



Government of Lebanon
United Nations Development Programme (UNDP)
Investment Development Authority of Lebanon (IDAL)
Sustaining and Enhancing the Institutional Capacity
of IDAL

The growth of Foreign Direct Investment (FDI) and the positive impact such investments can have on economic growth and regional development have lead countries to actively seek to attract inward investment to secure new capital, new jobs, new technologies, and new skills, and to improve their infrastructure, and competitiveness. Investment promotion agencies have played an important role in channeling investments to a country. The Investment Development Authority of Lebanon (IDAL) was established in 1994 to spearhead Lebanon's investment promotion efforts and to promote Lebanon as key investment destination.

The UNDP Project at IDAL was set-up in 2003 to provide IDAL with strategic and advisory support in performing its functions. Over the years, the role of the UNDP Project has taken a more operational focus to fill the shortage in IDAL staff and technical capacity. Today, some of IDAL's key functions including investment facilitation, marketing and promotion and investor targeting are undertaken by UNDP staff, despite occasional mismatch between skills required and skills available. This was the result of a gradual reduction in IDAL staff and inability to hire new staff from the Civil Service Directorate.

Based on an assessment conducted in August-September 2010, the new UNDP Project at IDAL will aim at providing IDAL with the required capacity to developed and implement its 3-year strategic plan. The project will provide the institutional set-up needed for IDAL to improve the delivery of its key functions and develop the capacity for a long-term sustainable structure. The institutional mechanism of this project will be leveraged by increasing the number of staff and strengthening technical capacity.

More specifically, the project will include three outputs :

1. IDAL's policy making, planning and monitoring capacities strengthened
2. Support provided to IDAL to develop the knowledge base to promote investments in growth promising sectors
3. Support provided to IDAL to upgrade its investment facilitation infrastructure

United Nations Development Programme
Country: LEBANON
Project Document

Project Title: Institutional Strengthening at IDAL

UNDAF Outcome(s): **Outcome 1.2** : Effective and accountable governance of state institutions and public administrations is improved

Expected CP Outcome(s): Accountability of state institutions, and inclusive participation, Strengthened

Expected Output(s):

1. IDAL's policy making, planning and monitoring capacities strengthened
2. Support provided to IDAL to develop the knowledge base to promote investments in growth promising sectors
3. Support provided to IDAL to upgrade its investment facilitation infrastructure

Executing Agency: UNDP

Implementing Partner: Investment Development Authority of Lebanon

Brief Description			
As part of the Investment Development Authority of Lebanon (IDAL), the UNDP Project will support IDAL in performing and implementing its 3-year strategic plan.			
Programme Period:	2011 - 2013	▪ Total Budget	1,187,348.4 USD
Atlas Award ID:	00060896	▪ Net for activities	1,130,808 USD
Atlas Project ID:	00076879	UNDP 5%GMS	
Start date:	January 2011	○ Government	56,540.4 USD
End Date	December 2013		
PAC Meeting Date	October 26, 2010		

Agreed by the Government of Lebanon: Mr. Nabil Itani Date: _____
 Chairman of IDAL

Signature:  Date: 22.12.2010

Agreed by CDR: Eng. Nabil El-Jisr
 President

Signature:  Date: 13 JAN 2011



Agreed by UNDP: Ms. Marta Ruedas
 UNDP Resident Representative

Signature:  Date: _____

List of Abbreviations and Acronyms

Investment Development Authority of Lebanon (IDAL)
Presidency of the Council of Ministers (PCM)
Prime Minister Office (PMO)
Council of Ministers (CoM)
Civil Services Directorates (CSD)
Foreign Direct Investment (FDI)
One Stop Shop (OSS)

Section I. Situational Analysis

1. Background and Economic Overview

The Lebanese economy witnessed an unprecedented growth over the last 3 years with GDP growth rate registering a figure of 9.3% in 2008 and 8% in 2009. The economy is expected to register close growth figures in 2010 on the assumption that structural reforms stipulated in the ministerial declaration are implemented. In 2009, Lebanon was one of the few countries regionally and internationally that registered a positive and sustainable growth while the worldwide economy was on the brink of a recession. Its resilient banking system governed by a sound monetary policy enabled Lebanon to weather external crises.

In 2009, FDI accounted for nearly 15% of GDP and its influence on the economy has been growing, with FDI inflows increasing by more than 25% in 2007 and 28% in 2008. FDI are mostly concentrated in the real estate and residential sectors whereby they account for around 70% of total FDI inflows. The tourism sector is also a key growth sector, attracting around 22% of total FDI. In relative terms, Lebanon's share of FDI projects locating in the Middle East/North Africa (MENA) was around 6% in 2009, higher than most of its immediate regional neighbors. The Investment Development Authority of Lebanon (IDAL) has played an important role in channeling investments to Lebanon by providing investors with various incentives and services to facilitate their investments in six growth generating sectors. IDAL's potential in attracting additional investments to existing and new growth potential sectors can be further leveraged with a re-definition of its strategic direction and institutional strengthening.

2. Overview of the Investment Development Authority of Lebanon (IDAL)

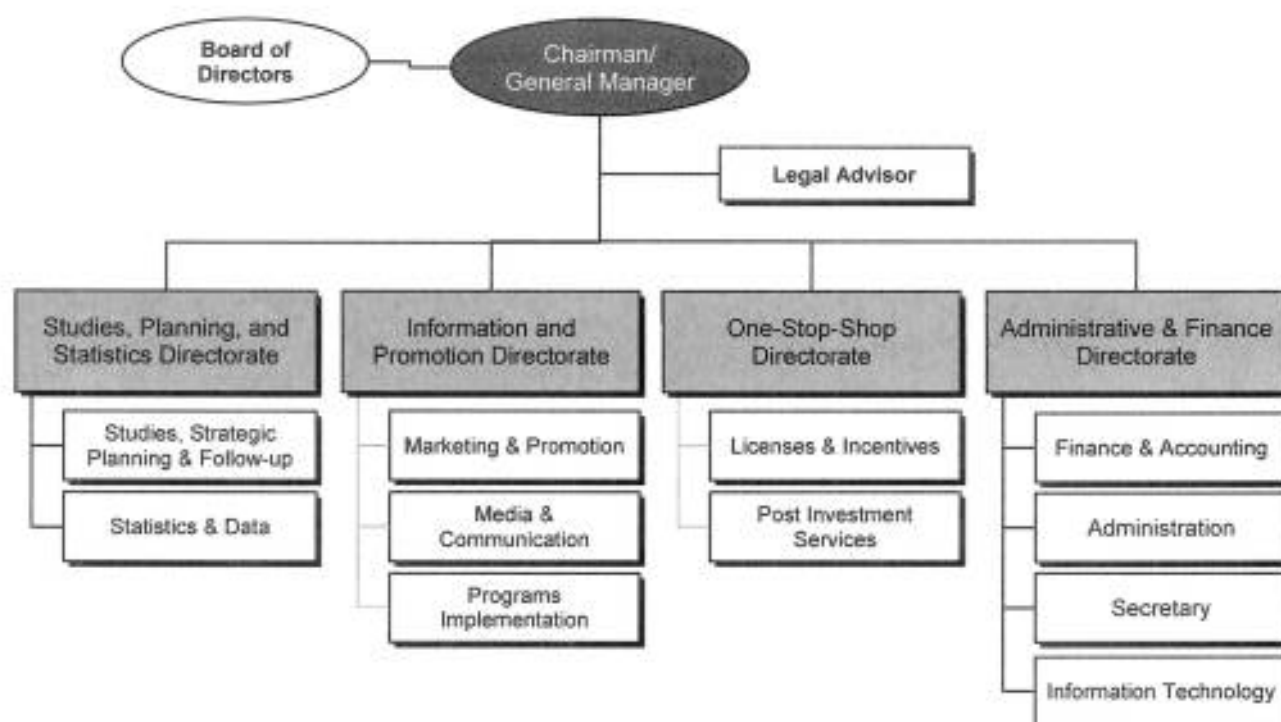
The Investment Development Authority of Lebanon (IDAL) was established in 1994 to spearhead Lebanon's investment promotion efforts and to promote Lebanon as key investment destination. In 2001, IDAL's mission was reinforced by the enactment of Investment Law 360 and its subsequent implementation decrees, regulating investment activity in Lebanon and empowering IDAL with required investment promotion activities. The law focused on promoting six sectors and offered incentives in that regard.

IDAL provides investors with comprehensive services throughout their operations in Lebanon starting with the provision of economic, commercial and legal information vital for taking decisions in investing in the country, through the provision of various types of incentives (fiscal, operational, labor related, etc..) and the facilitation of procedures required to set-up and operate a project. At the same time, the agency mediates contacts between entrepreneurs and potential investors (business matchmaking services) to support in the expansion of their projects. IDAL is also involved in the promotion of export oriented products mainly agriculture and agro food.

IDAL's functions can thus be summarized as follow: (1) Policy development and research, (2) Investment promotion, (3) Promotion of export oriented products and (4) Investor servicing and facilitation. These functions are mapped into 4 directorates which make up IDAL's organization structure (Figure 1)

IDAL is managed by a Chairman & Managing Director (who is considered as the Project National Coordinator) and a Board of Directors composed of 6 members. IDAL's organization is currently staffed with 27 people from the Civil Service Directorate, and 9 staff from the UNDP. 10 of the civil service staff hold a university degree and are distributed in the Administrative & Finance (6 staff), Information and Promotion (3 staff) and One-Stop-Shop (OSS) (1 staff) Directorates. The remaining staffs are support to the institution. The Studies, Planning and Statistics Directorate and the OSS Directorate share an interim acting director.

Figure 1: IDAL Existing Organization Structure



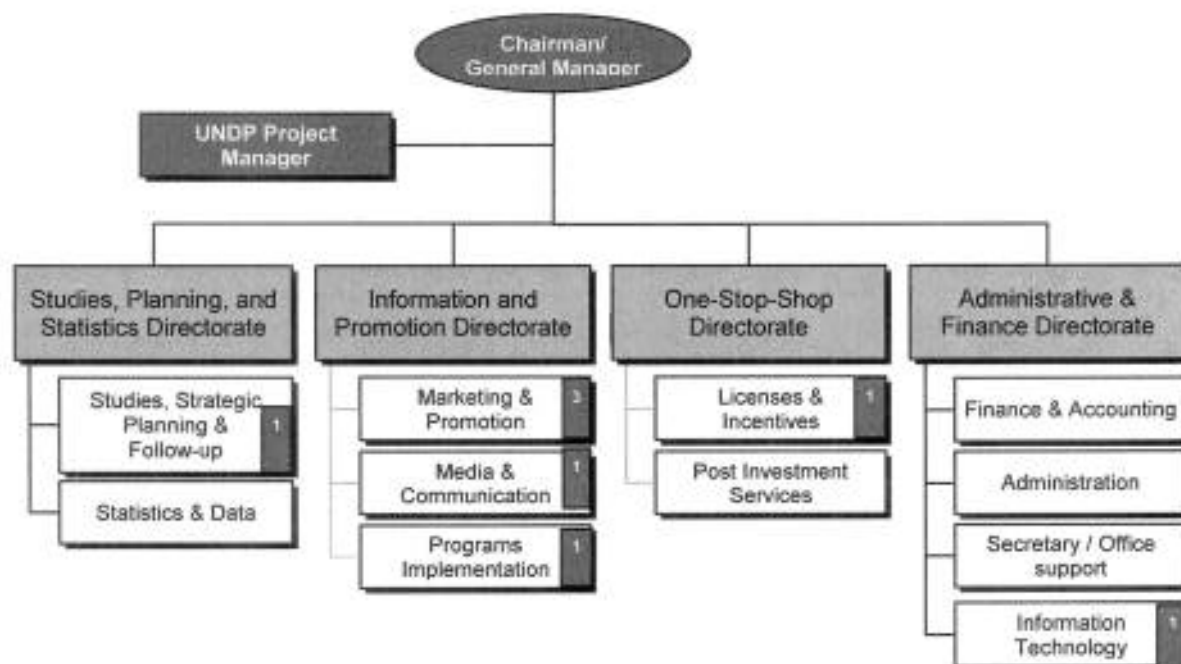
Since its inception and particularly subsequent to the issuance of the Investment Law 360 in 2001, IDAL witnessed the completion of more than 40 projects, mobilizing around 1 Billion \$ by mid 2010 and generating around 5000 jobs spread across the various economic sectors and regions of Lebanon. Underlying this success was IDAL's commitment to provide a package of incentives to attract FDI to promising sectors. However over the years, IDAL's product offering has failed to match international trends in products development, exacerbated by a mix of internal and external factors that have slowed its pace in delivering on its mandate and on supporting investments in new promising sectors.

