminars abroad \$50,000.00 USD</p> <p>Short term legal expert: \$40,000</p>

\* Activities (2.2.2-2.2.6) will be implemented in cooperation with the Social and Local Development Programme, which will provide funding for the implementation of the highlighted activities.

			<p>2.3.6 Reorganisation and system reengineering of the traffic commission</p> <p>2.3.7 Traffic commission laws and regulations reviewed</p> <p>2.3.8 Institutional support and capacity building for road safety and control</p> <p>2.3.9 Assist in rendering the traffic law a user-friendly code for the public</p> <p>2.3.10 Mainstream and disseminate the traffic code law to the public</p>	<p>(traffic Commission and traffic code law activities)</p> <p>Short term management and process reengineering specialist \$60,000 (traffic commission and traffic circulation directorate activities)</p> <p>Short term expert for Master Plan request for proposal \$20,000.00 USD</p> <p>Equipments and tools for the traffic circulation directorate \$50,000.00 USD (IT software and hardware, support in GIS and other monitoring equipments)</p> <p>Short Term Activity Support (activity coordinator and</p>
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<p><b>2.4 Sustainable development promoted and a better environmental safety policy enhanced through the enforcement of environmental safety laws implementation.</b></p> <p><b>Baseline:</b> Additional support for civil defence and promotion of sound policies and initiatives is needed</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Civil defense centers linked together through a shared IT network</li> <li>• Civil defense operation room staff are qualified</li> <li>• Environmental issues are addressed especially (fire fighting) and strategy developed through coordination with concerned Ministries.</li> <li>• Strategy for the enforcement of environmental legislation developed.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Efficiency and efficacy of the Directorate for Civil Defence enhance, and staff/volunteers capacity developed.</li> <li>• Environmental measures adopted and strategy towards the enforcement of environmental legislation implemented.</li> </ul>	<p><b>2011</b> Capacity building components delivered</p> <p><b>2012</b> Procurement of machines underway, training delivered and SOPs developed</p> <p><b>2013</b> SOPs in use and training expanded and institutionalized, efficiency and efficacy of civil defence centres enhances</p>	<p><b>MOIM/ UNDP-E&amp;E</b></p>	<p>2.4.1 Training capability is developed within the civil defence directorate on operation room management</p> <p>2.4.2 Establish a mobile IT shared network for civil defence centers in Lebanon</p> <p>2.4.3 Procure the technology needed to enable the use of the shared network</p> <p>2.4.4 Training on Search and rescue, fire fighting and first aid continued</p> <p>2.4.5 Procurement of additional lots of search and rescue equipment</p> <p>2.4.5 Training on maritime search and rescue provided</p> <p>2.4.5 Procure maritime search and rescue equipment and vessels</p>	<p>activity assistant) \$100,000.00 USD Government GMS: 5,600 USD Donors GMS: 32,200 USD</p> <p>Generic training program \$20,000.00 USD</p> <p>Production of training guide and manual \$10,000.00 USD</p> <p>Procure laptops and IT shared network system \$90,000.00 USD</p> <p>S&amp;R. Fire Fighting, TOT and maritime rescue Trainings \$ 300,000.00</p> <p>Search and rescue equipments (4 lots) \$600,000.00</p> <p>Maritime search and rescue equipments and vessels</p>
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			<p>vessels</p> <p>2.4.6 Institutional support in equipment SOP (inventory maintenance security and safety)</p> <p>2.4.7. Support in establishing a coordination system and procedures with army</p> <p>2.4.8 Increase the implementation capacity in the framework of environmental safety strategy and legislation. *</p>	<p>\$400,000.00</p> <p>Short term expert for equipment SOP \$15,000.00</p> <p>Short term Legal expert for MOU \$ 5000.00</p> <p>Donors GMS 100,800 USD</p>
<p><b>3 Inclusive Participation and Human Rights Enhanced</b></p>				
<p><b>3.1</b> Human rights within the work of personal status administration and security force mainstreamed as well as human rights legal gaps in ministry's procedures identified.</p> <p><b>Baseline:</b> Human rights remain a serious issue in Lebanon despite several initiatives to enhance it and the need to address legal and administrative gaps on matters related to human rights is urgently needed.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Security forces are more aware of Human Rights laws and behave accordingly</li> <li>• Legal gaps related to human rights are addressed and proposed law is put forward</li> <li>• Human rights unit at MOIM smoothly running</li> </ul>	<p><b>2011</b> Human rights legal gaps identified</p> <p><b>2012</b> Human rights training programme set up</p> <p><b>2013</b> Human rights capacity of relevant personnel developed</p>	<p><b>MOIM/ UNDP- Governance/ OHCHR</b></p>	<p>3.1.1 Provide logistical support and training for the ISF, Airport Police, and Security General on human rights laws and regulation</p> <p>3.1.2 Human Rights training manual and user booklets are produced</p> <p>3.1.3 Identification of human rights legal gaps within the Lebanese law and suggest amendments</p>	<p>Short Term legal experts \$60,000.00 USD</p> <p>Training programme \$50,000.00 USD</p> <p>Training manuals production \$30,000.00 USD</p> <p>Production of Human rights user-friendly booklet \$20,000.00 USD</p>

\* This activity will be implemented in cooperation with the Energy and Environment Programme, which will provide funding for implementation of the highlighted activity.



