

## Project Document

<b>Project Title:</b>	ART GOLD Beirut Southern Suburbs
<b>UNDAF Outcome(s):</b>	By 2014, the socio-economic status of vulnerable groups and their access to sustainable livelihood opportunities and quality basic social services are improving within a coherent policy framework of reduction of regional disparities.
<b>Expected CP Outcome(s):</b>	Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery
<b>Expected CP Output(s):</b>	Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralized policies and regional and local development plans including women and youth
<b>Responsible Party:</b>	UNDP
<b>Implementing Partner:</b>	Council for Development and Reconstruction

## Brief Description

AGL is an integrated component of the UNDP "Social and Local Development Programme" (SLD), which, among other objectives, focuses on eradicating poverty, strengthening local capacities and supporting government policies for development. AGL aims to achieve balanced and sustainable development through three main pillars, (i) the participatory approach ensured by the working groups, (ii) the local economic development, and (iii) the support of the Decentralized Cooperation. The project targets four regions across Lebanon with solid and diversified networks and partnerships within the four targeted-regions (South Lebanon, North Lebanon, Bekaa region and Beirut Southern Suburbs).

In Beirut Southern Suburbs (BSS), ART GOLD is currently working with 6 municipalities, namely, Haret Hreik ,Burj Al Barajneh, Ghobeiry, Chiah, Furn Al Chebback and Al Mreyjeh that are part of Baabda Caza. For the coming period, ART GOLD BSS will continue supporting the municipalities for local governance and local development. The project will support the exchange of Best Practices through Decentralized Cooperation and will consolidate the new established Local Economic Development Agency. Moreover, the project will improve the socio-economic conditions of the population of the area.

Programme Period:	2013-2015	Total resources required	USD 1,412,634
Atlas Award ID:	00063973	Total allocated resources net:	
Atlas Project ID:	00080834	Lazio:	USD 321,718
Start date:	January 2013	ENPI T-net:	USD 333,303
End Date:	December 2015	Principality of Monaco:	USD 197,906
Management Arrangements	DIM	Un-mobilized resources:	USD 467,290
		F&A	USD 92,417

Agreed by Council for Development and Reconstruction

11 MAR 2013

Agreed by UNDP



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## I. SITUATION ANALYSIS

Poverty is a serious problem in Lebanon despite some apparent improvement in the last decade. Poverty estimates from the last comprehensive survey of 2005 placed extreme poverty at 8 per cent of the Lebanese population. This implies that almost 300 thousand individuals in Lebanon are unable to meet their food and non-food basic needs. Around 28.5 per cent of the population lives below the upper poverty line which translates into about US\$4 per capita per day. There is a huge disparity in the distribution of poverty with a heavy concentration in certain regions. Hermel, Baalbeck, Marjeyoun, Bint Jbeil and Akkar witness the highest poverty rates whereas it goes down to 0.7 percent in Beirut. Data also point to an increase in urban poverty especially in Lebanon's largest cities suburbs such as Beirut, Tripoli and Saida, as illustrated by poverty-driven symptoms (child labor, over-crowdedness and deteriorated environment conditions).

Beirut Southern Suburbs is located south of Beirut and in the Kaza of Baabda, as part of Mount Lebanon Mouhafaza (governorates). The area of Baada Kaza is 75 Km<sup>2</sup> with a population of over 1.5 Million inhabitants with the majority of them (Approx. 1,000,000 inhabitants) living in Beirut Southern Suburbs whose area doesn't exceed 30 km<sup>2</sup>.

The growth of the population started since the civil war in 1975, successive waves of migrants from South Lebanon and the Bekaa moved to the area of BSS. The migrants were population groups who fled from the Israeli continuous wars on the South, and also poorer populations searching for access to jobs and employment opportunities in the city.

Taking into consideration that the Lebanese citizenship law does not allow the population to change their residency, 80% of the population Beirut Southern Suburbs elect in their own villages. This creates detachment from the territory where they are living and the respective municipalities. Moreover, the chaotic residential construction along with the lack of urban planning has led to an unchecked expansion that left a detrimental impact on the socio-economic and environmental conditions in the area.