3. Assessment of the UNDP Project Performance from 2003 to 2010:

The UNDP Project at the Investment Development Authority of Lebanon (IDAL) was set-up in 2003 to provide IDAL's organization with the strategic and advisory support needed to perform its functions. The UNDP team was not meant to replace IDAL's staff in their-to-day operations although the organization was already facing at that time in reduction in its fleet.

The UNDP organization (figure 2) is staffed with 9 people including a project manager providing support to the 4 Directorates and Chairman. There is one staff in the Studies, Planning and Statistics Directorate, 5 staff in the Information & Promotion Directorate, 1 staff in the One-Stop-Shop Directorate and 1 staff with an IT function.

Figure 2: UNDP Existing Organization Structure



Over the years, the role of the UNDP Project has taken a more operational focus to fill the shortage in IDAL staff. Today, the majority of IDAL's functions including investment facilitation, marketing and promotion and investor targeting are undertaken by UNDP staff, despite occasional mismatch between skills required and skills available.

Today we can summarize the key issues facing the UNDP Project as follow:

- On the planning front:** The UNDP Project has had until July 2010, minimal involvement in strategic planning and budgeting, including supporting the institution in developing and implementing a medium-term strategic plan and putting in place the mechanism to ensure its effective and timely implementation. In addition, the project failed to strengthen the key planning functions and market intelligence capacity needed as initially targeted in the 2003 Project Document
- On the operational front:** Some of the existing UNDP staff lack the required expertise and skills to perform their assigned functions. This has led to a very reactive handling of tasks exacerbated by the absence of a project manager (until July 2010) to provide direction to the project.
- On the governance front:** Over the years, the relationship between the UNDP staff and the organization has been blurred. This will have to be addressed in the new structure to ensure integration and continuity in IDAL's operations. However it is important to note that good coordination mechanism exists between the UNDP team and IDAL staff overall.

Despite these issues, the Project was still able to provide the institution with the support needed to deliver some functions, mainly investment facilitation and information provision. The UNDP team has supported IDAL in conducting the financial, technical and environmental evaluation of more than 40 projects prior to their approval by the board of directors. In addition, information were made available to investors to facilitate their investment decisions in Lebanon. However, it is clear that a new vision for the role of the UNDP Project based on IDAL's new 3-year strategy will in no doubt provide the organization with the impetus needed to go forward.

Section II. Strategy

1. IDAL's 3-year strategic plan

A comprehensive assessment of IDAL's operation undertaken during the period August – September 2010 in coordination with the Chairman, led to the formulation of a draft 3-year strategic plan (yet to be approved by IDAL's board) including a set of priority areas, related 3-year targets and corresponding strategies. The assessment focused on identifying challenges in IDAL's investment functions along four dimensions, mainly human resources, internal processes, service delivery and legal/ financial constraints. IDAL's mandate, governance and organization were not assessed but could face changes or realignment in the future, to reflect IDAL's new strategy and functions. In summary, the 3-year strategic plan recommends increasing IDAL's involvement in policy formulation and advocacy, in addition to streamlining its operational role. The recommended strategy is at the same time pragmatic, enabling IDAL to show quick results in a politically challenged environment.

Based on the 3-year strategic plan, IDAL will re-activate starting 2011, its role in policy advocacy and pro-actively lead the way for identifying key obstacles to investment and recommending new investment legislation and regulations to improve the business and investment environment for FDI. Committees led by IDAL's staff can be put in place to monitor the implementation of these recommendations.

In that same context, IDAL will adopt a policy-making role and actively support the national government in formulating economic development policies and regulations that impact the investment climate. In addition, IDAL will lead the process for developing and monitoring the implementation of an investment promotion strategy. In that role, IDAL might need to reassess the sectors it is currently promoting and identify new high-value add sectors that match the country's comparative and competitive advantages, in addition to revising its current product offerings (incentives criteria) to attract more investments. The role of IDAL in promoting special economic zones and thus the scope of IDAL's involvement will be examined due to the importance of these zones in attracting investments.

On the external front, while almost all surveyed IPAs in developing and developed economies have transitioned from the general promotion of their country to a more active promotion of sectors to targeted countries and companies, IDAL is at stage where it needs to focus for most of 2011 and 2012 on revamping its image on the national and international arena. However it is very clear that an image building campaign can only be effective if an improvement in the investment climate takes place.

In the meantime and in order to ensure the effective implementation of an image building campaign, IDAL will strengthen its network of partners including embassies, economic / business associations, and other partners in business related sectors. These activities will be part of the communication strategy that will be developed and approved beginning 2011. The communication strategy will highlight the type of promotional / communication activities to be undertaken by the promotion team based on thorough assessment of IDAL's communication challenges. Starting 2013, IDAL can slowly transition from conducting general promotional activities focused on image building to the active promotion of high-priority sectors to target investors. At that point IDAL will develop and implement promotional plans for each targeted sector.

As for the services provided to investors to facilitate their operation in Lebanon, IDAL will initiate the process of reassessing systems currently in place to expedite the process of setting-up and operating a business.

In terms of promoting the export of products, IDAL's priority will be to reassess the effectiveness of its existing programs in increasing the exports of agricultural and agro food products. IDAL will also work in parallel to pave the way for promoting additional economic sectors.

As such, below is an overview of IDAL's recommended draft 3-year priority areas (PA):

- **PA 1:** Develop and implement an investment promotion strategy in line with the ministerial declaration
- **PA 2:** Actively influence the quality of the investment environment on an ongoing basis
- **PA 3:** Provide world-class and efficient services to facilitate the set-up and operations of existing and potential investors
- **PA 4:** Continue improving the image of Lebanon as key investment destination and continue promoting the services provided by IDAL
- **PA 5:** Pro-actively promote Lebanon to geographically and industrially targeted international and national investors starting 2013
- **PA 6:** Provide relevant promotional support to sectors wanting to promote abroad
- **PA 7:** Ensure the provision of accurate, consistent, timely and accessible economic, financial, commercial and legal information of relevance to investors and management for decision and policy-making
- **PA 8:** Ensure the provision of accurate, consistent and accessible studies on growth potential sectors and related investment opportunities by region
- **PA 9:** Improve productivity of IDAL staff and the overall organization, with the support of higher management
- **PA 10:** Effectively maximize hiring of IDAL staff with the appropriate skills

2. UNDP Strategic Involvement in the Short and Medium-Term

The implementation of IDAL's 3-year strategic plan will require a complete human resource overhaul including filling gaps in key managerial positions, increasing number of existing staff and improving technical capacity.. UNDP staff with terms of references and skills matching new capacity requirements will be needed to support IDAL in strengthening its policy making, planning and promotional roles.

The UNDP will thus need to revisit its existing role and leverage the skills of technical staff to provide IDAL's management with the needed advisory and policy-making support. This will imply a reduced involvement in IDAL's day-to-day operations and a gradual shift into programming and planning.

The vision for the UNDP role and involvement for the period of 2011 – 2013 is as follow:

- Assess and institutionalize investment promotion processes and procedures
- Provide capacity to conduct policy, planning, and performance monitoring
- Support IDAL in performing some key functions with a higher emphasis on policy, planning and promotion tasks

The following table (table 1) highlights the priority areas, activities and functions that were recommended in IDAL's 3-year strategic plan and that will require support from the UNDP team. Column 3 and 4 identifies the areas and functions where the UNDP project will support IDAL's management and staff in delivering on their 3-year activities. The ultimate goal for the UNDP project is to support IDAL in implementing its 3-year strategic plan.

a. **Table 1: Mapping of IDAL Draft 3-year Strategy to Technical Capacity Needs**

IDAL Priority Areas (PA) & Related Strategies	Function	UNDP Support Y1	UNDP Support Y2&3
PA1: Develop and implement a national investment strategy in line with the national growth agenda			
1. Develop and implement an investment promotion strategy	<i>Policy & Planning</i>	X	X
2. Put in place KPIs to monitor implementation of the investment promotion strategy	<i>Policy & Planning</i>	X	X
3. Support the government in formulating policies & regulations to improve the investment and business environment	<i>Policy & Planning</i>	X	X
4. Lead the set-up and activation of an investment advisory committee to recommend changes to the investment climate	<i>Policy & Planning</i>	X	X
5. Draft a proposal on the role of IDAL in economic zones mainly the Tripoli Economic Zone (TEZ), as well as other zones	<i>Policy & Planning</i>	X	-
PA2: Provide world-class and efficient services to facilitate the set-up and operation of existing and potential investors			
1. Activate existing system to continuously provide investors with required information	<i>Investment Facilitation</i>	-	-
2. Review and upgrade applications used for evaluating projects feasibility studies	<i>Investment Facilitation</i>	X	-
3. Put in place coordination mechanisms with concerned public entities to support in the technical evaluation of project proposals	<i>Investment Facilitation</i>	X	-
4. Evaluate project proposals and grant incentives as per Investment Law	<i>Investment Facilitation</i>	X	X
5. Review and upgrade toolkit required by investors in pre/post investment stages	<i>Investment Facilitation</i>	X	-
6. Activate the memorandum of understanding with public entities involved in granting permits & licenses	<i>Investment Facilitation</i>	-	-
7. Provide investors with the operational & administrative services needed to establish a business	<i>Investment Facilitation</i>	-	-
8. Recommend changes to investment criteria based on investor's feedback	<i>Investment Facilitation</i>	X	X
9. Formulate and upgrade an aftercare service program	<i>Investment Facilitation</i>	X	-
10. Provide investors with aftercare service	<i>Investment Facilitation</i>	-	-
11. Put in place and implement system to carry out annual audits of projects	<i>Investment Facilitation</i>	-	-
PA 3 & 4: Continue improving the image of Lebanon as key investment destination and continue promoting the services provided by IDAL. Pro-actively promote Lebanon to geographically and industrially targeted investors starting 2013			