<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Human Rights Capacity of relevant personnel developed</li> <li>• Human Rights legal framework addressed</li> <li>• New human rights unit capacity built</li> </ul>			<p>3.1.4 Support to the new human rights unit at MOIM provided</p>	<p>Technical support to human rights unit at MOIM 150,000.00 USD Donors GMS: 21,700 USD</p>
<p>3.3 Civil society's participation in policy making and political reform enhanced</p> <p><b>Baseline:</b> Civil society organizations are not actively engaged in political reform cooperate in a limited way cooperation is and work on political reform is relatively limited.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>• Key civil society organizations collaborate in areas of political reform</li> <li>• Key civil society organizations engage in public education about electoral reform and decentralizations</li> <li>• Civil society organizations lobby political leaders for reform</li> </ul> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• Participative process with Civil Society implemented and opportunities created</li> </ul>	<p><b>2011</b> Communication routes with civil society enhanced</p> <p><b>2012</b> Support to civil society rendered</p> <p><b>2013</b> Reform laws passed</p>	<p><b>MOIM/ UNDP- Governance</b></p>	<p>3.3.1 Create opportunities for civil society organizations to present their ideas about reform and to comment on the proposed laws in various areas</p> <p>3.3.2 Support civil society efforts to inform citizens about the reform processes</p> <p>3.3.3 Support civil society's efforts to ensure the passage of the laws through building partnerships with the MOIM</p>	<p>Contractual agreement with NGOs \$150,000.00 USD</p> <p>Miscellaneous \$10,000.00 USD</p> <p>Publications \$10,000.00 USD</p> <p>Donors GMS:11,900 USD</p>
Government GMS (5%)				119,950
Donors GMS (7%)				271,740
<b>TOTAL Project Cost for Three Years</b>				<b>6,672,690</b>

## Annual Work Plan Budget Sheet Year 2011

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPON SIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output 1: Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented</p> <p>Baseline:</p> <ul style="list-style-type: none"> <li>- MOIM project implementation capability and donor coordination capacity needs enhancement.</li> <li>- there exists no institutionalized external/internal communication unit at the ministry</li> <li>- there exists no computerized call-in public complaints and information system</li> <li>- The ministry does not currently have an IT unit</li> <li>- Outdated processes need automation and electronic links should be established between the MOIM and the personal status offices.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- An assessment of needs is conducted</li> <li>- Recruitment of qualified staff</li> <li>- Equipment is procured</li> <li>- Network is established</li> <li>- Training is provided through the unit to the staff on a regular basis</li> <li>- New processes to enhance daily operations are identified and implemented.</li> <li>- Automation of the Civil Status Registry at the ministry and establishing a shared network between to link it with the personal status offices across the country.</li> <li>- Personal Status administration for Palestinian refugees in Lebanon is modernized</li> </ul> <p>Targets:</p> <ul style="list-style-type: none"> <li>- New project staff recruited/ key areas of support identified</li> <li>- Communication expert recruited.</li> <li>- Communication strategy and plan developed</li> <li>- Communication SOPs set up</li> <li>- Public inquiries hotline set up/ recruitment of IT staff</li> <li>- IT support team set up and recruited / IT needs assessment carried out and procurement process begun</li> <li>- Review of linking 47 DGPS offices carried out/ assistance in fundraising underway</li> <li>- RFP for upgrading the Palestinian Refugee Personal status completed /</li> </ul>	<p>Actions:</p> <ul style="list-style-type: none"> <li>- Identifying key areas of program support and outline experts profiles needed.</li> <li>- Coordinate and ensure smooth communications between the donor community and the ministry.</li> <li>- Develop a communication strategy for each key programmatic area.</li> <li>- Develop the ministry's capabilities to reach out to the public.</li> <li>- Launch a tender for a computerized public complaints and hotline system</li> <li>- conduct an information technology assessment to identify its communication and technological needs.</li> <li>- Develop a communication system that is both secure and reliable.</li> <li>- Training capability is developed within the ministry to expand the work being currently done by OMSAR</li> <li>- Conduct a review of the process of digitizing the civil status registry in 9 national centres.</li> <li>- Assist in fundraising for the procurement of the technology necessary to complete the automation of the civil status registry in all 47 national centres.</li> <li>- Establish an intranet system that will provide for a shared network for the civil status registry offices that will enable secure data entry and access based on well defined protocols.</li> <li>- Review the current HR structure and propose new charts with an assessment of the current physical location</li> <li>- Upgrade of Palestinian Refugees Personal Status administration system at the MOIM</li> </ul>	X	X	X	X	UNDP and MOIM		71400 Contractual Services-Individual	725,000
								75100- Facilities & Administration (Gvt)	36,250
								71600-Travel	7,000
								72200-Equipment and Furniture	175,000
								72400-Communic & Audio Visual Equip	4,000
								74500-Miscellaneous Expenses- Training Fees	15,000
								72100- Contractual Services- Companies	120,000
								74500-Miscellaneous Expenses	5,000
								75100-Facilities & Administration	22,820



