

**United Nations Development Program Country: LEBANON**

**Project Document**

<b>Project Title:</b>	ART GOLD Bekaa
<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 the Bekaa region, ART GOLD operates within the districts (Kadas) of West Bekaa and Rachaya, Baalbeck, and Hermel with more than 69 projects implemented so far through the partnerships with Principality of Monaco, governments of Belgium, Italy and Spain, and through Decentralized Cooperation. For the next phase, ART GOLD Bekaa will continue on enhancing the socio-economic status through the Decentralized Cooperation linkages, and supporting income generation and job opportunities creation in supporting the Local Economic Development Agency in Bekaa.

Programme Period:	2013-2015	Total resources required:	USD 1,507,671
Atlas Award ID:	00063971	Total allocated resources net:	
Atlas Project ID:	00080832	UNDP (TRAC):	USD 19,849
Start date:	January 2013	Other donors net:	USD 721,988
End Date:	December 2015	Un-mobilized resources:	USD 668,500
Management Arrangements	DIM	F&A:	USD 97,334

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 live 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 and Akkar witness the highest poverty rates whereas it goes down to 0.7 percent in Beirut.

The Bekaa Region constitutes more than 43% of the total area of Lebanon; geographically it extends from the North to the South. According to the living conditions study (2004) the Bekaa population is estimated about 539,448 (13.6% of total Population), with a density of 129.6 person/Km<sup>2</sup>. The region has a fertile land, rich with water resources i.e. the Litany River & Chamseen spring, etc. Its economy is diversified between agriculture, light industry, and tourist services. The Bekaa region includes five administrative cazas: West Bekaa, Rashaya, Baalbeck, Hermel, and Zahle.

Water resource management has always been a chronic problem in Lebanon especially in the Bekaa region causing serious environmental degradation such as desertification, agriculture production decline, underground water mining, depletion, and contamination.

Knowing that most of the local community in Bekaa relies on the agricultural sector as source of income, yet farmers in Bekaa still follow traditional practices and in many instances improper ones leading to soil erosion and impoverishment, depletion of underground water resources, water pollution and environmental and/or health impacts from inappropriate use of pesticides, fertilizers and agricultural wastes. Uncontrolled pumping and exploitation of available surface water and underground water resources are the common methods practiced in the Bekaa resulting in serious rivers degradation and water pollution problems. Although such methods are legally banned and their adverse impacts widely recognized, until the present time, they are still practiced in rural areas and even in some urban areas, mainly due to the lack of law enforcement, financial means, and awareness.

As for the health sector, the percentage of residents in the Bekaa benefiting from at least one health insurance only reaches up to 39%, from which 16.3% are covered by the National Social Security Fund, 15.4% by the Army and the Internal Security Forces, and 4.3% through public servants cooperation. This leaves us with a high 61% of the population that does not benefit at all from any health insurance. Statistics show that 13.7% individuals suffer at least one chronic disease and out of the disabled in Lebanon, 17% are to be found in the Bekaa.

On the other hand, the Bekaa region is known with its ancient major archaeological sites, huge areas of landscapes, and natural resources (Cedar reserve, Qeraoun Lake, Baalbeck temples, Anjar, etc...). However, the region lacks marketing, communication and

networking strategies to upgrade this essential sector. In addition to the political instability that has been heavily affecting the tourism sector in the Bekaa region.

The ART GOLD Lebanon program 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 program is managed at the country level by UNDP in partnership with its national counterpart the Council for Development and Reconstruction (CDR).

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.

The official launching of ART GOLD took place at a time Lebanon was still recovering from the devastating effects of the July 2006 war. Consequently, the first phase of ART GOLD intervention (2007 and 2008) was intended to provide needed support for rising recovery demands. In early 2009, the program adopted a new approach based on the identification by the local stakeholders of strategic territorial objectives towards the achievement of a balanced and sustainable development.

ART GOLD Lebanon adopts a strategic planning approach to achieve balanced and sustainable development by relying on three main pillars, namely, the participatory approach ensured by the local / regional Working Groups, the Local Economic Development, and the support of the Decentralized Cooperation.

### **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 and is a powerful incentive for communities to be held locally accountable. This has an immediate return in terms of stability, security, and respect of law.