1. Develop & update IDAL medium-term communication plan	<i>Investment Promotion</i>	X	X
2. Manage & update IDAL's website	<i>Ibid</i>	X	-
3. Develop promotional materials	<i>Ibid</i>	X	-
4. Plan & organize events / conferences	<i>Ibid</i>	-	-
5. Maintain database of target investors	<i>Ibid</i>	X	X
6. Implement communication plan initiatives	<i>Ibid</i>	X	-
7. Monitor implementation of communication plan	<i>Investment Promotion</i>	X	X
PA 5: Provide relevant promotional support to sectors wanting to promote abroad			
1. Develop and update roadmap for the Export Plus program	<i>Export Promotion</i>	X	X
2. Develop 3-year plan for the promotion of agriculture and agro food sectors	<i>Export Promotion</i>	X	X
3. Implement promotional programs: (Technical assistance, business matchmaking, networking, etc...)	<i>Export Promotion</i>	-	-
4. Put in place a coordinating cell to continuously monitor exporters need	<i>Export Promotion</i>	-	-
PA 6: Actively influence the quality of the investment environment on an ongoing basis			
1. Develop & monitor the implementation of survey system to measure investor satisfaction with investment climate	<i>Policy & Planning</i>	X	X
PA 7: Ensure the provision of accurate, consistent and accessible studies on growth potential sectors with related investment opportunities by region			
1. Conduct and update analysis of sectors to be promoted by IDAL	<i>Research & Analysis</i>	X	X
2. Identify investment opportunities in growth potential sectors	<i>Research & Analysis</i>	X	X
3. Develop database of opportunities for business matchmaking service (BMS)	<i>Research & Analysis</i>	X	X
4. Put in place the mechanism to implement the BMS	<i>Investment Promotion</i>	X	X
PA 8: Ensure the provision of accurate, timely and accessible economic, financial, & commercial information of relevance to investors and management for decision and policy-making			
1. Coordinate with external entities in the compilation & update of commercial, financial and economic information	<i>Research & Analysis</i>	X	X
PA 9: Improve productivity of IDAL staff and the overall organization, with the support of higher management			
1. Develop and update IDAL 3-year strategic plan	<i>Planning</i>	X	X
2. Develop IDAL's annual plan and budget	<i>Planning</i>	-	-
3. Put in place staff training program	<i>Planning</i>	-	-

b. **UNDP Recommended Involvement:**

Based on the above table, the UNDP team will focus in the 1st year (2011) on the reassessment of IDAL's programs and processes and the recommendation and design of new ones. It will also support IDAL in upgrading the knowledge base required to carry policy making and policy advocacy, and promote investments to targeted markets.

Below is a summary of the functions that the UNDP team will be carrying in the 1st 3 years:

- **Planning:** On the planning front, the UNDP will assist IDAL's management in updating IDAL's 3-year strategic plan and support the 4 directorates in developing their respective annual action plans. The elaboration and update of the 3-year plan will require a prior assessment of IDAL's functional performance and identification of medium-term objectives. An institutionalized planning and budgeting process will need to be implemented to align all Directorates on investment and development priorities. The UNDP team will also support in putting in place the institutional mechanism to monitor the implementation of the 3-year and annual plan. Once the mechanism is in place, staff from the Administrative & Finance directorate could track implementation against set KPIs.
- **Policy Making and Advocacy:** On the policy front, the UNDP will support IDAL's management in formulating an investment promotion strategy. This will require conducting an assessment of Lebanon's attractiveness to investors along several dimensions, identifying gaps to be addressed and stakeholders involved, assessing the existing institutional framework for investment and then recommending programs and legislative proposals to improve the investment environment. The UNDP team will then help monitor the implementation of recommendations in coordination with concerned public entities. The team will also support IDAL in formulating industrial and investment policies to be raised to the national Government
- **Research and Analysis:** The UNDP team will support IDAL in strengthening the knowledge base and research capacity needed to promote sectors that fall under the realm of Law 360 in addition to growth potential sectors identified in the investment promotion strategy. This will require developing a full fledged understanding of these sectors, including identifying and computing key sector indicators, analyzing the country's competitive and comparative advantages and monitoring government policies and regulations in these sectors. The team will also support IDAL in commissioning studies and surveys to identify investment opportunities in the growth potential sectors and putting in place the mechanism needed to implement the business matchmaking services.
- **Investment Facilitation & Servicing:** This function requires extensive interaction with national and local public institutions on the one hand and with potential and existing investors on the other hand. The interaction with public institutions is best served by IDAL's staff given their extensive experience with public administration. Facilitating the processing of permits and licenses, and monitoring the progress of investment projects will also fall under the realm of the IDAL team. The UNDP experience will be leveraged in assessing and optimizing the functions used by IDAL to service investors. As such the UNDP team will work with IDAL's team, on upgrading all programs, processes and manuals that are used to facilitate investments and service investors. In addition, the UNDP team will in the 1st 3 years continue to being involved in the technical evaluation of projects and supporting IDAL in granting incentives to investors. The UNDP will also be responsible for monitoring the implementation of an annual survey as part of the aftercare function, to identify bottlenecks facing investors. The findings of these surveys will then be

presented to the policy & planning team to be incorporated in the development of the investment promotion strategy.

- **Investment Promotion:** The UNDP will be responsible for supporting IDAL in developing the institution 3-year communication strategy and related plans. This will entail conducting a comprehensive assessment of IDAL's image and recommending a set of communication initiatives to be implemented on an annual basis to respond to IDAL's challenges and meet its set objectives. The implementation of the communication initiatives will be done jointly by the UNDP and IDAL's team. The UNDP communication officer will mainly focus on preparing the groundwork for conducting and organizing missions, visits, strategic investors meetings, etc.. Developing annual reports and newsletters will be done jointly with IDAL's marketing team
- **Promotion of Export Oriented Products:** The UNDP will work for the large part of 2011 in close coordination with IDAL's management and staff on assessing programs related to the promotion of agriculture and agro food exports and recommending a medium-term roadmap (i.e., what types of promotion activities to be conducted in each year). The unit could support in implementing the promotion activities which will include the planning of fairs, networking with external partners, etc. It will also have to monitor the effectiveness of programs on an annual basis

In addition, the UNDP team will also focus on institutionalizing standard investment promotion processes. Training courses and workshops on the development of action plans and targets will also be organized.

c. **UNDP Project Proposed Outputs:**

Based on the above, the objectives of the project will be reached through the below detailed specific outputs:

1. IDAL's policy making, planning and monitoring capacities strengthened
2. Support provided to IDAL to develop the knowledge base to promote investments in growth promising sectors
3. Support provided to IDAL to upgrade its investment facilitation infrastructure

d. **Proposed UNDP Organization Structure**

It is estimated that 8 UNDP staff at least will be required to perform the above functions. The staff profile is distributed as follow:

- Project Manager
- Economic Officer
- Junior Economic Officer
- Investment Officer
- Communication and Marketing Officer
- Junior Communication and Marketing Officer
- Project Coordinator (for Export promotion programs)
- IT Assistant

Additional staff could be needed during the course of the project to support the Project in performing some of the above mentioned functions.

e. **Proposed Governance Model**

The governance of the UNDP team with respect to the IDAL's management is defined as follows:

- Activities carried out by the UNDP project including the work plan and related payments are subject to the National Coordinator approval
- The UNDP project manager will be responsible for the day-to-day management of the UNDP staff, providing overall directions, monitoring progress based on agreed-upon deliverables and reporting to the National Coordinator (Chairman) on progress.
- Termination of UNDP staff contract will be based on a request by the national coordinator, taking into account a performance evaluation conducted by the project manager. In case of disagreement, the national coordinator can send his request to the UNDP country office
- Two members from IDAL's Board will be appointed as observers during the recruitment process.
- The UNDP project manager is accountable to the National Coordinator on technical performance and to the UNDP on overall performance
- UNDP staff will directly report to the UNDP project manager which in turn will inform the Chairman on overall performance and delivery
- The UNDP project manager will provide the National Coordinator and the UNDP Programme Manager with progress report on a quarterly basis
- The UNDP project manager will need to work closely with IDAL's Directors to ensure transfer of knowledge, improve capacity and secure sustainability. The project manager's interaction with IDAL staff will take place through IDAL's Directors
- 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 from the PMO; (iii) Senior Beneficiaries: IDAL's Chairman and Project Manager. The project board will meet on a bi-annual basis or as need be.
- All activities carried out by the UNDP project should abide with IDAL's Law and regulations

Section III. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework; Outcome 1: Performance of public institutions enhanced; public administration modernized				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets; Indicator: % of Paris III commitments implementation, Baseline: Paris III reforms, Target: Fiscal and economic policies developed and coordinated				
Project title and ID: Technical Support Provided to IDAL to promote Investments				
Outcome 1: Support IDAL to implement a 3-year strategic plan				
Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Inputs Costs estimated over a three-year period
<p>1) Output: IDAL's policy making, planning and monitoring capacities strengthened</p> <p>Baseline: Lack of a clear investment promotion strategy for Lebanon and capacities to implement such a strategy. Limited capacities to conduct monitoring & evaluation functions.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Investment promotion strategy developed KPIs for monitoring implementation of investment promotion strategy & communication strategy set Modus operandi of foreign investors advisory committee developed Policy proposal on IDAL's role in economic zones developed Action plan on investors satisfaction with investment 	<p>Target Year 1:</p> <ul style="list-style-type: none"> Investment promotion strategy approved by IDAL's board One foreign investors workshop held by mid 2011 Proposal on the role of IDAL in economic zones presented to the Presidency of the Council of Ministers (PCM) Export Plus policy proposal approved by Council of Ministers (CoM) Communication strategy approved by IDAL's board 3-year strategic plan approved by IDAL's board Annual action plans approved by IDAL's board At least one training provided on planning and monitoring 	<p>UNDP & IDAL Concerned Directorates</p>	<p>Policy Making</p> <p>1.1 Coordinate with strategy consultant to develop an investment promotion strategy and to recommend proposals to the national government on improving the business environment</p> <p>1.2 Act as IDAL's secretariat to ensure the set-up and activation of a foreign investors advisory committee to identify issues in investment climate and advocate for the introduction of reforms</p> <p>1.3 Support IDAL in drafting a policy proposal on its role in regulating / promotion economic zones</p> <p>1.4 Support IDAL in developing a policy proposal and roadmap for the Export Plus program and updating annually</p> <p>Planning</p> <p>1.5 Support IDAL in developing and updating a 3-year strategic plan and corresponding annual action plans</p> <p>1.6 Coordinate with advertising agency to develop IDAL's communication strategy and corresponding programs</p>	<p>Project Manager = 62,300 * 3 = 186,900 USD</p> <p>Communication and Marketing Officer = 47,874 * 3 = 143,622 USD</p> <p>Junior Economic Officer = 33,709 * 3 = 101,127 USD</p> <p>Project Coordinator for Export Promotion Programs 33,709 * 3 = 101,127 USD</p> <p>National Consultant = 25,000 * 3 = 75,000 USD</p> <p>Travel Fees = 14,000 * 3 = 42,000 USD</p> <p>Miscellaneous = 4,000 * 3 = 12,000 USD</p>