Output 3: Inclusive Participation and Human Rights Enhanced									
<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- There is an urgent need to address legal and administrative gaps on matters related to human rights.</li> <li>- Participation of civil society organizations that are not actively engaged in political reform should be enhanced.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Security forces are made more aware of Human Rights laws , Legal gaps are addressed and a proposed law is put forward</li> <li>- Key civil society organizations engage in public education and lobby for political reform.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Human rights legal gaps identified</li> <li>- Communication routes with civil society enhanced</li> <li>- Capacity of new human rights unit at MOIM built</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a training module for civil status registry staff on the use of the shared network and on matters related to IT, Lebanese personal status law, human rights management and customer service</li> <li>- Provide logistical support and training for the ISF, Airport Police, and Security General on human rights laws and regulation</li> <li>- Production of a Human Rights training manual and user booklets</li> <li>- Identification of legal gaps within the Lebanese law and suggest amendments</li> <li>- Create opportunities for civil society organizations to engage more in the reform process by commenting on the proposed laws, informing citizens about the reform processes and ensuring the passage of the laws through partnerships with MOIM.</li> </ul>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP and MOIM</p>	<p>71300-Local Consultants 20,000</p> <p>72100- Contractual Services- Companies 36,000</p> <p>74200-Audio Visual &amp; Print Production Costs 20,000</p> <p>72605- NGOs Agreements 50,000</p> <p>75100-Facilities &amp; Administration 8,820</p>
									2,319,456

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p><b>Output 1:</b> Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• MOIM project implementation capability and donor coordination capacity needs enhancement.</li> <li>• there exists no institutionalized external/internal communication unit at the ministry</li> <li>• there exists no computerized call-in public complaints and information system</li> <li>• The ministry does not currently have an IT unit.</li> <li>• Outdated processes need automation and electronic links should be established between the MOIM and the personal status offices.</li> </ul> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1) An assessment of needs is conducted</li> <li>2) Recruitment of qualified staff</li> <li>3) Equipment is procured</li> <li>4) Network is established</li> <li>5) Training is provided through the unit to the staff on a regular basis</li> <li>6) New processes to enhance daily operations are identified and implemented</li> <li>7) Automation of the Civil Status Registry at the ministry and establishing a shared network between to link it with the personal status offices across the country</li> <li>8) Personal Status administration for Palestinian refugees in Lebanon is modernized</li> </ol> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Ongoing donor coordination/implementation of MOIM Master Plan</li> <li>• Communication SOPs revised</li> <li>• Communication strategy implemented for each programmatic area</li> <li>• Computerized links between departments set-up</li> <li>• Web interface communication system set-up</li> <li>• Support to establishing intranet system rendered/capacity of directorate in using the system enhanced</li> <li>• New Palestinian refugee personal status system set up</li> </ul>	<p><b>Activities :</b></p> <ul style="list-style-type: none"> <li>- Identifying key areas of program support and outline experts profiles needed.</li> <li>- Coordinate and ensure smooth communications between the donor community and the ministry.</li> <li>- Develop a communication strategy for each key programmatic area.</li> <li>- Develop the ministry's capabilities to reach out to the public.</li> <li>- Launch a tender for a computerized public complaints and hotline system</li> <li>- conduct an information technology assessment to identify its communication and technological needs.</li> <li>- Develop a communication system that is both secure and reliable.</li> <li>- Training capability is developed within the ministry to expand the work being currently done by OMSAR</li> <li>- Conduct a review of the process of digitizing the civil status registry in 9 national centres.</li> <li>- Assist in fundraising for the procurement of the technology necessary to complete the automation of the civil status registry in all 47 national centres.</li> <li>- Establish an intranet system that will provide for a shared network for the civil status registry offices that will enable secure data entry and access based on well defined protocols.</li> <li>- Review the current HR structure and propose new charts with an assessment of the current physical location</li> <li>- Upgrade of Palestinian Refugees Personal Status administration system at the MOIM</li> </ul>							
		x	x	x	x	UNDP & MOIM		
							71400- Contractual Services- Individuals	725,000
							75100- Facilities and Administration	36,250
							71600- Travel	7,000
							72200- Equipment and Furniture	158,000
							72400- Communication and Audio Visual Equipment	3,000
							74500- Miscellaneous Expenses- Training Fees	15,000
							72100- Contractual Services- Companies	120,000
							74500- Miscellaneous Expenses	5,000
							75100- Facilities and Administration	21,560