Since March 2007 UNDP ART GOLD Bekaa sub-office has established Local & Regional Working groups throughout West Bekaa & Rashaya cazas with the support of Municipalities

and local communities. Two Regional Working groups (RWG) in West Bekaa (Al Sahel Federation & Al Bohiera Federation) – and one (RWG) in Rashaya.

Similarly in North Bekaa, and starting 2009 UNDP ART GOLD Bekaa sub office had established Regional Working Groups in Baalbeck and Hermel cazas. There are 5 (RWG) in Baalbeck caza and one (RWG) in Hermel caza.

### **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.

Through the Decentralized Cooperation, UNDP ART GOLD program in Bekaa has managed to implement several development projects, targeting the four districts, West Bekaa, Rashaya, Baalbeck, and Hermel. Moreover, UNDP ART GOLD Bekaa has enhanced and strengthened environmental & agricultural sector with focus on forestry and water management through conducting several workshops and trainings on water management & Horticulture and establishing of several irrigation canals and public gardens. In phase I, ART GOLD Bekaa Sub-office managed to establish several partnerships with Decentralized Cooperation to support development projects within Bekaa region such as:

- Extremadura region (Spain): Tourism projects
- Veneto Region (Italy): Agricultural ( water management) and environmental projects
- Les Amis du Liban a Monaco: outdoor , Educational, youth, and health projects
- Monaco Government: Health projects & Environment projects.
- ACCD - Catalan Agency for Development Cooperation: Human resources & local development projects

### **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 Bekaa is located in the Chamber of Commerce Zahle premises. It has elected a president and constitute of 40 members. Recently, the LEDA Director, the Business Development Expert, and the Administrator were recruited. In the coming phase, the LEDA in Bekaa will be focused on delivering services to agro-industries and handicraft clusters mostly. The type of services these clusters demand are niche marketing, expansion of their product lines, quality issues, trade issues and access to finance.

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## **II. STRATEGY**

Through its established networks with local authorizes, 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 linkages and (b) empowering the role of LEDA in Bekaa region to ensure its sustainability.

Through the Decentralized Cooperation linkages the ART GOLD Bekaa project will support local development processes in Bekaa focusing on the implementation of income generating and socio-economic initiatives addressed by working groups and the local development plans of the region. ART GOLD Bekaa project will develop a marketing strategy for Bekaa agricultural products to increase the sales of farmers. Moreover, the project will ensure inclusive participation in income generating activities encouraging women to open and run their own businesses through specialized capacity building programs. Furthermore, the tourism sector will be supported through the implementation of some activities identified in the Tourism strategy executed in Phase I. Support will be provided to the health sector through upgrading primary health care centers (PHCCs) with modern medical equipment for enhanced health services. Finally, the project will ensure inclusiveness of youth with particular activities aiming at their participation and civic engagement.

On the other hand, Art Gold Bekaa will be focusing on supporting the newly established LEDA particularly to ensure its sustainability. As recommended in the Market

Needs Assessment executed in Phase I, ART GOLD Bekaa will support LEDA Bekaa according to the following module:

- 75% of expected expenditure in year 1 (2013)
- 50% of expected expenditure in year 2 (2014)
- 25% of expected expenditure in year 3 (2015)

In this regard, a work plan will be developed and endorsed to set the LEDA objectives in the coming years, moreover, a communication plan will be elaborated to channel it networks and connections at the local and regional levels.

The indicative activities are:

- **Project Management**

- Assure that necessary management staff of the AG Bekaa project are on board
- Guarantee necessary resources for the assurance for the sustainability of the project activities

- **The Socio Economic Conditions Improved through Decentralized Cooperation Partnerships**

- Launch the Bekaa Tourism Strategy
- Develop a Marketing Strategy for the Bekaa Agricultural Products
- Provide water management resources training
- Increase irrigated areas
- Launch of the ENPI project activities "Live Your Tour"
- Establish two nurseries in North Bekaa and increase green areas
- Upgrade youth information technology infrastructure and capacities 5 centers
- Conduct five training sessions for women on "How to establish your own business"
- Strengthen the existing DC linkages and identify new ones