<p>commercial & legal indicators developed and updated</p> <ul style="list-style-type: none"> • SWOT of economic sectors developed • Public-private committees held and sector recommendations developed • Database of investment opportunities developed • New website structure developed • Plan for targeting expatriates developed and database of target investors developed • Promotional materials developed <p>Targets:</p> <ul style="list-style-type: none"> • 100% of investment related information available & updated on IDAL's website • SWOT analysis conducted for at least 7 sectors • Investment opportunities identified in at least 4 sectors • Database of investment opportunities developed and updated • New structure of IDAL's website implemented and activated • Plan for targeting Lebanese expatriates approved and partially implemented 	<p>to investors</p> <ul style="list-style-type: none"> - Target investors identified for at least 2 sectors - Plan for targeting Lebanese expatriates approved by IDAL's board - IDAL's new website structure activated - Promotional materials developed with new brand and design layout <p>Target Years 2 and 3:</p> <ul style="list-style-type: none"> - 100% of investment related information updated on IDAL's website at least once a month - SWOT conducted for 2 new growth potential sectors - At least 20% of public-private committees recommendations implemented - Investment opportunities identified in at least 4 sectors and number of investors benefiting from BMS services increased - Database of investment opportunities updated - Target investors identified for at least 4 sectors - At least 20% of the plan for targeting Lebanese expatriates implemented 	<p>enablers in these sectors</p> <p>2.4 Support IDAL in commissioning studies and surveys to identify investment opportunities in these sectors and populate resulting database</p> <p>2.5 Develop implementation mechanism for the Business Matching Service (BMS) and develop related plan</p> <p>2.6 Develop plan for targeting potential investors in general and Lebanese expatriates in particular and develop database of target investors</p> <p>2.7 Support IDAL in developing promotional tools, including upgrading IDAL's website, preparing investors presentations and preparing promotional materials.</p>	<p>UNDP GMS for Output 2: 5%*341,680.5= 16,270.5</p> <p>Total cost output 2= 341,680 USD</p>
<p>3) Output: Support provided to</p>	<p>Target Year 1:</p>	<p>UNDP &</p>	

<p>IDAL to upgrade its investment facilitation infrastructure</p> <p>Baseline:</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Applications for evaluating project proposals developed • Investors toolkit developed • MoUs with ministries signed • Aftercare program developed • Survey questionnaire developed and commissioned to external entities <p>Targets:</p> <ul style="list-style-type: none"> • Investors toolkit developed and made available on IDAL's website • Applications for evaluating projects feasibility studies implemented • Aftercare program proposal approved by Chairman • Survey to measure investors satisfaction with IDAL's services and investment climate developed and implemented 	<ul style="list-style-type: none"> - Investors toolkit made available on IDAL's website and printed - Applications for evaluating projects feasibility studies updated and implemented - MoUs with ministries implemented - Aftercare program proposal approved by Chairman - Survey questionnaire for measuring investors satisfaction with investment climate in general and IDAL's services in particular developed <p>Target Years 2 and 3:</p> <ul style="list-style-type: none"> - Investors toolkit updated - At least 20% of aftercare program implemented - Investor satisfaction with IDAL services measured - Investor satisfaction with investment climate measured - Satisfaction levels increased y-o-y by at least 10 pct 	<p>Concerned Directorates</p>	<p>3.1 Review and upgrade applications used for evaluating projects feasibility studies</p> <p>3.2 Support IDAL in developing toolkit detailing procedures and permits required by investors during the pre/post investment stages in 5 sectors</p> <p>3.3 Support IDAL in conducting the technical evaluation of project proposals and granting incentives as per Law 360</p> <p>3.4 Support IDAL in signing MoUs with ministries to improve the technical evaluation (e.g., environment, engineering plans) of project proposals</p> <p>3.5 Draft an aftercare program with implementation plan and initiate implementation</p> <p>3.6 Assign and train FTE (full time equivalent) to support IDAL in continuously providing investors with needed information on business set-up</p> <p>3.7 Support IDAL in conducting annual surveys to measure investor's satisfaction with IDAL's services and with investment climate</p>	<p>Investment Officer = 47,874 *3 = 143,622 USD</p> <p>UNDP GMS for Output 3: 5%*150,803.1 = 7,181.1 USD</p> <p>Total cost output 3= 150,803.1 USD</p>
<p>Total UNDP GMS</p>			<p>56,540.4</p>	<p>Total Cost for 3 Years</p> <p>1,187,348.4</p>

Section IV. Annual Work Plan Budget Sheet
Year 1 (January 2011 – December 2011)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount
<p>1) Output: IDAL's policy making, planning and monitoring capacities strengthened</p> <p>Baseline: Lack of a clear investment promotion strategy for Lebanon and capacities to implement such a strategy. Limited capacities to conduct M&E functions.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Investment promotion strategy developed KPIs for monitoring implementation of investment promotion strategy & communication strategy set Modus operandi of foreign investors advisory committee developed Policy proposal on IDAL's role in economic zones developed Action plan on investors satisfaction with investment climate developed Export Plus policy proposal developed 	<ul style="list-style-type: none"> Investment promotion strategy approved by IDAL's board One foreign investors workshop held by mid 2011 Proposal on the role of IDAL in economic zones presented to the Presidency of the Council of Ministers (PCM) Export Plus policy proposal approved by Council of Ministers (CoM) Communication strategy approved by IDAL's board 3-year strategic plan approved by IDAL's board Annual action plans approved by IDAL's board At least one training provided on planning and monitoring 	x	x	x	x	IDAL & UNDP	IDAL	177,592
		x	x	x	x	IDAL & UNDP	IDAL	25,000
		x	x	x	x	IDAL & UNDP	IDAL	14,000
		x	x	x	x	IDAL & UNDP	IDAL	4,000
		x	x			IDAL & UNDP	IDAL	11,029.6

<ul style="list-style-type: none"> • Communication strategy developed • 3-year strategic plan developed & updated • Annual action plans developed <p>Targets:</p> <ul style="list-style-type: none"> • Investment promotion strategy approved by IDAL's board and CoM and implementation initiated • Performance monitoring system in place and activated • One foreign investors workshop held annually • Export Plus policy approval approved by CoM • At least 20% of communication strategy implemented • Decision taken by CoM on the role of IDAL in economic zones <p>3-year strategic plan developed and updated</p>	<ul style="list-style-type: none"> - 100% of investment related information available on IDAL's website - SWOT analysis conducted for 5 sectors - Public-private committees recommendations developed and approved for 5 sectors 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>IDAL & UNDP</p> <p>IDAL & UNDP</p>	<p>IDAL</p> <p>IDAL</p>	<p>71400-Contractual Services-Ind.</p> <p>75100-Facilities and Administration</p>	<p>108,470</p> <p>5,423.5</p>
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<p>Output Indicators:</p> <ul style="list-style-type: none"> • MoUs signed. • Database of economic, commercial & legal indicators developed and updated • SWOT of economic sectors developed • Public-private committees held and sector recommendations developed • Database of investment opportunities developed • New website structure developed • Plan for targeting expatriates developed • Database of target investors developed • Investors presentations templates developed <p>Targets:</p> <ul style="list-style-type: none"> • 100% of investment related information available & updated on IDAL's website • SWOT analysis conducted for at least 7 sectors • Investment opportunities identified in at least 4 sectors • Database of investment opportunities developed and updated • New structure of IDAL's website implemented and activated • Plan for targeting Lebanese expatriates approved and partially implemented <p>3) Output: Support provided to IDAL to upgrade its investment facilitation infrastructure</p>	<ul style="list-style-type: none"> - Investment opportunities identified in at least 2 sectors - Database of target investors developed for at least 2 sectors - Plan for targeting Lebanese expatriates approved by IDAL's board - IDAL's new website structure activated - Templates for investors presentation developed & populated 	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>71400-Contractual Services-Ind.</p>	<p>IDAL & UNDP</p>	<p>IDAL</p>	<p>47,874</p>
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<p>Baseline:</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Applications for evaluating project proposals developed • Investors toolkit developed • MoUs with ministries signed • Aftercare program developed • Survey questionnaire developed and commissioned to external entities <p>Targets:</p> <ul style="list-style-type: none"> • Investors toolkit developed and made available on IDAL's website • Applications for evaluating projects feasibility studies implemented • Aftercare program proposal approved by Chairman • Survey to measure investors satisfaction with IDAL's services and investment climate developed and implemented 	<p>updated and implemented</p> <ul style="list-style-type: none"> - MoUs with ministries implemented - Aftercare program proposal approved by Chairman - Survey questionnaire for measuring investors satisfaction with investment climate in general and IDAL's services in particular developed 	<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>IDAL & UNDP</p> <p>IDAL & UNDP</p>	<p>IDAL</p> <p>IDAL</p>	<p>74500- Miscellaneous - Survey</p> <p>75100- Facilities and Administration</p> <p>0</p> <p>2,393.7</p>	
<p>UNDP GMS for Year 1</p>							<p>18,846.80</p>
<p>Total Cost for Year 1</p>							<p>395,782.80</p>

Year 2 (January 2012 – December 2012)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>1) Output: IDAL's policy making, planning and monitoring capacities strengthened</p> <p>Baseline: Lack of a clear investment promotion strategy for Lebanon and capacities to implement such a strategy. Limited capacities to conduct M&E functions.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Investment promotion strategy developed KPIs for monitoring implementation of investment promotion strategy & communication strategy set Modus operandi of foreign investors advisory committee developed Policy proposal on IDAL's role in economic zones developed Action plan on investors satisfaction with investment climate developed Export Plus policy proposal developed 	<ul style="list-style-type: none"> Investment promotion strategy approved by CoM One foreign investors workshop held by mid 2012 At least 20% of investment promotion strategy implemented Decision taken by CoM on the role of IDAL in economic zones At least 20% of communication strategy implemented 3-year strategic plan updated 	x	x	x	x	IDAL & UNDP	71400- Contractual Services-Ind.	177,592	
		x	x	x	x	IDAL & UNDP	71300 – Local Consultant	25,000	
		x	x	x	x	IDAL & UNDP	71600- Travel	14,000	
		x	x	x	x	IDAL & UNDP	74500- Miscellaneous	4,000	
		x	x	x		IDAL & UNDP	75100- Facilities and Administration	11,229.6	

<ul style="list-style-type: none"> • Communication strategy developed • 3-year strategic plan developed & updated • Annual action plans developed <p>Targets:</p> <ul style="list-style-type: none"> • Investment promotion strategy approved by IDAL's board and CoM and implementation initiated • Performance monitoring system in place and activated • One foreign investors workshop held annually • Export Plus policy approval approved by CoM • At least 20% of communication strategy implemented • Decision taken by CoM on the role of IDAL in economic zones • 3-year strategic plan developed and updated 							
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<p>2) Output: Support provided to IDAL to develop the knowledge base needed to promote investments in growth promising sectors</p>	<p><i>Baseline:</i> Limited data on investment related indicators and knowledge sharing tools.</p> <p><i>Output Indicators:</i></p> <ul style="list-style-type: none"> • MoUs signed • Database of economic, commercial & legal indicators developed and updated • SWOT of economic sectors developed • Public-private committees held and sector recommendations developed • Database of investment opportunities developed • New website structure developed • Plan for targeting expatriates developed • Database of target investors developed • Investors presentations templates developed <p>Targets:</p> <ul style="list-style-type: none"> • 100% of investment related information available & updated on IDAL's website • SWOT analysis conducted for at least 7 sectors 	<ul style="list-style-type: none"> - 100% of investment related information updated on IDAL's website at least once a month - SWOT conducted for 2 new growth potential sectors - At least 20% of public-private committees recommendations implemented - Investment opportunities identified in at least 4 sectors - Database of investment opportunities updated - Database of target investors developed for at least 4 sectors <p>At least 20% of the plan for targeting Lebanese expatriates implemented</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>IDAL & UNDP</p>	<p>IDAL</p>	<p>71400- Contractual Services-Ind. 108,470</p>
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<p>3) Output: Support provided to IDAL to upgrade its investment facilitation infrastructure</p> <p>Baseline:</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Applications for evaluating project proposals developed • Investors toolkit developed • MoUs with ministries signed • A ftercare program developed • Survey questionnaire developed and commissioned to external entities <p>Targets:</p> <ul style="list-style-type: none"> • Investors toolkit developed and made available on IDAL's website • Applications for evaluating projects feasibility studies implemented • A ftercare program proposal approved by Chairman • Survey to measure investors satisfaction with IDAL's services and investment climate developed and implemented 	<ul style="list-style-type: none"> - Investors toolkit updated - At least 20% of aftercare program implemented - Investor satisfaction with IDAL services measured - Investor satisfaction with investment climate measured 	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>IDAL & UNDP</p> <p>IDAL & UNDP</p> <p>IDAL & UNDP</p>	<p>IDAL</p> <p>IDAL</p> <p>IDAL</p>	<p>71400-Contractual Services-Ind.</p> <p>74500-Miscellaneous - Survey.</p> <p>75100-Facilities and Administration</p>	<p>47,874</p> <p>0</p> <p>2,393.7</p>
<p>UNDP GMS for Year 2</p>						<p>18,846.8</p>
<p>Total Cost for Year 2</p>						<p>395,782.8</p>