<p><b>Output 2: Policy Development Capacity increased at MOIM</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• Elections 2013 are likely to be run under a new electoral law and the current system does not meet international standards in a number of areas. It is highly centralized and leaves very little room for local councils to work autonomously.</li> <li>• Road safety and traffic management is a dire need to facilitate the everyday life of citizens.</li> <li>• Support for civil defense and promotion of sound environmental safety policies and initiatives are needed.</li> </ul> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1) A national debate on election reform takes place and the cabinet adopts the law.</li> <li>2) The law is passed by parliament The support to ministry on decentralization is well coordinated</li> <li>3) Draft law for reform is adopted by the parliament.</li> <li>4) Recruitment of a qualified area coordinator</li> <li>5) Road safety policy making is enhanced and new processes are identified to enhance traffic management.</li> <li>6) Civil Society engaged to lobby for traffic and road safety law reforms.</li> <li>7) Civil defense centers linked together through a shared IT network and the operation room staff are qualified</li> <li>8) Environmental safety issues are addressed especially (fire fighting)</li> </ol> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Ongoing awareness raising campaigns/needs assessment of DPAR carried out</li> <li>• Regional development strategies underway based on the assessment study findings</li> <li>• Support to traffic commission rendered</li> <li>• Procurement machines underway, training delivered and SOPs developed</li> </ul>	<ul style="list-style-type: none"> <li>- Launch two media campaigns one to raise awareness on the importance of the electoral reform process and the second to adopt the reforms and ways they will be implemented.</li> <li>- Providing support to the committee in charge of drafting, reviewing and amending the current electoral law</li> <li>- Assessment study on the needs of the Directorate of Political Affairs and Refugees (DPAR) and providing support in key areas of electoral strengthening.</li> <li>- Feasibility study on establishing an independent electoral body.</li> <li>- Identify ways to enhance data sharing with the Civil Status Directorate and the production of the voter list.</li> <li>- Coordinate international assistance for the electoral process and the decentralization of the law reform process.</li> <li>- Develop capacity and training program responsible party UNDP-Social in-kind)</li> <li>- Awareness campaign on public behaviour when it comes to traffic</li> <li>- Capacity Development of senior traffic management administration.</li> <li>- Capacity development of the civil defence directorate</li> <li>- Establish a mobile IT shared network for civil defence centres in Lebanon and procurement of needed equipment</li> </ul>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>71400- Contractual Services- Individuals</p> <p>75100- Facilities and Administration</p> <p>71300- Local Consultants</p> <p>71600- Travel</p> <p>72800- IT Equipment</p> <p>72100- Contractual Services – Companies</p> <p>72200- Equipment</p> <p>74200- Audiovisual and Print Production Costs</p> <p>74500- Miscellaneous Expenses</p> <p>75100- Facilities and Administration</p>	<p>74,666.66</p> <p>3,733.33</p> <p>100,000</p> <p>15,000</p> <p>20,000</p> <p>290,000</p> <p>350,000</p> <p>30,000</p> <p>6,000</p> <p>56,770</p>
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EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET Budget Description	Amount
		Q 1	Q 2	Q 3	Q 4				
<p>Output 1: Institutional capacity enhanced and viable measures for the MOIM Master Plan developed and implemented</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>• MOM project implementation capability and donor coordination capacity needs enhancement</li> <li>• there exists no institutionalized external/internal communication unit at the ministry</li> <li>• there exists no computerized call-in public complaints and information system</li> <li>• The ministry does not currently have an IT unit.</li> <li>• Outdated processes need automation and electronic links should be established between the MOIM and the personal status offices.</li> </ul> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1) An assessment of needs is conducted</li> <li>2) Recruitment of qualified staff</li> <li>3) Equipment is procured</li> <li>4) Network is established</li> <li>5) Training is provided through the unit to the staff on a regular basis</li> <li>6) New processes to enhance daily operations are identified and implemented.</li> <li>7) Automation of the Civil Status Registry at the ministry and establishing a shared network between to link it with the personal status offices across the country.</li> <li>8) Personal Status administration for Palestinian refugees in Lebanon is modernized</li> </ol> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Ongoing donor coordination /Implementation of MOIM Master Plan/Elections support provided</li> <li>• Communication strategy implemented for each programmatic area</li> <li>• Knowledge transfer to Ministry staff</li> <li>• Knowledge transferred to ministry staff</li> <li>• Efficacy and efficiency of the Civil Status Registry enhanced</li> </ul>	<p>Actions:</p> <ul style="list-style-type: none"> <li>- Identifying key areas of program support and outline experts profiles needed.</li> <li>- Coordinate and ensure smooth communications between the donor community and the ministry.</li> <li>- Develop a communication strategy for each key programmatic area.</li> <li>- Develop the ministry's capabilities to reach out to the public.</li> <li>- Launch a tender for a computerized public complaints and hotline system</li> <li>- conduct an information technology assessment to identify its communication and technological needs.</li> <li>- Develop a communication system that is both secure and reliable.</li> <li>- Training capability is developed within the ministry to expand the work being currently done by OMSAR</li> <li>- Conduct a review of the process of digitizing the civil status registry in 9 national centres.</li> <li>- Assist in fundraising for the procurement of the technology necessary to complete the automation of the civil status registry in all 47 national centres.</li> <li>- Establish an intranet system that will provide for a shared network for the civil status registry offices that will enable secure data entry and access based on well defined protocols.</li> <li>- Review the current HR structure and propose new charts with an assessment of the current physical location</li> <li>- Upgrade of Palestinian Refugees Personal Status administration system at the MOIM</li> </ul>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>UNDP &amp; MOIM</p>	<p>71400-Contractual Services-Individual</p> <p>75100- facilities &amp; administration</p> <p>71600-Travel</p> <p>72100-Contractual Services companies</p> <p>72200-Equipment and Furniture</p> <p>72400-Communic &amp; Audio Visual Equip</p> <p>74500- Miscellaneous Training Fees</p> <p>74500-Miscellaneous Expenses</p> <p>75100-Facilities &amp; Administration</p>	<p>725,00</p> <p>36,250</p> <p>6,000</p> <p>120,000</p> <p>157,000</p> <p>3,000</p> <p>15,000</p> <p>6,000</p> <p>21,490</p>			