The ART GOLD Lebanon programme is part of the ART global initiative which was designed by a group of UN Agencies under UNDP leadership. The ART GOLD Lebanon was launched in March 2007 in the four neediest areas of the country, characterized by high poverty rates and raging socioeconomic problems: North Lebanon, South Lebanon, Bekaa and Beirut Southern Suburbs. The programme is managed at the country level by UNDP in partnership with its national counterpart the Council for Development and Reconstruction (CDR).

The launching of ART GOLD took place at a time Lebanon was still recovering from the devastating effects of the July 2006 war. Consequently, in some areas the first phase of ART GOLD intervention (2007 and 2008) was intended to provide needed support for rising recovery demands. In early 2009, the ART GOLD approach was adopted and the local stakeholders developed through the working groups strategic objectives for local sustainable development.

The ART GOLD is based on a cooperation framework between local, national and international partners interested in combining and coordinating their efforts to achieve the Millennium Development Goals (MDGs) and to contribute to local governance, decentralization, and balanced socio-economic development in the medium and long term. ART GOLD Programme in Lebanon was initially funded by the Italian government and decentralized cooperation partners. Later additional contributions came from the Spanish, the Belgian, and the Principality of Monaco Governments, together with those coming from the Decentralized Cooperation's local authorities.

Over a period of more than 5 years, UNDP ART GOLD BSS project has worked on several axes which include: health, social, education and Local Economic Development (LED). The adopted approach has been to sensitize the local stakeholders in developing comprehensive programmes and facilitating the dialogue among them in order to avoid fragmentation and duplication. This approach was supported by interactive trainings addressed to the decision makers and to the operational personnel, in addition to the implementation of projects, using the methodology of "learning by doing" based on the acquired theories. In this process, several concepts such as participatory approach,



common decision making process integrated approach, welfare system, and public-private partnership were introduced.

### **Working groups:**

ART GOLD Lebanon relies on local networks and partnerships in the target areas. To identify problems that hinder the development process of these areas and to come up with suggestions that can be elaborated into initiatives, the programme established Regional and Thematic Working Groups in its four target areas. These were established following a consultation process that emphasizes social dialogue and the creation of local partnerships.

The key goal of the working groups is to promote the participation of the widest range of public, private, and civil stakeholders in the planning and implementation of the local development process. This territorial participatory approach aims to avoid the duplication and fragmentation of projects. It encourages organization and cohesion within local communities.

In BSS, the process commenced by the sensitization of the main stakeholders of the area (Municipalities, ministries, schools, universities, NGOs, Social development centers, dispensaries, hospitals, association of farmers etc..) about the concept of programme. This phase took more than one year of dialogue and discussion between involved actors and stakeholder from the local community convening together in working groups directed by UNDP ART GOLD BSS. This continuity of dialogue, exchange, and cooperation and most importantly the building of trust lead to the acceptance and adoption of the concepts of participatory approach leading to the laying down of the groundwork for future developmental initiatives in the area.

### **Decentralized Cooperation:**

The ART Initiative supports Decentralized Cooperation partnerships between communities from the North and South as well as within different communities from the South. The Decentralized Cooperation actors plan joint initiatives with their counterparts in the countries of intervention. They mobilize human and financial resources, share best practice and experiences, and introduce technological and organizational innovations.

This Decentralized Cooperation between Lebanese, European and International Communities is a valuable tool to generate interest among local communities to exchange technical and technological solutions, organizational and management models, practical innovations, as well as best practice and know-how.

In Beirut Southern Suburbs, the working groups identified access to health services and social inclusion of youth as priorities to be tackled. In 2008, Tuscany Region and its network expressed the willingness of partnership and the support to both sectors. Over these 5 years, the collaboration led in introducing the concept of primary health care to the municipalities and the concept of territorial health and social development. Some municipalities established Primary Health Care centres (PHCCs) and others are in process of establishing them. At the same time, the municipalities set up social municipal office for orientation, mapping and monitoring the services of the territory. The embryonic concept of welfare system is also introduced. In 2012, an agreement was signed with **Lazio Region**. The focus of Lazio region is on Small- Medium Enterprises and the support to the LEDA. Nowadays, one of the most important agencies in Italy, BIC Lazio is interested to support the LEDAs and to involve them in its network.