Year 3 (January 2013 – December 2013)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>1) Output: IDAL's policy making, planning and monitoring capacities strengthened</p> <p>Baseline: Lack of a clear investment promotion strategy for Lebanon and capacities to implement such a strategy. Limited capacities to conduct M&E functions.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Investment promotion strategy developed KPIs for monitoring implementation of investment promotion strategy & communication strategy set Modus operandi of foreign investors advisory committee developed Policy proposal on IDAL's role in economic zones developed Action plan on investors satisfaction with investment climate developed 	<ul style="list-style-type: none"> Investment promotion strategy approved by CoM One foreign investors workshop held by mid 2012 At least 20% of investment promotion strategy implemented Decision taken by CoM on the role of IDAL in economic zones At least 20% of communication strategy implemented 3-year strategic plan updated 	x	x	x	x	IDAL & UNDP	IDAL	71400- Contractual Services-Ind.	177,592
		x	x	x	x	IDAL & UNDP	IDAL	71300 – Local Consultant	25,000
		x	x	x	x	IDAL & UNDP	IDAL	71600- Travel	14,000
		x	x	x	x	IDAL & UNDP	IDAL	74500- Miscellaneous	4,000
		x	x	x	x	IDAL & UNDP	IDAL	75100- Facilities and Administration	11,029.6

<ul style="list-style-type: none"> • Export Plus policy proposal developed • Communication strategy developed • 3-year strategic plan developed & updated • Annual action plans developed <p>Targets:</p> <ul style="list-style-type: none"> • Investment promotion strategy approved by IDAL's board and CoM and implementation initiated • Performance monitoring system in place and activated • One foreign investors workshop held annually • Export Plus policy approval approved by CoM • At least 20% of communication strategy implemented • Decision taken by CoM on the role of IDAL in economic zones <p>3-year strategic plan developed and updated</p>							
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<p>2) Output: Support provided to IDAL to develop the knowledge base needed to promote investments in growth promising sectors</p> <p>Baseline: Limited data on investment related indicators and knowledge sharing tools.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • MoUs signed • Database of economic, commercial & legal indicators developed and updated • SWOT of economic sectors developed • Public-private committees held and sector recommendations developed • Database of investment opportunities developed • New website structure developed • Plan for targeting expatriates developed • Database of target investors developed • Investors presentations templates developed 	<ul style="list-style-type: none"> - 100% of investment related information updated on IDAL's website at least once a month - SWOT conducted for 2 new growth potential sectors - At least 20% of public-private committees recommendations implemented - Investment opportunities identified in at least 4 sectors - Database of investment opportunities updated - Database of target investors developed for at least 4 sectors - At least 20% of the plan for targeting Lebanese expatriates implemented 	<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>IDAL</p> <p>IDAL</p>	<p>71400-Contractual Services-Ind.</p> <p>75100-Facilities and Administration</p>	<p>108,470</p> <p>5,423.5</p>
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<p>Targets:</p> <ul style="list-style-type: none"> • 100% of investment related information available & updated on IDAL's website • SWOT analysis conducted for at least 7 sectors • Investment opportunities identified in at least 4 sectors • Database of investment opportunities developed and updated • New structure of IDAL's website implemented and activated • Plan for targeting Lebanese expatriates approved and partially implemented 						
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<p>3) Output: Support provided to IDAL to upgrade its investment facilitation infrastructure</p> <p>Baseline: Output Indicators:</p> <ul style="list-style-type: none"> • Applications for evaluating project proposals developed • Investors toolkit developed • MoUs with ministries signed • Aftercare program developed • Survey questionnaire developed and commissioned to external entities <p>Targets:</p> <ul style="list-style-type: none"> • Investors toolkit developed and made available on IDAL's website • Applications for evaluating projects feasibility studies implemented • Aftercare program proposal approved by Chairman • Survey to measure investors satisfaction with IDAL's services and investment climate developed and implemented 	<ul style="list-style-type: none"> - Investors toolkit updated - At least 20% of aftercare program implemented - Investor satisfaction with IDAL services measured - Investor satisfaction with investment climate measured 	<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>IDAL & UNDP</p> <p>IDAL & UNDP</p> <p>IDAL & UNDP</p>	<p>IDAL</p> <p>IDAL</p> <p>IDAL</p>	<p>71400-Contractual Services-Ind.</p> <p>74500-Miscellaneous - Survey.</p> <p>75100-Facilities and Administration</p>	<p>47,874</p> <p>0</p> <p>2,393.7</p>
<p>UNDP GMS for Year 3</p>								<p>18,846.80</p>
<p>Total Cost for Year 3</p>								<p>395,782.8</p>

Section V. Management Arrangements

The Investment Development Authority of Lebanon (IDAL) is designated as the National Executing Agency for this project. The Executing Agency will be responsible for managing the project and providing overall support to enable it to achieve its intended outputs and results. The Executing Agency will thus 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. All 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 program. Costs incurred by the UNDP Country Office for providing the above described support services will be partly recovered from the project budget.

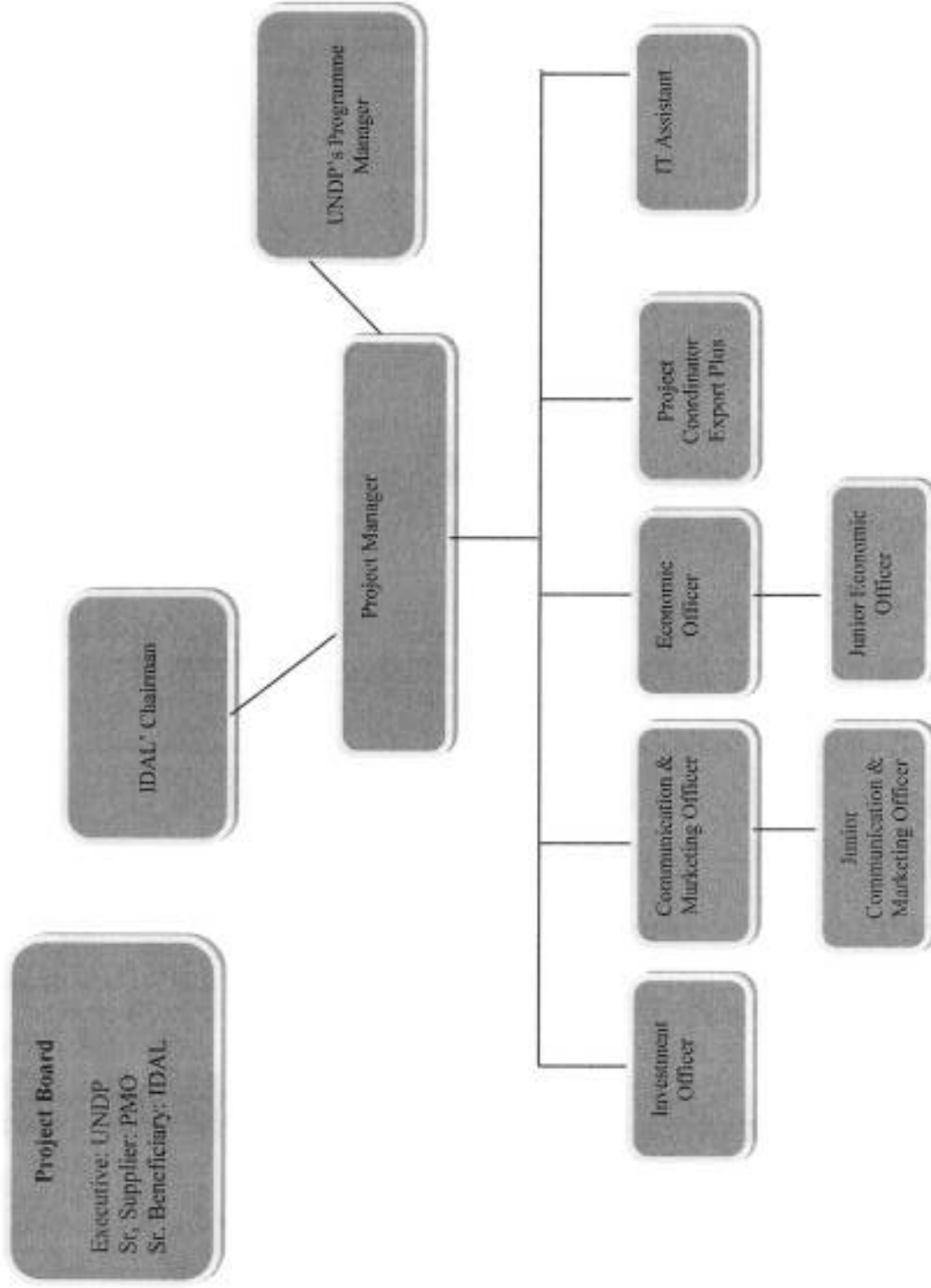
A Project Board will be established to provide technical support, share relevant information, and review progress. The Project Board will comprise: (i) Executive: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) Senior Supplier: a representative from the PMO ; (iii) Senior Beneficiaries: A representative from IDAL. 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 workplans and budget.

The project will be established at IDAL, and will initially recruit a Project Manager. S/he will be responsible for reviewing the general framework of the project as per the Project Document and accordingly develop the project's Work Plan. S/he will be coordinating the implementation of all activities; networking and soliciting the participation of all concerned stakeholders; overseeing the resulting database; monitoring progress and impact; promoting best practices. The Project Manager will be responsible for maintaining the Project document and facilitating the needed coordination efforts. In terms of the administrative management of the component, the Project Manager will report to the UNDP's governance programme. On the content level, the Project Manager will be reporting to the Chairman and General Manager of IDAL (Project National Coordinator).

The new project will also recruit all the staff needed to perform the mentioned tasks. The team will comprise an Investment Officer, an Economic Officer, a Communication and Marketing Officer, a Junior Economic Officer, a Junior Communication and Marketing Officer, a Project Coordinator for Export Promotion Programs, an IT Assistant, and an Administration & Finance Assistant. All existing staff will have the right to apply and compete and if they are most qualified, they will be recruited for the new jobs. Additionally, a number of external consultants/experts will be identified and recruited to achieve specific deliverables as per the project's needs. (Please refer to attached terms of reference for a detailed job description of both roles).