<p><b>Output 2: Policy Development Capacity increased at MOIM</b></p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>• Elections 2013 are likely to be run under a new electoral law and the current system does not meet international standards in a number of areas. It is highly centralized and leaves very little room for local councils to work autonomously.</li> <li>• Road safety and traffic management is a dire need to facilitate the everyday life of citizens.</li> <li>• Support for civil defense and promotion of sound environmental safety policies and initiatives are needed.</li> </ul> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>1) A national debate on election reform takes place and the cabinet adopts the law.</li> <li>2) The law is passed by parliament</li> <li>3) The support to ministry on decentralization is well coordinated</li> <li>4) Draft law for reform is adopted by the parliament.</li> <li>5) Recruitment of a qualified area coordinator</li> <li>6) Road safety policy making is enhanced and new processes are identified to enhance traffic management.</li> <li>7) Civil Society engaged to lobby for traffic and road safety law reforms.</li> <li>8) Civil defense centers linked together through a shared IT network and the operation room staff are qualified</li> <li>9) Environmental safety issues are addressed especially (fire fighting)</li> </ol> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>• Support to MOIM /international assistance coordination carried out</li> <li>• National strategy for local development adopted by government/national capacity</li> </ul>	<ul style="list-style-type: none"> <li>- Launch two media campaigns one to raise awareness on the importance of the electoral reform process and the second to adopt the reforms and ways they will be implemented.</li> <li>- Providing support to the committees in charge of drafting, reviewing and amending the current electoral law</li> <li>- Assessment study on the needs of the Directorate of Political Affairs and Refugees (DPAR) and providing support in key areas of electoral strengthening.</li> <li>- Feasibility study on establishing an independent electoral body.</li> <li>- Identify ways to enhance data sharing with the Civil Status Directorate and the production of the voter list.</li> <li>- Coordinate international assistance for the electoral process and the decentralization of the law reform process.</li> <li>- Develop capacity and training program responsible party UNDP-Social in-kind)</li> <li>- Awareness campaign on public behaviour when it comes to traffic</li> <li>- Capacity Development of senior traffic management administration.</li> <li>- Capacity development of the civil defence directorate</li> <li>- Establish a mobile IT shared network for civil defense centres in Lebanon and procurement of needed equipment.</li> </ul>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>UNDP &amp; MOIM</p>	<p>71400-Contractual Services-Individual</p> <p>75100- facilities &amp; Administration</p> <p>71300- Local Consultants</p> <p>71600-Travel</p> <p>72100-Contractual Services Companies</p> <p>74200- Audio Visual and Print Production Costs</p> <p>72200- Equipment</p> <p>72800- IT Equipment</p> <p>74500-Miscellaneous Expenses</p> <p>75100-Facilities &amp; Administration</p>	<p>74,666.66</p> <p>3,733.33</p> <p>100,000</p> <p>15,000</p> <p>290,000</p> <p>30,000</p> <p>350,000</p> <p>20,000</p> <p>6,000</p> <p>56,770</p>
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<p>development programme for municipalities implemented</p> <ul style="list-style-type: none"> <li>Traffic master plan steering committee developed/new traffic law passed</li> <li>SOPs in use and training expanded and institutionalized, efficiency and efficacy of civil defense centered enhanced</li> </ul> <p><b>Output 3: Enhancing Participation and Human Rights.</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>There is an urgent need to address legal and administrative gaps on matters related to human rights.</li> <li>Participation of civil society organizations that are not actively engaged in political reform should be enhanced.</li> </ul> <p><b>Output indicators:</b></p> <ol style="list-style-type: none"> <li>Security forces are made more aware of Human Rights laws , Legal gaps are addressed and a proposed law is put forward</li> <li>Key civil society organizations engage in public education and lobby for political reform.</li> </ol> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Hunan rights capacity of relevant personnel</li> <li>Reform laws passed</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a training module for civil status registry staff on the use of the shared network and on matters related to IT, Lebanese personal status law, human rights management and customer service.</li> <li>- Provide logistical support and training for the ISF, Airport Police, and Security General on human rights laws and regulation</li> <li>- Production of a Human Rights training manual and user booklets.</li> <li>- Identification of legal gaps within the Lebanese law and suggest amendments</li> <li>- Create opportunities for civil society organizations to engage more in the reform process by commenting on the proposed laws, informing citizens about the reform processes and ensuring the passage of the laws through partnerships with MOIM.</li> </ul>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>UNDP &amp; MOIM</p>		<p>71300-Local Consultants</p> <p>74200-Audio Visual &amp; Print Production Costs</p> <p>72100- Contractual Services- Companies</p> <p>72605- NGOs' Agreements</p> <p>74500-Miscellaneous</p> <p>75100-Facilities &amp; Administration</p>	<p>20,000</p> <p>20,000</p> <p>36,000</p> <p>50,000</p> <p>5,000</p> <p>9,170</p>	<p>2,176,080</p>
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## • **Management Arrangements**