### **Local Economic Development Agency (LEDA):**

UNDP ART GOLD Lebanon has supported the establishment of four Local Economic Development Agencies (LEDAs). The LEDAs are non-profit, self-sustaining economic bodies that will contribute to the creation of territorial added value chain and will support the existing and encourage the creation of small and medium enterprises.

The Local Economic Development Agencies (LEDAs) are legal structures, owned by the public and private entities of the territory. Through the LEDA the local actors plan and activate, in a shared way, initiatives for territorial

economic development, identify the most convenient instruments for their realization and enhance a coherent system for their technical and financial support.

The LEDAs provide several services to the population and institutions, such as territorial promotion, economic vibrant, access to credit, technical assistance to businesses, entrepreneurial training, with the objectives of supporting productive competitive development and economic innovation, within the perspective of an equitable, ecologic, and human development.

The LEDA in BSS rented an office located in a commercial building in Al Chiah municipality. The Management board is constituted by 13 members. The Management board of the LEDA in BSS is in process of finalizing the Operational Manual of the LEDA in order to define in a second time the TORs of personnel. The management Board approved the services that will be provided by the LEDA. Three units will be functional: the Human Resources Development Unit, The Business Unit and the Strategic Unit. The economic sectors have been also identified: Food including the fishing sector, leather manufacturing sector, textile, mechanics and handicraft.



Through its established networks with local authorities, community based organizations, civil society organizations and working groups and building on its achievements and lessons learned attained through Phase I, the project will complement what was achieved in previous years to focus on two main areas of intervention that constitute the strategic objectives of ART GOLD Phase II in the coming three years: (a) continue providing support to improve the socio economic conditions through strengthening Decentralized Cooperation partnership and (b) continue empowering the LEDA in BSS to ensure its sustainability.

Therefore, the strategy for phase II period will have two orientations. On one hand, the programme will valorise the successful experiences that have been undertaken in the different sectors and spread them to other municipalities and partners through the regional working groups, and on the other hand, the programme will involve the National level in the process of local development. In this framework, European Decentralized Cooperation will be involved in this process of ownership.

The programme will be working in strengthening two sectors:

- 1- Welfare
- 2- Local Economic development

The Environmental and gender issues will be cross-cutting all over the sectors of intervention.

The **welfare programme** at local level aims to develop public qualitative primary services for the community in response to the needs raised by the working groups. Therefore, the established SMOs and PHCCs will be consolidated and extended to the municipalities that are willing to develop them.

In this process, the involvement of the National level such as the Ministry of Public Health, Ministry of Interior and Municipalities, the Ministry of Social Affairs and the Ministry of Education and Higher Education is important. The National level has a significant role on one side, in monitoring the services provided by the local stakeholders (local authorities and NGOs) and on the other side, in supporting and endorsing the embryonic referral system and the integrated approach developed at local level. The support of **Tuscany region** will continue in terms of monitoring, guidelines and exchange of experience if two territories during the phase II.

The **Local Economic Development** sector is channelled by the LEDA of BSS. During the phase I, the following actions will be undertaken in order to ensure the sustainability.

- A. Support to the LEDAs management boards in terms of capacity building (common decision making, planning, territorial marketing strategies)
- B. Technical assistance to the personnel of the LEDAs in order to develop procedures for the services that will be offered to the clients and endorsed by the Management board
- C. Facilitation of agreements with International agencies for exchange of Know-how and joint venture for entrepreneurs
- D. Development of an exit strategy for the end of 2015

ART GOLD BSS will support LEDA BSS according to the following module:

- 100% of expected expenditure in year 1 (2013)
- 60% of expected expenditure in year 2 (2014)
- 25% of expected expenditure in year 3 (2015)

**Lazio Region** will be supporting the process of consolidation and will provide technical assistance to the LEDA in BSS to develop the Business Unit.