The project will be located at the premises of IDAL.

UNDP Unit Organigram



Section VI. Monitoring Framework and Evaluation

Suggested text to be adapted to project context

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

OUTPUT 1: IDAL's policy making, planning and monitoring capacities strengthened		
Activity Result 1	Coordinate with strategy consultant to develop an investment promotion strategy and recommend proposals to the national government on improving the business environment	Start Date: Jan 2011 End Date: September 2011
Purpose	Improving the overall business environment and ensuring buy-in from all stakeholders.	
Description	Identifying a strategy consultant and closely coordinating with the consultant in order to develop an investment promotion strategy.	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Numbers of meetings held with Project Team, IDAL's management and stakeholders. Proceedings of meetings held	April 2011
Investment Promotion Strategy developed	Draft strategies submitted and review process implemented (incl. proceedings of discussions and meetings for review) Final draft submitted	May 2011
Awareness sessions and buy-in ensured	Numbers and proceedings of awareness sessions held around the strategy	September 2011
Activity Result 2	Act as IDAL's secretariat to ensure the set-up and activation of a foreign investors advisory committee to identify issues in investment climate and advocate for the introduction of reforms	Start Date: March 2011 End Date: Sep 2013
Purpose	Improving the business environment climate	
Description	Key foreign investors operating in Lebanon to be selected and invited to be part of a committee that meets annually to identify issues related to the investment climate. Recommendations will be developed and their implementation monitored	
Quality Criteria	Quality Method	Date of Assessment
Conference agenda developed	Conference agenda and list of investors and stakeholders to participate approved by IDAL's chairman and Board.	April 2011
Conference recommendation and Action Plan developed	Conference recommendations and action plan reviewed and approved by IDAL's Chairman and Board.	September 2011
Monitoring log form developed	Committee recommendations monitored in coordination with concerned stakeholders	On quarterly basis starting 2012
Activity Result 3	Support IDAL in drafting a policy proposal on its role in regulating / promoting economic zones	Start Date: Feb 2011 End Date: Dec 2011
Purpose	To define the scope of IDAL's involvement in terms of regulating and promoting economic zones	
Description	A benchmarking exercise to be conducted to assess typical role of IPAs in SEZ and meetings with the PCM to be held to finalize recommendations	

Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Number of meetings held with IDAL's management, stakeholders and PCM	March 2011
Policy proposal on SEZ developed	Draft policy proposal submitted and review process implemented	June 2011
	Final policy proposal submitted to CoM	October 2011
Activity Result 4	Support IDAL in developing a policy proposal and roadmap for the Export Plus program and updating it annually	Start Date: March 2011 End Date: August 2013
Purpose	To determine the role of IDAL in promoting and supporting the export of agricultural products	
Description	Comparative analysis with neighboring countries to be conducted and meetings with exporters and concerned ministries and public institutions will be held to determine the type of support to be provided	
Quality Criteria	Quality Method	Date of Assessment
Stakeholders meetings held	Number of meetings held with stakeholders mainly Ministry of Agriculture and exporters	Feb 2011
Policy proposal and roadmap on export plus program developed	Draft proposal submitted and review process implemented with IDAL's chairman and Board (incl. proceedings of discussions and meetings for review)	Feb 2011
	Final proposal submitted to CoM for approval	March 2011
Awareness sessions and buy-in ensured	Numbers and proceedings of awareness sessions held around the proposal	April 2011
Activity Result 5	Support IDAL in developing and updating a 3-year strategic plan and corresponding annual action plans	Start Date: Jan 2011 End Date: Dec 2013
Purpose	Define the institution 3-year objectives and targets to provide direction to management and staff in implementation	
Description	The 3-year strategic plan will be developed after conducting an assessment or SWOT of the institution performance and as result, 3-year priority areas and objectives will be developed	
Quality Criteria	Quality Method	Date of Assessment
Internal review process held	Number of meetings held with Chairman, IDAL directors and staff	Sep 2011
3-year strategic plan and annual action plans developed	Strategic plan and annual action plans reviewed and approved by IDAL's board.	Sep 2011
Activity Result 6	Coordinate with advertising agency to develop IDAL's communication strategy and corresponding programs	Start Date: Feb 2011 End Date: Dec 2011
Purpose	Improving IDAL's image building and communication strategy.	
Description	Identify and closely coordinate with advertising agency to develop and implement IDAL's communication strategy, including identifying challenges in communication	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Numbers of meetings held with project team agency and external stakeholders	March 2011

Communication strategy and corresponding programs developed	Draft communication strategy submitted and review process implemented	May 2011
	Final draft submitted	June 2011
Activity Result 7	Provide staff with the required training to carry planning and monitoring functions, including developing action plans and setting KPIs	Start Date: April 2011 End Date: Dec 2011
Purpose	Ensuring the staff is regularly trained to successfully implement assigned functions	
Description	Identify necessary trainings and/or institutions and then hold internal trainings	
Quality Criteria	Quality Method	Date of Assessment
Training program developed	Numbers of training programs provided and number of staff receiving training	Dec 2011
Activity Result 8	Set KPIs to monitor implementation of the investment promotion and communication strategy	Start Date: Jan 2011 End Date: Dec 2013
Purpose	Establish indicators to track progress and ensure implementation of the 3-year strategies	
Description	The 3-year strategic plan will define 3-year priority areas, targets and KPI for all activities. Benchmarking could be used to determine the type of KPIs to be measured	
Quality Criteria	Quality Method	Date of Assessment
KPIs formulated	Number of KPI formulated and measured	Feb 2011
Monitoring database and reports developed	KPIs incorporated in database and assessed against set targets. Performance report reviewed by IDAL's board and Chairman	Oct 2011

OUTPUT 2: Support provided to IDAL to develop the knowledge base to promote investments in growth promising sectors		
Activity Result 1	Develop and maintain database of key economic, financial and commercial indicators by coordinating with public entities involved in data collection	Start Date: Jan 2011 End Date: Dec 2013
Purpose	Have available the economic, financial and commercial indicators needed by investors and IDAL's decision makers to make informed decisions	
Description	A matrix of indicators to be developed, coordination mechanisms with concerned public institutions formalized and indicators compiled and updated	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Number of MoUs / formal contacts established with public entities involved in data collection	March 2011
Database established and updated	Information compiled in database and regularly updated	July 2011
Activity Result 2	Develop a strategic assessment of at least 5 sectors or sub-sectors to be promoted by	Start Date: Jan 2011 End Date: Dec 2011

IDAL		
Purpose	Provide investors with a comprehensive sector analysis, including country's competitive advantage to facilitate in decision-making	
Description	A SWOT for each sector to be conducted through desk research, interviews and focus groups meetings	
Quality Criteria	Quality Method	Date of Assessment
Sectors strategic assessment developed	Draft strategic assessment submitted to Chairman for approval and made available electronically and in print	April 2011
Sectors policy proposal developed	Draft proposals on investment strategies for each sector submitted for review	July 2011
Activity Result 3	Support IDAL in setting-up public-private committees to recommend measures on improving investment enablers in these sectors	Start Date: Jan 2011 End Date: Dec 2013
Purpose	To engage external stakeholders in defining key issues hindering investments and to recommend solutions to facilitate investments	
Description	Establishing public-private committees for each of the sectors to promote on a regular basis	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Number of meetings held with concerned stakeholders in each sector	Feb 2011
Workshops recommendations developed	Workshops recommendations for each sector submitted and review process implemented	May 2011
Activity Result 4	Support IDAL in commissioning studies and surveys to identify investment opportunities in these sectors and populate in database	Start Date: Feb 2011 End Date: Dec 2013
Purpose	Identify investment opportunities in each sector and area of Lebanon, and attract investors by promoting those opportunities.	
Description	Coordinate with external consultants and with concerned public institutions to identify and gather investment opportunities in each sector	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Number of meetings held with stakeholders and IDAL's team	March 2011
Studies and surveys developed	Research and meetings with public and private institutions initiated and identified opportunities discussed	June 2011
Activity Result 5	Develop implementation mechanism for the Business Matching Service (BMS) and develop related plan	Start Date: April 2011 End Date:
Purpose	Ensure matching between on going projects and foreign investors interests in business opportunities	
Description	Establishing a database of all projects by sector and developing a mechanism for the Business Matching Service on IDAL's website	
Quality Criteria	Quality Method	Date of Assessment

Mechanism for Business matching Services developed and implemented	New investment opportunities included and updated and number of investors serviced	Sep 2011
Activity Result 6	Develop plan for targeting potential investors in general and Lebanese expatriates in particular and develop database of investors.	Start Date: Jan 2011 End Date: Dec 2011
Purpose	Target promotional activities to potential investors	
Description	Establish a database of expatriates by sector with the support of government institutions, NGOs, chambers of commerce, etc..	
Quality Criteria	Quality Method	Date of Assessment
Coordination process implemented	Number of meetings held with stakeholders	March 2011
Database of investors developed	Information on potential investors gathered in coordination with the various stakeholders	June 2011
Plan for targeting investors developed.	Plan Reviewed and approved by IDAL's Chairman and Board.	August 2011
Activity Result 7	Support IDAL in developing promotional tools, including upgrading IDAL's website, preparing investors presentations and preparing promotional materials.	Start Date: Feb 2011 End Date: Dec 2011
Purpose	To promote IDAL's image and activities in a well targeted manner	
Description	IDAL's brand will be revamped, website architecture and look redesigned and promotional materials upgraded accordingly	
Quality Criteria	Quality Method	Date of Assessment
IDAL's website architecture developed and implemented	Draft structure submitted and reviewed by IDAL's management	Feb 2011
	New website architecture implemented	April 2011
Promotional materials layout and design developed	Draft proposal on promotional material submitted to IDAL's chairman for review and final approval	March 2011

OUTPUT 3: Support provided to IDAL to upgrade its investment facilitation infrastructure		
Activity Result 1	Review and upgrade applications used for evaluating projects feasibility studies	Start Date: Jan 2011 End Date: March 2011
Purpose	Ensure project evaluation efficiency	
Description	Review existing applications using benchmarks and technical input and update	
Quality Criteria	Quality Method	Date of Assessment
Applications reviewed	Draft proposal submitted and reviewed by Chairman	March 2011
	New application implemented	Dec 2011
Activity Result 2	Develop toolkit detailing all procedures and permits required by investors during the pre/	Start Date: Jan 2011 End Date: April 2011

	post investment stages	
Purpose	Providing investors with a toolkit containing detailed and complete information on pre/post investment requirements	
Description	Coordinate with relevant public institutions to identify procedures and permits required by investors	
Quality Criteria	Quality Method	Date of Assessment
Toolkit developed	Draft toolkit document reviewed and approved by IDAL's chairman.	March 2011
	Final draft submitted and made available on IDAL's website	April 2011
Activity Result 3	Support IDAL in conducting the technical evaluation of project proposals and granting incentives as per Law 360	Start Date: Jan 2011 End Date: Dec 2013
Purpose	Grant incentives to investors based on their project proposals	
Description	Provide IDAL with the technical know how to evaluate environmental and financial feasibility studies	
Quality Criteria	Quality Method	Date of Assessment
Technical evaluation conducted	Number of projects evaluated and approved by IDAL	Nov 2011
Activity Result 4	Support IDAL in signing MoUs with ministries to improve the technical evaluation of project proposals	Start Date: Jan 2011 End Date: Dec 2013
Purpose	To ensure that evaluations of projects are done with the required technical expertise at par with international standards	
Description	MoU will be signed with concerned ministries and a consultant will be assigned from that ministry to provide IDAL with	
Quality Criteria	Quality Method	Date of Assessment
MoU signed	Number of MoU signed and implemented and renewed	April 2011
Activity Result 5	Draft an aftercare program with implementation plan and initiate implementation	Start Date: Feb 2011 End Date: Dec 2013
Purpose	Provide investors with full fledge services to facilitate the operation of their projects	
Description	Benchmarking and surveys will be conducted to assess types of services to be provided to investors and meetings will be held with concerned stakeholders.	
Quality Criteria	Quality Method	Date of Assessment
Aftercare program developed	Aftercare program reviewed and approved by IDAL's chairman and board.	March 2011
Implementation initiated.	Review and monitor implementation of the program to ensure quality	Dec 2011
Activity Result 6	Assign and train FTE (full time equivalent) to support IDAL in continuously providing investors with needed information on business set-up	Start Date: Jan 2011 End Date: Dec 2013