The Ministry of Interior and Municipalities is designated as the National Executing Agency for this project. The Executing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Executing Agency will be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from government cost sharing. This accountability calls for very concrete capacities in the administrative, technical and financial spheres.

The UNDP National Execution modality will prevail, with the support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the programme coordination, recruitment and contracting. (See Annex 1: Standard Letter of Agreement between UNDP and the Government for the Provision of Support Services).

Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated executing agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request for the procurement of goods and services and / or recruitment of personnel for the programme. Costs incurred by the UNDP Country Office for providing the above described support services will be partly recovered from programme budget.

A Project Board will be established to provide technical support, share relevant information, and review progress. The Project Board will comprise; (i) Executive: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) Senior Supplier: a representative of the MOIM; (iii) Senior Beneficiaries: representatives of the administration at the MOIM. Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board, which will meet at least twice a year and will be reviewing annual work plans and budget

### **Project Management**

A project Manager who is a chief technical specialist (CTS) will be appointed by UNDP following a competitive and transparent recruitment process. The Project Manager will work under the direct supervision of the Minister of Interior and Municipalities. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can effect project implementation and delivery and for providing suggestions for problem solving. To support project implementation, Project Staff will be recruited by the project taking into consideration the existing staff especially if they hold similar Terms of reference.

Experienced staff in areas relating to law, human rights, road safety, elections, IT, environmental safety and sustainability, communication, and project management will be recruited as to address and implement the activities mentioned above.

MOIM and UNDP will also designate the governance Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost sharing donors.

For this integrated programme UNDP representatives will include other programme managers (Social and Environment) where applicable to the specific outputs. Also, the French Embassy and civil defence will participate in the project board meetings that are relevant to the Civil Defence and road safety.

**Project Office:** The project office will be located at the premises of the MOIM.

**Sustainability:** The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects on the Ministry of Interior and Municipalities system, present and future. At the end of the project, it is expected that the independence, financial autonomy and human capacity of the MOIM will have been reinforced to allow it to better perform its mandate with no or minimal external support.

In accordance with the decision and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 5% for contribution from government of Lebanon funds and 7% for contribution from other donors. GMS cover the following services:

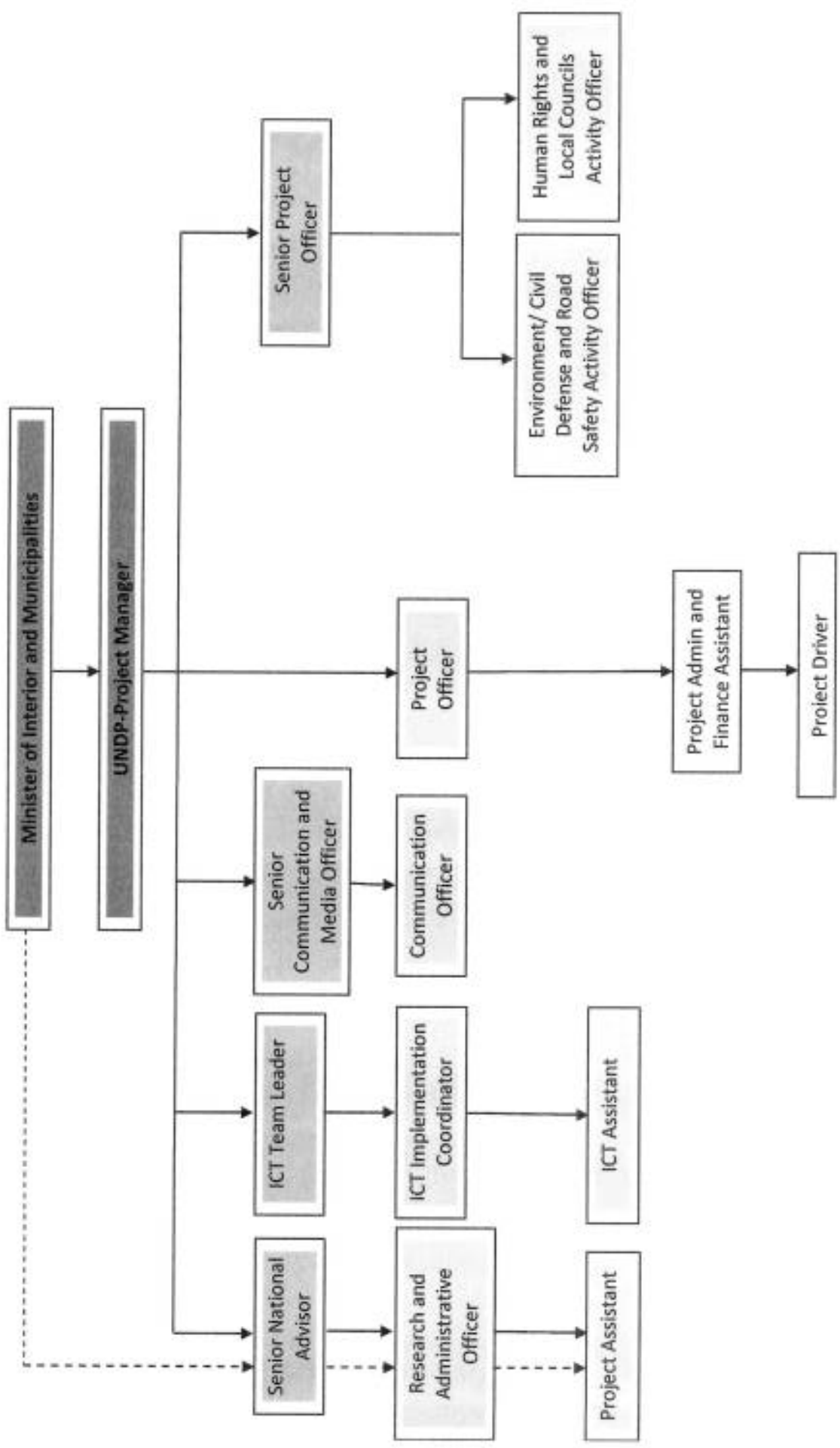
- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donors and financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct cost incurred for Implementation Support Services (ISS), as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

# Organizational Chart

## Project Organization Structure



## • **Monitoring Framework and Evaluation**

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

### Within the annual cycle

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

### Annually

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

*In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.*

## Quality Management for Project Activity Results

<b>OUTPUT 1: Institutional capacity enhanced and viable measures for the MOIM Master Plan implemented</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Project implementation and donor coordination capacity enhanced through enhanced through expert support to the ministry	Start Date: End Date:
<b>Purpose</b>	Expert support is available to support MOIM on donor coordination	
<b>Description</b>	Key areas of support and relevant staff will be identified; project planning and coordination within different departments of the ministry will take place; Maintain regular coordination with donors.	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Recruitment of staff	Number of recruited staff and departments they cover	

<b>Activity Result 2</b> (Atlas Activity ID)	The ministry's capabilities in reaching out to the public and engaging citizens in the processes underway developed, as well as proper internal communication and feedback mechanism on ministerial initiatives ensured through the establishment of a Communication Department at the Ministry	Start Date: End Date:
<b>Purpose</b>	Ensure proper internal and external communication to ensure internal ownership as well as engagement of citizens	
<b>Description</b>	Develop a communication strategy and internal capacities to implement the strategy	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Establish an efficient communication strategy at the MOIM	Number of recruited staff and skills developed	
Implementation of the communication strategy	Progress reports and internal and external feedback to strategy,	

<b>Activity Result 3</b> (Atlas Activity ID)	Citizens inquiries addressed and complaints handled adequately through a Public Complaints and Information Hotline and inter-department communication system	Start Date: End Date:
<b>Purpose</b>	Ensure access to information and accountability towards citizens.	
<b>Description</b>	Establish a hotline and document complaints/inquiries	



<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Received complaints/inquiries	Establish a database to track number and content of inquiries/complaints	
Responses provided to Lebanese citizens	Track the follow-up with Lebanese citizens and record the number of answered inquiries	

<b>Activity Result 4 (Atlas Activity ID)</b>	Efficiency and responsiveness enhanced, transaction costs and public servicing reduced, as well as administration transformed through the establishment of an Information Technology Unit and Information Sharing network at MOIM	Start Date: End Date:
<b>Purpose</b>	Ensure an efficient and effective delivery of services through IT and the automation of processes	
<b>Description</b>	Conduct an assessment of the needs of the MOIM in terms of IT and equip the newly established department and train staff across departments	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Purchased equipment	Assets' inventory	
Recruited Staff	Number of staff recruited for the ID department	
Trainings	Number of staff trained and training Material	