**For the phase II, the proposed project activities are:**

- **Project Management Supported**
  - Cover the salaries of project staff providing management, technical, financial and administrative support
  - Cover the running costs
  - Set working groups operational
  - Sign agreement of collaboration with decentralised Cooperation
  - Ensure the participation of representatives of National level in the Working groups

- **Socio Economic conditions improved through Decentralized Cooperation Partnerships**

***Action 1: Household survey in Furn Al Chebabck***

- Finalisation of the codification of the Questionnaires and registration in the data base
- Realisation of SPSS analysis and reporting
- Launching of the study

***Action 2: "School based Oral Health Education" in collaboration with the MEHE and Laziosanita***

- Finalisation of the Manual
- Provision of technical support from Laziosanita to the coordinators and supervisors of the MEHE at National level
- Printing of the Manual

***Action 3: Technical Assistance to the PHCCs in collaboration with Tuscany region***

- Technical support to and Monitoring of Haret Hreik and Ghobeiry PHCCs by Tuscany Region
- Technical support to the newly set up PHCC in BSS by Tuscany region
- Support to the informatics system of the MoPH by Tuscany region
- Promotion of the concept of PHCC to other areas of Lebanon by Tuscany Region

***Action 4: Support to vulnerables categories through SMOs and PHCCs***

- Activation of the SMOs services for orientation of vulnerables categories and monitoring of the services of the territory (Haret Hreik, Al Mreyjeh , Al Chiah and Furn al Chebabck)
- Realisation of outreach activities by the PHCCs (Haret Hreik and Ghobeiry) and the SMOs (Haret Hreik, Al Mreyjeh , Al Chiah and Furn al Chebabck)
- Assessments of the students socio-conditions in Al Mreyjeh municipality (co-financed by BCPR)

***Action 5: Leather manufacturing sector study***

- Leather manufacturing company selected
- Leather manufacturing company visited and interviewed
- Development of a report as a support the LEDA units

***Action 6: Support to fishing Cooperative of Ouzaii***

- Realisation of 2 missions of experts from Italian Research center in Sicily
- Presentation of the results

**Local Economic Development Agencies Strengthened**

***Action 1: Finalisation of the Manual***

- Meetings with members and with the Management board of LEDA for finalisation
- Approval of the final version of the Manual by the Management board
- Printing of the manual

***Action 2: Support to the LEDA to cover the salaries of the personnel***

- Definition of the TORs and Approval by the Management board
- Selection of the personnel by the committee
- Two Units operational : Human Development Resource Unit and Business Unit

**Action 3: Capacity Building to the personnel of the ALEDA**

- Agreement with BIC Lazio for technical support of to the LEDA personnel
- Technical support by experts from Business Incubation Center (BiC) Lazio targeting personnel of the LEDAs
- Study tour of BSS LEDA director, two management board representatives to Italy

**Action 4: Provision of services to the community**

- Human Resources Development Unit functional
- Business Unit functional



III. RESULTS AND RESOURCE FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Local governance structures in target under-served regions strengthened for better representation, participation, and basic local services delivery</p> <p><b>Output indicators as stated in the Country Programme Results and Resources Framework:</b> Capacities of institutions and community groups strengthened for effective formulation and implementation of decentralized policies and regional and local development plans including women and youth</p> <p><b>Project Title and ID (ATLAS ID):</b> ART GOLD BSS Project 00080834</p>
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PROJECT OUTPUTS	OUTPUT TARGETS	INDICATIVE/HIGH LEVEL ACTIVITIES	RESPONSIBLE PARTIES	INPUT IN USD
<p><b>Output 1:</b> Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, health and economic development plans in Beirut Southern Suburbs</p>	<p><u>Target 2013-2014-2015</u></p> <p>6 contracts of the personnel signed</p>	<p><b>Project Management Supported</b></p> <p><b>Action 1:</b> Cover the salaries of project staff providing management, technical, financial and administrative support</p>	<p>UNDP</p>	<p>644,458</p>
	<p>2 thematic working group operational</p>	<p><b>Action 2:</b> Cover the running costs</p>		
	<p>1 regional working group operational</p>	<p><b>Action 3:</b> Set working groups operational</p>		
	<p>2 agreements signed with DC</p>	<p><b>Action 4:</b> Sign agreement of collaboration signed with decentralized Cooperation</p>		
		<p><b>Action 5:</b> Ensure the participation of representatives of National level in the Working groups</p>		
<p><u>Target 2013-2014-2015</u></p> <p>8500 questionnaires registered</p> <p>Parameters of the SPSS identified</p> <p>Analysis report on the</p>	<p><b>Socio Economic conditions improved through decentralized cooperation partnerships</b></p> <p><b>Action 1: Household survey in Furn Al Chebabck</b></p> <ul style="list-style-type: none"> <li>- Finalization of the codification of the Questionnaires and registration in the data base</li> <li>- Realization of SPSS analysis and reporting</li> </ul>			