Section VII. 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:

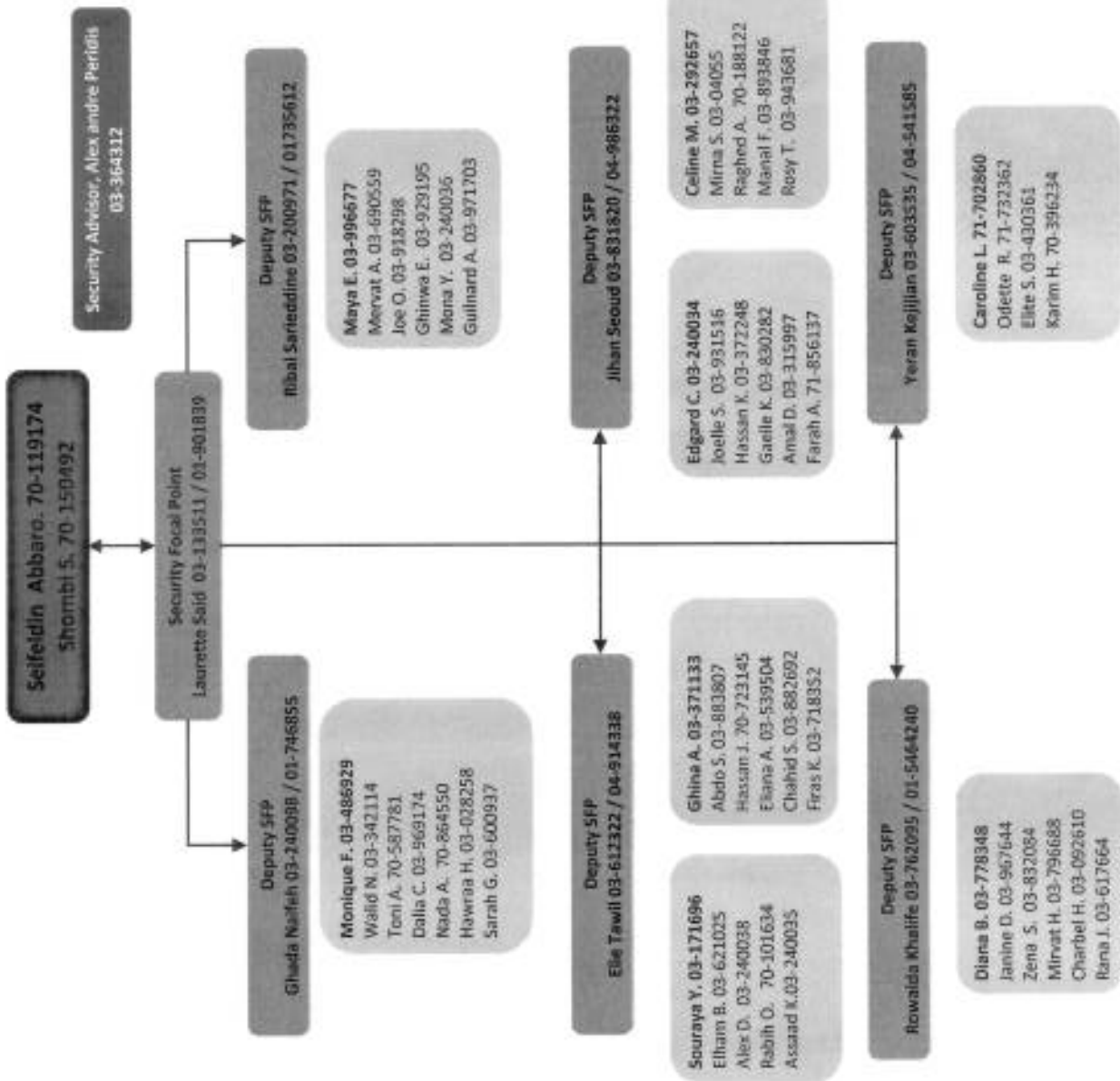
- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security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

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delay in receipt of funds by Government	Project initiation date	Financial	This would substantially delay the initiation of project activities <i>P = 2</i> <i>I = 5</i>	Follow-up with IDAL and UNDP CO	UNDP			
2	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 = 3</i> <i>I = 5</i>	Close coordination with UN DSS	UNDP			
3	Delay in the recruitment process/ identification of qualified staff	Project initiation date	Operational	This may cause a delay in implementation of some activities <i>P = 3</i> <i>I = 4</i>	Close coordination with UNDP's HR Department, UNDP HQ, Broader Advertisement, use of UNDP/UNV/TOKTEN rosters	UNDP			
4	Limited responsiveness and buy-in from stakeholders	Project initiation date	Operational	This may cause a delay in implementation of some activities <i>P = 3</i> <i>I = 4</i>	Regular meetings with IDAL's Board, Regular reporting to IDAL's Chairman, Inclusive and participative process implemented.	UNDP			



Bold = Security Contacts

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EXPECTED PROJECT OUTPUTS & INDICATORS (including annual targets)	MAJOR PLANNED ACTIVITIES <i>List major activities, including M&E activities, to be undertaken during the year in order to produce the stated project outputs</i>	ACTUAL ACHIEVEMENTS, PROGRESS AGAINST OUTPUTS, INDICATORS & ANNUAL TARGETS	PENDING ISSUES/ REASONS FOR ADJUSTMENTS
1. <i>Business opportunities and market positioning established</i> - <i>LEDO established and functional</i> - <i>50 women enrolled in cooperatives</i> - <i>50 jobs created for youth and women</i> - <i>Incomes increased for 150 beneficiaries</i> - <i>Quality of honey improved</i> - <i>Two tons increase in the quantity of milk produced</i>	1.1 Local Economic Development Offices 1.1.1 Operational costs	Basis for LEDA were set-up and ready for launching business development support activities LEDA Officer and Business Development Specialist recruited, Steering committee established of 15 members of the 7 union of municipalities and different sectors. LEDA feasibility assessment and plan conducted. Targeted sectors identified and prioritized closely with the steering committee [agriculture, industry, trade, service, tourism] Internal regulations and by-laws of the LEDA finalized jointly with the steering committee.	Renovation of LED office started to be completed in 2011. LEDO operation will take place early 2011 Legal Status will be finalized early 2011
	1.2 Support to women cooperatives 1.2.1 Establish a cooperative network	Women cooperative network established comprised of 15 active cooperatives in food	

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	<p>1.2.2 Support the marketing of the products with Women cooperatives</p>	<p>processing methods. A quality control center for agro-food products established with LARI [testing equipment to chemicals, and glassware], which is expected to provide quality assurance for products of the women cooperatives.</p> <p>Procurement of a vehicle for product distribution for the "Cooperative association for agricultural development in Tyre" – the major partner in this initiative which will be responsible to run and manage the "packaging and distribution center" funded by the UNDP socio economic rehabilitation project in south Lebanon.</p>	
	<p>1.3 Supporting Youth access to job opportunities</p> <p>1.3.1 Improve the Vocational skills on artisan and traditional industries</p>	<p>Workshops conducted on photography, mask making and painting for 40 youths, enhancing their skills and employability.</p> <p>Vocational training on glass making [for 50 persons] has been modified to use new, safe and more efficient technique [Pyrex technologies instead of the traditional blowing technique]. In this context, the IAST (International Association to Save Tyre) was selected to conduct the training for 50 persons early 2011.</p>	<p>Vocational training on shoe making was cancelled due to the lack of commitment of the major partner in this initiative: the Cooperative of shoe making in Binet-Jbeil.</p> <p>The cooperative of Rashaya El Foukhar will be conducting the training on pottery at their own expense during 2011. As such, AGL will only be fully equipping and constructing the workshop for pottery production as indicated below.</p>
	<p>1.4 Increase production in key economic and income generating sectors</p> <p>1.4.1 Beekeeping</p> <p>1.4.1.1 Establish a laboratory for honey testing</p>	<p>Laboratory for honey testing established at LARI targeting more than 1500 beekeepers in south Lebanon. Laboratory will provide quality assurance for the produced honey</p>	<p>Training beekeepers on disease control is pending the analysis results of 25 samples of honey collected from beekeepers of South Lebanon.</p>

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	<p>1.4.1.2 - Train beekeepers on new techniques for improving the quality and quantity of production</p>	<p>through availing tests that were not present in the territory.</p>	<p>The creation of a territorial brand name for honey production of South Lebanon was replaced by a detailed sector analysis. TORs to hire/purchase consultancy services [for the beekeeping sector's analysis] was drafted.</p>
	<p>1.4.2 Milk 1.4.2.1 Upgrade the equipment for diversifying the milk and dairy products 1.4.2.2 Technically assist the farmers and train them on hygiene, related diseases and artificial insemination</p>	<p>100 cow breeders selected and trained enhancing their practices in milk production, maintaining hygiene for better quality products.</p> <p>Hygiene management kits distributed to cow breeders to complement the training.</p> <p>As part of an Italian mission in milk value chain, Italian experts held a meeting with the milk producers of the south to derive improvements in the milk value chain, the meeting was followed by field visits to milk factories and better milking techniques were advised.</p>	
	<p>1.4.3 Pottery 1.4.3.1 Establish a workshop and open market for pottery production 1.4.3.2 Train youths and women on pottery production using authentic and new techniques</p>	<p>Procurement of equipment completed for the workshop for pottery production, which will enable launching the training for 50 youth and women in 2011, already selected from Rachaya el Foukar and nearby villages. Eventually, allowing some of the trainees to gain job opportunities in the pottery domain.</p> <p>Construction of the workshop and open market started, where the produced products will be displayed.</p>	<p>The training of youths and women will be delivered upon completion of the construction of the workshop.</p>
<p>2. Water and solid waste management improved - 10 to 12 tons of the total amount of solid waste in the union of Jabal Amel separated</p>	<p>2.1 Strengthen water and solid waste management 2.1.1 Improve waste management in a compost facility Tyre through training and equipment</p>	<p>Procurement of a specialized truck for waste collection for the Abrikha compost facility, 160 garbage bins for separated waste collection and 1, 800 domestic bins completed. This will enhance the waste</p>	<p>Awareness campaign on solid waste separation will be conducted in Abrikha and surrounding villages. The company</p>