<b>OUTPUT 2: Policy Development Capacity increased at MOIM</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	The electoral law reform efforts carried out by the ministry to introduce a new electoral law that meets international standards supported	Start Date: End Date:
<b>Purpose</b>	Promote and pass further electoral reforms to be implemented in the framework of the 2013 elections	
<b>Description</b>	Through wide consultation processes suggest a new electoral law to be lobbied for and develop capacities to implement reforms	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Evaluate the different phases leading to the passage of the Law by the Parliament	Progress Reports	

<b>Activity Result 2</b>	The directorate of local administrations and	Start Date: End Date:
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<b>(Atlas Activity ID)</b>	councils supported in coordinating aid and capacity of municipalities developed	
<b>Purpose</b>	Coordinate the process towards the adoption of a decentralization law through lobbying and capacity building	
<b>Description</b>	Lead a coordination process with stakeholders and implement a capacity building program	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Evaluate the different phases leading to the passage of the Law by the Parliament	Progress Reports	
Trainings	Number of individuals targeted by the training programs and quality of training program	

<b>Activity Result 3 (Atlas Activity ID)</b>	Road safety promoted in order to curb the rate of accidents and improve citizens' everyday movements and quality of life	Start Date: End Date:
<b>Purpose</b>	Improving the quality of life of Lebanese citizens	
<b>Description</b>	Use awareness raising and capacity building tools in order to promote and maintain road safety	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Responsiveness of Lebanese citizens to road safety campaigns/ Data on road safety implementation	Number of infractions/breaches of road safety code/number of registered road accidents	
Trainings	Number of officials trained and impact of trainings	

<b>Activity Result 4 (Atlas Activity ID)</b>	Sustainable development promoted and a better environmental safety enhanced through the enforcement of environmental safety laws implementation	Start Date: End Date:
<b>Purpose</b>	Providing additional support for civil defense and promoting sound environmental safety policies and initiatives	
<b>Description</b>	Providing support through capacity building and procurement of needed equipment	
<b>Quality Criteria</b> <i>how/with what indicators the</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to</i>	<b>Date of Assessment</b> <i>When will the assessment of</i>

<i>quality of the activity result will be measured?</i>	<i>determine if quality criteria has been met?</i>	<i>quality be performed?</i>
Trainings	Number of officials trained and impact of trainings	
Procured equipment	Assets' inventory	

### OUTPUT 3: Enhancing Participation and Human Rights

<b>Activity Result 1</b> <b>(Atlas Activity ID)</b>	The civil registry system improved through the understanding of the MOIM IT network and through linking it up with personal status offices across the regions.		Start Date: End Date:
<b>Purpose</b>	Increase the efficiency of daily operations at the personal status directory		
<b>Description</b>	Use automation and IT to modernize civil registry and the personal status directory		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
New processes identified and implemented	Progress reports and number of beneficiaries among Lebanese citizens		
Procurement of equipment	Assets' inventory		
Trainings	Number of officials trained and impact of trainings		
Reviewed of organizational chart of the directory	Number of staff recruited/replaced,...		

<b>Activity Result 2</b> <b>(Atlas Activity ID)</b>	Human rights within the work of personal status administration and security force mainstreamed as well as human rights legal gaps in ministry's procedures identified.		Start Date: End Date:
<b>Purpose</b>	Enhance the status of human rights in Lebanon		
<b>Description</b>	Address legal and administrative gaps to promote and implement human rights in Lebanon		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
Activities and Initiatives to promote human rights	Progress reports and number of targeted beneficiaries		
Legal amendments	Relevant Draft law(s) debated and passed		
Trainings	Number of officials trained and impact of trainings		

<b>Activity Result 3 (Atlas Activity ID)</b>	Civil society's participation in policy making and political reform enhanced through partnerships with MOIM	Start Date: End Date:
<b>Purpose</b>	Promoting political reform through cooperation with civil society	
<b>Description</b>	Actively engage civil society	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Collaboration with civil society	Number of new organizations registered, of partnership established, and meetings held.	

- **Legal Context**

***If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:***

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

***If the country has not signed the SBAA, the following standard text must be quoted:***

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.



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

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## VIII. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Mngt response	Owner
1	Lack of responsiveness and coordination from internal stakeholders	Project initiation date	Administrative	This would be the creation of ownership and accountability <i>P=2</i> <i>I=4</i>	Engaging internal stakeholders at all stages of the project's implementation and in the formulation of the annual work plans and linked initiatives	UNDP
2	Lack of funds	Project initiation date	Financial	This would substantially delay the initiation of project activities <i>P = 3</i> <i>I = 5</i>	Follow-up by MOIM and UNDP CO with funding agencies	UNDP
3	Political instability and security situation in the country	Project initiation date	Political	Political or security changes can hinder access to site and delay in receiving legal issues <i>P = 2</i> <i>I = 5</i>	Close coordination with UN DSS	UNDP
4	Difficulty in identifying qualified experts on the various areas covered by the different project outputs	Project initiation date	Administrative	This may cause a delay in implementation of some training activities <i>P = 3</i> <i>I = 4</i>	Close coordination with UNDP's HR Department, UNVs, and other projects such as TOKTEN to identify the most qualified experts	UNDP