	<p>household survey in Furn Al Chebbeck produced</p> <p>Manual approved by Laziosanita and MEHE and Lebanese University experts approved</p> <p>Manual Produced</p> <p>Evaluation report based on indicators of PHCCs</p> <p>PHCC approach adopted</p> <p>Approval by the MoPH on upgrading the informatics system</p> <p>PHCCs of other area adopted the approach</p> <p>MoPH and MoSA involved in the local welfare system</p> <p>Increase of the income of the cooperative of fishermen</p> <p>Increase of the income of the fishermen of the cooperative</p> <p>A draft Manual of the species in that area produced</p> <p>Manual for survey techniques produced</p> <p>Ministry of Agriculture endorsement</p>	<ul style="list-style-type: none"> <li>- Launching of the study</li> <li><b>Action 2: "School based Oral Health Education" in collaboration with the MEHE and Laziosanita</b></li> <li>- Finalization of the Manual</li> <li>- Technical support from Laziosanita to the coordinators and supervisors of the MEHE at National level</li> <li>- Printing of the Manual</li> <li><b>Action 3: Technical Assistance to the PHCCs in collaboration with Tuscany region</b></li> <li>- Technical support to and Monitoring of Haret Hreik and Ghoibeiry PHCCs by Tuscany Region</li> <li>- Technical support to the newly set up PHCC in BSS by Tuscany region</li> <li>- Support to the informatics system of the MoPH by Tuscany region</li> <li>- Promotion of the concept of PHCC to other areas of Lebanon by Tuscany Region</li> <li><b>Action 4: Support to vulnerable categories through SMOs and PHCCs</b></li> <li>- Activation of the SMOs services for orientation of vulnerable categories and monitoring of the services of the territory (Haret Hreik, Al Mreyjeh , Al Chiah and Furn al Chebback)</li> <li>- Realization of outreach activities by the PHCCs (Haret Hreik and Ghoibeiry) and the SMOs (Haret Hreik, Al Mreyjeh , Al Chiah and Furn al Chebback)</li> <li>- Assessments of the students socio-conditions in Al Mreyjeh municipality (co-financed by BCPDR)</li> <li><b>Action 5: Leather Manufacturing sector study</b></li> <li>- Leather manufacturing company selected</li> <li>- Leather manufacturing company visited and</li> </ul>	<p style="text-align: center;"><b>UNDP</b></p> <p style="text-align: right;"><b>595,530</b></p>
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	<p>interviewed</p> <ul style="list-style-type: none"> <li>- Development of a report as a support the LEDA units</li> </ul> <p><b>Action 6: Support to fishing Cooperative of Ouzaii</b></p> <ul style="list-style-type: none"> <li>- Realization of 2 missions of experts from Italian Research center in Sicily</li> <li>- Presentation of the results</li> </ul>	
<p><b>Local Economic Development Agencies Strengthened</b></p> <p><b>Action 1: Finalization of the Manual</b></p> <ul style="list-style-type: none"> <li>- Meetings with members and with the Management board of LEDA for finalization</li> <li>- Approval of the final version of the Manual by the Management board</li> <li>- Printing of the manual</li> </ul> <p><b>Action 2: Support to the LEDA to cover the salaries of the personnel</b></p> <ul style="list-style-type: none"> <li>- Definition of the TORs and Approval by the Management board</li> <li>- Selection of the personnel by the committee</li> <li>- Two Units operational: Human Development Resource Unit and Business Unit</li> </ul> <p><b>Action 3: Capacity Building to the personnel of the ALEDA</b></p> <ul style="list-style-type: none"> <li>- Agreement with BIC Lazio for technical support of to the LEDA personnel</li> <li>- Technical support by experts from Business Incubation Center (BIC) Lazio targeting personnel of the LEDAs</li> <li>- Study tour of BSS LEDA director, two management board representatives to Italy</li> </ul> <p><b>Action 4: Provision of services to the community</b></p> <ul style="list-style-type: none"> <li>- Human Resources Development Unit functional</li> <li>- Business Unit functional</li> </ul>	<p><b>Target 2013-2014-2015</b></p> <p>Operational manual of the LEDA BSS produced</p> <p>TORs developed</p> <p>Selection Committee established</p> <p>At least 3 persons (director, receptionist and HRD officer selected</p> <p>20 companies contacted</p> <p>25 persons hired through LEDA</p> <p>10 SMEs supported by LEDA</p> <p>Agreement with BIC Lazio finalized</p> <p>Training modules developed</p> <p>Training sessions realized</p> <p>Developed model of the Business Unit approved by the Management board</p>	<p style="text-align: center;"><b>UNDP</b></p> <p style="text-align: right;"><b>172,646</b></p>