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<p>- Consumption of water in Hasbaya Cada and the water lost reduced</p> <p>Promote Energy efficiency and renewable energy sources in Tyre (solar panels)</p>	<p>2.1.2 Support water management in Tyre Marjeyoun, Nabatieh and Bint Jbeil and establish a water management centre in Hasbaya</p>	<p>separation within six villages in union of Jabal Amel.</p> <p>Union of Arkoub municipalities provided the premises for the water maintenance center in Hasbaya. The center was fully equipped with a pick up, an excavator, and a small vehicle for transporting equipment. This will lessen the effect of incidental break out of network eventually improving water management in the Qada of Tyre, Nbatyeh, Bint Jbeil and Hasbaya.</p> <p>Procurement completed of a specialized truck for waste collection for Rib Teteen village.</p> <p>A skid steer loader (bob cat) procured for Union of Iqlim Tofah.</p> <p>Installation of collective solar panels at Meis El Jabal Public Hospital instead of Tyre Hospital, given to changes in the commitment and priorities of the partner hospital. This allowed improving energy saving within the hospital, promoting renewable energy sources in the South.</p>	<p>“Sustainable Environment Solutions” (SES) was selected for conducting the awareness campaign. SES drafted the proposal and workplan for the awareness campaign. SES will also assist the Union of Municipalities of Jabal Amel on the proper distribution of the garbage bins among municipalities.</p> <p>Training on the usage of equipment [at the water maintenance center in Hasbaya] will be conducted during the month of Jan 2011 by engineers who were already trained on “Water Network Maintenance in the framework of ART GOLD projects in other Qadas.</p>
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<p>3- Improve facilities and quality of education in schools.</p>	<p>3.2 Improving education facilities and quality of education in Lebanon. - Rehabilitation and Equipping of four public schools in South</p>	<p>Through proper needs identification, provision of modern equipment, tools and renovation for targeted schools improved the physical conditions and quality of education including extra-curricular activities for students.</p> <p>-Questionnaires filled by school directors and elementary and kindergarten teachers in each of the four schools enabling the completion of a general assessment for identifying the needs at the four schools.</p> <p>-Binet Jbeil Public School of 280 students: rehabilitation works finalized. Equipping the school's theatre as well as the procurement of office supplies completed.</p> <p>-Majdal Silem Public school of 101 students : Procurement of computers and IT supplies completed.</p> <p>-Blat public school of 112 students: procurement of sound system and musical equipment completed</p> <p>-Aitaroun public school: procurement of computers and IT supplies completed. A cleaning and awareness campaign targeting 97 students and 30 teachers and staff conducted.</p>	<p>Training of 40 school teachers from the four selected schools shifted to early next year on new techniques/methods of teachings and proper communication with students. This was further elaborated following the needs assessment.</p>
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- Few existing studies on waste, water and energy situation in the South, thus activities often have to start from scratch, increasing the cost.
- The difficulty in the enabling environment further delayed work rhythm and required more intense efforts from programme staff (such as the long process of getting licenses, as well the relatively weak capacities of local civil society and cooperatives for long term planning namely needs assessment, planning, budgeting, monitoring, etc.).

What are the key activities (if any) of soft assistance undertaken by the project?

(This section asks the Project Manager to provide information about any activities conducted that were not envisaged in the work plan or have yet to produce concrete results. It aims to identify additional or specific activities that ensure progress towards the outcome).

- being the field operational project of UNDP in the South, AG team in South Lebanon has provided remarkable support to the National Capacity Development Programme for municipalities on Good Local Governance. The team members were responsible of the data collection on municipalities in the two Mohafazas of South Lebanon and Nabatieh, conducting a survey on the capacities of the municipal officials. Around 40 % of all municipalities in both provinces have been surveyed, and the remaining will be targeted in 2011. The survey will help identify the educational level and experience of municipal officials and consequently leading to identifying the areas of intervention in terms of training and capacity development. On another hand, AG team supported another UNDP national initiative "Live Lebanon" by mobilizing the communities and engaging them in this innovative project.

Notwithstanding, it should be mentioned that all through the year, the AG team members provide the soft technical assistance to the projects' partners and beneficiaries. The day-to-day follow up and the intensive technical meetings with the concerned parties, working groups or other entities including municipalities and cooperatives, have widened the horizons of the target communities in identifying their problems and addressing them according to the available resources and means.

Lessons learned:

Project Design and Implementation: many problems in project implementation stem from deficient project design. The design-related problem is described as "poor diagnosis of problems and a pervasive optimism over possible solutions." The challenge is designing a program / project which, though it incorporates necessary levels of information, is flexible enough to allow for adjustments during the implementation cycle. Another important factor is giving proper consideration to social, economic, and cultural peculiarities of the chosen locality. Usually, detailed location-tailored research is necessary to guide project design and implementation. Example:

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- The vocational training project for glass work was initially designed to use traditional techniques of blowing glass. However, due to this unsafe, time consuming and non-environmental methods, a new technique was adopted: Pyrex. This new way of producing glass products is safer, more efficient and most important environmental friendly.

Sustainability: the factors impeding program sustainability include:

- Heavy reliance on technical assistance with little training for the local staff to effectively take over implementation;
- Relatively short duration of programs, which results in the inability to produce results during the project implementation cycle; and;
- Low level of community involvement, commitment and lack of sense of ownership.

Small scale projects are less efficient and have less impact on community than the large scale projects.

Time management, appropriate planning, close follow up, communication and reporting and team work are crucial to the success of projects implementation.

All the above mentioned elements were identified at the field level while implementing the planned activities; thus, it is noteworthy that factors of sustainability, contextualizing the project design, objectives and methodologies of implementation should be taken into consideration for the 2011 planning cycle.

Success stories:

Jabal Amel Waste management project success story:

The project was identified by the working groups of south Lebanon in cooperation with Italian experts from Ferrara province. The project aims to reduce waste and to promote recycling practices through an improved collection system, and better community awareness.

Environmental degradation as a result of many pollutant factors is a common problem in Lebanon. Solid and organic waste pollution is one prevalent problem facing the different areas mainly the South of Lebanon that has become more visible and acknowledgeable by the community. The majority of garbage is being dumped, or burnt, with no recycling efforts taking place. This is leading to environmental and health repercussions including leakage to underground water resources and eventually contamination, soil degradation, air pollution leading to health issues within the community.

Due to an increasing awareness of municipalities on topics concerning environmental protection and waste disposal management, new initiatives are taking place that require new organizational and financing measures.

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Within the Jabal Amel union of municipalities, some municipalities (Qabrikha & Taibe) already conducted studies based on swapping experience with other municipalities recycling organic waste, which is approximately 60% of its weight. The studies concluded that founding a common project for waste management amongst municipalities will enable to avoid the mechanical/manual segregation and simultaneously rendering possible the reduction of the percentage of waste to be transferred to dumpsite, and consequently to obtain a higher quality compost.

There are two facilities for solid waste management within Taibe and Qabrikha that were established around six years ago. However, they were in operational due to the lack of resources and government attention. The project built on the existing facilities, and worked on enhancing their operations in order to reduce the negative effects of collected waste.

Taibe and Qabrikha facilities serve "11 village" of Jabal Amel Union of Municipalities and coverage of both unions was strategically chosen to establish a pilot example of full coverage to AG territorial support.

The UNDP Art Gold project aiming at reducing the environmental impact of municipality waste disposal sites in the Union of Municipalities of Jabal Amel had finished its first stage in Taibe and surrounding (50% of the union), and it is now at the final stage with Qabrikha and surrounding (50% of the union). This project was chosen after several meetings with the South Lebanon Working Groups and Italian experts to draw up specific environmental and social projects focusing on the priorities identified using participatory methodologies. Thus, with the support of the province of Ferrara this project proposal was materialized.

The project managed to reduce waste and to recycle through an improved collection system, a trained human power and better community awareness. In the first stage, 212 small bins plus 205 large bins plus 1200 domestic bins for separated waste collection have been purchased to Taibe (phase 1), and 80 small bins plus 80 large bins plus 600 domestic bins for Qabrikha (second phase). In the second stage addition to that, a specialized truck for waste collection was granted and shipped from the province of Ferrara in Italy (for Taibe), and another truck was granted (to Qabrikha). Furthermore, training sessions in Taibe on the use of the truck were conducted by an Italian expert from Ferrara. These sessions followed a field study tour to Italy (Ferrara and surrounding locations) for Lebanese technicians from the Union of Jabal Amel to visit best Italian practices in waste management.



The project's final stage was related to the awareness campaign on waste management: general awareness seminars in the villages, TOT trainings, and assistance to municipalities and linking them to the private sector. In effect, during two months SES (Sustainable Environment Solution) was recruited to assist the municipality with the logistics of the newly acquired solid waste management system and conduct awareness campaigns to introduce and promote waste separation and sorting with the

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inhabitants of Taibe. A distribution plan of the granted bins following international norms was set with the municipality; location of bins were decided according to standards such as the population density, location of the old bins, collection routing and scheduling... On Friday 9th of April 2010, 35 persons including mayors, teachers and organization members from different villages attended the Training of the Trainer Seminar conducted by SES. Topics included: Litter management; Non organic waste; Recycling procedures; Composting and anaerobic digestion; Sanitary land-fields. While a second seminar targeting the population gave a general overview about the actual Solid Waste Management in Lebanon, the existing waste management available technologies and the actual solid waste plan of Taibe. Moreover, an awareness leaflet as well as three-colored bags for litter sorting were distributed to households in Taibe. In addition, a list of private recycling companies in the south with a range of selling prices for each sorting recyclable was shared with the municipality.









The impact of this project is high; in addition to the environmental aspect the project will permit a better waste management, environmental outreach and an additional income to the municipality that could be invested in development projects. Currently, UNIFIL confirmed its contribution of \$25,000 to complement the project and give another push to the new established system by recruiting a shredder and a compressing machines to reduce the volume of the recycled materials and reduce transportation costs. such cooperation is seek out by development agencies in the context of dwelling resources and common duplication of interventions.



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<p>الموارد الخطرة:</p> <ul style="list-style-type: none"> تألف هذه الفئات من: <ul style="list-style-type: none"> الأسلحة المخدرات مخلفات الكبريت مخلفات الألومنيوم يتم تصديرها من أجل إنتاج أسلحة خطيرة للتصدير - بما في ذلك 		<p>الموارد القابلة للتدوير:</p> <ul style="list-style-type: none"> ورق و كرتون زجاج بلاستيك و بوليون إعادة تصنيع النفايات (إعادة تصنيع الزجاج مرادف غير معدنية) في صنع الخشب ومنتجات الخشب 	
<p>الموارد الخطرة:</p> <ul style="list-style-type: none"> تألف هذه الفئات من: <ul style="list-style-type: none"> المخلفات المخلفات الخطرة 	<p>٤٥٠ سنة</p>	<p>(Degradation)</p> <p>١٠٠٠ - ٥٠٠ سنة</p>	<p>٣ أشهر</p> <p>١٠٠٠ سنة</p>
<p>الفئات الخطرة خاصة خطر العدوى:</p> <ul style="list-style-type: none"> تألف من المخلفات الطبية تحتوي على عوامل مرضية (مركبات فيروسية) معالجة الفئات بالتطهير هي طريقة ١٠٠٪ فعالة وغير ملوثة 			
			

Prepared by

Approved by

Date

Date