IV. ANNUAL WORK PLANS

Year: 2013- 2015

Expected Outputs	Planned Activity	PLANNED BUDGET										2015 Amount (USD)	
						Donor	B/A	Budget Description	2013 Amount (USD)				2014 Amount (USD)
		Q1	Q2	Q3	Q4				Fund				
<b>Output 1:</b> Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, health and economic development plans in Beirut Southern Suburbs	<b>Project Management</b>	x	x	x	x	44902	11772	71400	Contractual Services Individuals	81,920	67,341		
		x	x	x	x	44902	11772	72800	Information Technology Equipment	2,400			
		x	x	x	x	44902	11772	72500	Office supplies	3,600			
		x	x	x	x	44902	11772	73100	Rental & Maintenance Premises	5,400			
		x	x	x	x	44902	11772	73400	Rental & Maintenance of Other Equipment	6,400			
		x	x	x	x	44902	11772	75100	F&A (7%)	6,980	4,714	0	
									<b>Total Lazio</b>	<b>106,700</b>	<b>72,055</b>	<b>0</b>	
				x	x	x	x	44902	00169	71400	Contractual Services Individuals	86,998	
				x	x	x	x	44902	00169	72400	Communication & Audio Visual Equipment	9,240	
				x	x	x	x	44902	00169	73100	Rental & Maintenance Premises	1,608	
				x	x	x	x	44902	00169	73300	Rental & Maintenance of Info Tech Equipment	1,980	
				x	x	x	x	44902	00169	75100	F&A (7%)	6,988	0.00
				x	x	x	x				<b>Total Principality of Monaco</b>	<b>106,814</b>	<b>0</b>
				x	x	x	x	30000	10570	71400	Contractual Services Individuals	39,868	34,252
				x	x	x	x	30000	10570	75100	F&A (7%)	2,791	2,398
											<b>Total ENPI T-net</b>	<b>42,659</b>	<b>36,650</b>
				x	x	x	x	30000	00250	71400	Contractual Services Individuals	99,240	100,794
				x	x	x	x	30000	00250	72800	Information Technology Equipment	2,400	2,400
		x	x	x	x	30000	00250	72505	Office supplies	3,600	3,600		
		x	x	x	x	30000	00250	73100	Rental & Maintenance Premises	7,008	7,008		







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## V. MANAGEMENT ARRANGEMENTS

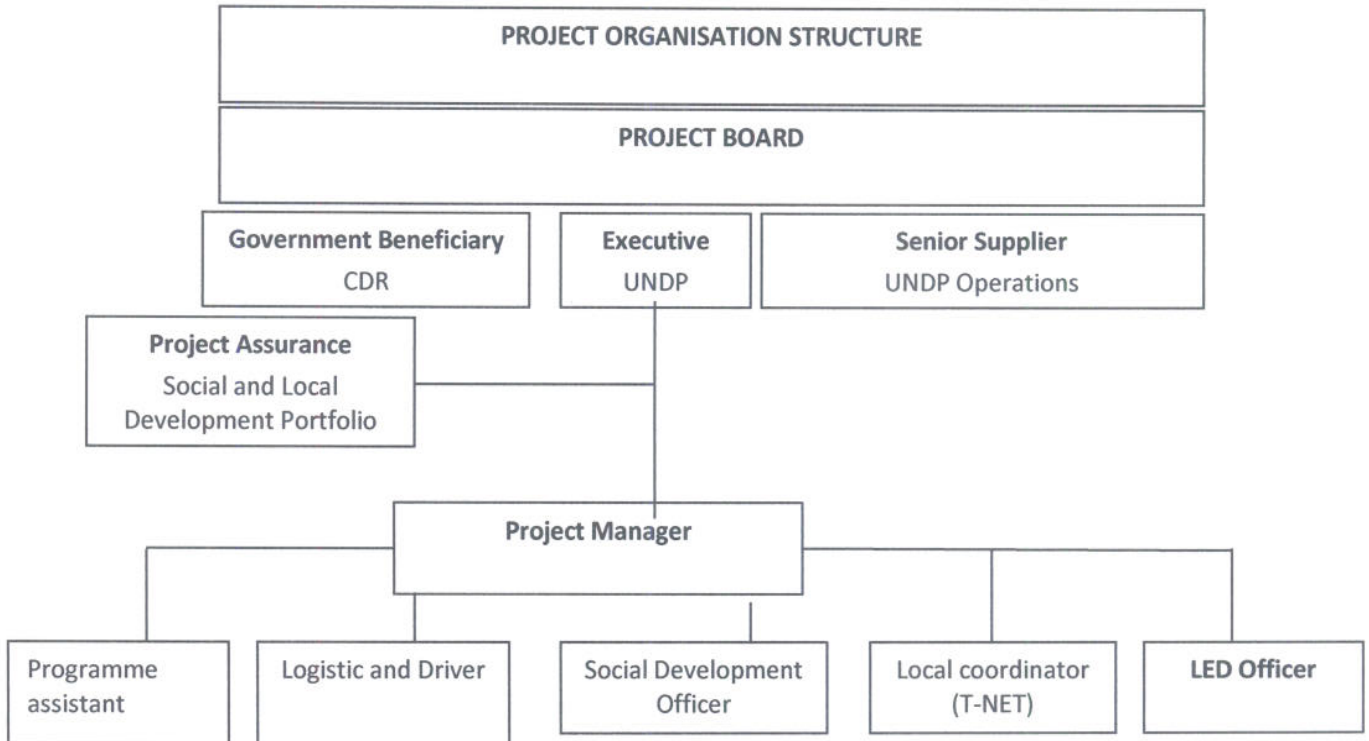
1. The Project will be implemented under the UNDP Direct Implementation Modality (DIM), whereby UNDP will act as Responsible Party.
2. UNDP will continue to ensure high-quality technical and financial implementation of the project and will be responsible for monitoring and ensuring proper use of all funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations for each of their respective components. The project structure is elaborated below. All services for the procurement of goods and services, and the recruitment of personnel shall be provided in accordance with UNDP procedures, rules and regulations.
3. The UNDP country office will provide the following support services, covered by ISS charges (2%), for the activities of the programme/project:
  - i. Payments, disbursements and other financial transactions
  - ii. Recruitment of staff, project personnel, and consultants
  - iii. Procurement of services and equipment, including disposal
  - iv. Organization of training activities, conferences, and workshops, including fellowships
  - v. Travel including visa requests, ticketing, and travel arrangements
  - vi. Shipment, custom clearance, vehicle registration, and accreditation
4. The UNDP country office will also provide the following general oversight and management services for the activities of the project which include the following:
  - i. General oversight and monitoring, including participation in project reviews
  - ii. Briefing and de-briefing of project staff and consultants
  - iii. Resource management and reporting
  - iv. Thematic and technical backstopping
  - v. Security management service and Malicious Acts Insurance Policy
  - vi. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff.
5. **The Project Board** will be responsible for making by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.
6. **Project Manager:** The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.
7. **National Focal Point (NFP):** The NFP is usually the National Coordinator or a representative appointed by him/her.

Responsibilities of the NFP:

  - Review and approve detailed annual/quarterly work plans (for final approval by Project Board) and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;
  - Approve RDP/SR that are not included in the annual/quarterly work plans;
  - Participate in Project Board meetings;



- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year's project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
- Assist in the identification and allocation of national resources needed by the project to meet its objectives.



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## VI. MONITORING FRAMEWORK AND EVALUATION

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP of any delays or difficulties faced during implementation so that the appropriate support through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

### i. 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.
- A project lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons Learned Report at the end of the project.
- 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, 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 Project Progress Reports (PPR) 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 Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### ii. Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager.
- **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.



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**VII. LEGAL CONTEXT**

This project document shall be the instrument referred to as “Project Documents or other instruments” in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1960. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

VIII. QUALITY MANAGEMENT FOR PROJECT OUTPUT RESULTS

OUTPUT 1. Capacities of institutions, local authorities and community groups strengthened for effective formulation and implementation of social, health and economic development plans in Beirut Southern Suburbs		
<b>Activity Results :</b>	<b>Project Management supported</b>	Start Date: 1st January 2013
		End Date: 31 December 2013
<b>Purpose</b>	<i>To ensure technical support to the project in BSS</i>	
<b>Description</b>	Salary of the personnel - Health Working group active - Social Working group active - Regional Working group active	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<i>How/With what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Nb. of contracts of the personnel signed	Reports	Throughout the project
NB of Working group functional in the different sectors	Agreements documents	
Nb. of agreements signed with DC	Minutes of meeting	
<b>Activity Results :</b>	<b>Socio Economic conditions improved through Decentralized cooperation partnerships</b>	Start Date: 2013 End Date: 2014
<b>Purpose</b>	<i>to strengthen the capacity of public service providers</i>	
<b>Description</b>	Studies/Census of the community Assessment of school and students conditions Monitoring of the social services Development of the referral system Upgrading the SMOs and the PHCCs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<i>How/With what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Nb. of questionnaires registered in the software	Reports Evaluation reports Studies documents Manual Minutes of meeting	Throughout the project
Nb. of coordinators involved in the preparation of the training programme		
Nb. of supervisors involved in the training on the Manual		
Nb. of copies of the Manual produced		



Nb. of beneficiaries getting services in Haret Hreik		
Nb. of Beneficiaries getting services in Ghobeiry		
Nb. of schools selected by municipality		
Nb. of students at risk of drop identified		
Nb. of questionnaires/social targeting youth filled		
Nb. of questionnaires/social targeting families filled		
Nb. of student's succeeded at exams referring to the target		
Nb. of focus group with youth realized		
Nb. of medical screening realized		
Nb. of medical files opened (referred to the PHCC)		
Nb. of fishermen benefiting of the technical assistance		
<b>Activity Results :</b>	<b>Local Economic Development Agencies Strengthened</b>	Start Date: 2013 End Date: 2014
<b>Purpose</b>		
<b>Description</b>		
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<i>How/With what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Nb. of personnel hired	Operational Manual Reports Evaluation reports Minutes of meetings Guidelines document for the Business Unit and Human Resources Development	Throughout the project
Nb. of clients/beneficiaries asking for services		
Nb. of clients/beneficiaries getting services from the HRDU		
Nb. of clients/beneficiaries getting services from the Business Unit		
Nb. of companies contacted		
Nb. of agreement signed with companies		
Nb. of training sessions realized		
Nb. of participants to the training sessions		

**IX. RISK ANALYSIS**

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Political tensions escalation along the North Region	Throughout the project	Political	Can delay the implementation process, increase tensions in the region and cease access to target villages P= 2	Close collaboration between UNDP, CDR and stakeholders. Focus on the activities located within the most secure areas				
2	Low willingness among stakeholders to collaborate and ensure project implementation	Throughout the project	Operational This can delay	This can delay implementation of project activities P=2	Intense follow-up and support from project team to reinstate a mechanism of collaboration and engagement of all stakeholders				
3	Political instability /elections in May 2013	Throughout the project	Political	Can delay the implementation process, increase tensions in the region P= 3	Postpone and delay activities - Fast track activities will be less affected by the political situation due to quick delivery of outputs, however involvement of local actors for the implementation of the activities might decrease				
4	Difficulty to achieve results related to project activities	End of project	Technical	This can affect the perceived impact of the project in the community P=2	Continued engagement with the local stakeholders and ensure sustainability and long term commitment				