- **Local Economic Development Agency Strengthened**

- Support the Local Economic Development Agency in Bekaa and ensure its self-sustainability
- Develop, approve and implement LEDA work plan
- Elaborate LEDA communication plan

### 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 Bekaa Project 00080832</p>

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 Bekaa</p>	<p><b>Output target (2013)</b></p> <ul style="list-style-type: none"> <li>- Four newly Regional Working Groups within the newly established union of municipalities in Rashaya and Baalbek regions are enhanced.</li> <li>- The tourism sector is supported and developed through the endorsement of the Tourism Strategy for Bekaa region.</li> <li>- The identified territorial value chains Honey (Union of Beekeepers : 7</li> </ul>	<p><b>Project Management Supported</b></p> <ul style="list-style-type: none"> <li>- Assure project proper management capacities</li> <li>- Cover Bekaa office running costs</li> </ul>	UNDP	796,868

<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- Lack &amp; negligence of Touristic strategies &amp; services.</li> <li>- Lack of business development services for small and medium enterprises &amp; Cooperatives</li> <li>- Low Green coverage in Bekaa region</li> <li>- Lack of proper Water management for efficient agricultural practices</li> <li>- Lack of social services</li> </ul>	<p>Cooperatives &amp; Food processing (15 ) are supported</p> <ul style="list-style-type: none"> <li>- Support the socio-economic activities of the local communities of Bekaa by advocating economic opportunities for women, taking positive action in supporting women's starting and formalizing their own businesses. At least 5 new businesses are established &amp; 125 women are trained</li> <li>- Support youth social interaction in Bekaa through the establishment of a youth virtual platform of social network building on the existing youth structures , at least a centre in each Caza</li> <li>- LEDA AWP is set and approved</li> <li>- LEDA Communication strategy is completed and elaborated</li> <li>- The Credit scheme is enhanced by facilitating access to credit at least 30 new businesses are established</li> </ul>	<p><b>The Socio Economic condition Improved through Decentralized Cooperation Partnerships</b></p> <ul style="list-style-type: none"> <li>- Launch the Bekaa Tourism Strategy</li> <li>- Develop a Marketing strategy for the Bekaa Agricultural Products</li> <li>- Provide Water management resources training</li> <li>- Increase irrigated areas</li> <li>- Launch of the ENPI project activities "Live Your Tour"</li> <li>- Establish two Nurseries in North Bekaa and increase green areas</li> <li>- Upgrade youth information technology infrastructure and capacities 5 centers</li> <li>- Conduct five training sessions for women on "How to establish your own business"</li> </ul>	<p>UNDP</p>	<p>494,128</p>
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	<p><b>Output target (2014)</b></p> <ul style="list-style-type: none"> <li>- "11" Regional working groups are supported</li> <li>- Sustain develop &amp; Support the tourism infrastructure in Bekaa</li> <li>- The identified territorial value chains Dairy (5 plants) are supported</li> <li>- Implementation of approved ENPI projects in addition to "Live your Tour" Project</li> <li>- Social integration of women and youth in bekaa is enhanced</li> <li>- LEDA 2013 AWP is implemented and LEDA 2014 AWP set and approved</li> <li>- LEDA Communication strategy is implemented</li> <li>- The Credit scheme is enhanced</li> </ul>	<p><b>The Local Economic Development Agency Strengthened</b></p> <ul style="list-style-type: none"> <li>- Support the local Economic Development Agency in Bekaa and ensure its self-sustainability</li> <li>- Develop, approve and implement LEDA work plan</li> <li>- Elaborate LEDA communication plan</li> </ul>	<p>UNDP</p>	<p>216,675</p>
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**IV. ANNUAL WORK PLANS 2013**

Expected Outputs	Planned Activity	PLANNED BUDGET												2015 Amount (USD)
		Q1	Q2	Q3	Q4	2013	Fund	Donor	B/A	Budget Description	2013 Amount (USD)	2014 Amount (USD)		
<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 Bekaa		X	X	X	X		30000	11992	71400	Contractual Services Individuals	\$85,700.00	\$85,700.00	\$85,700.00	
		X	X	X	X		30000	11992	71500	UN Volunteers	\$19,000.00	\$19,000.00	\$19,000.00	
		X	X	X	X		30000	11992	71300	Local Consultant (GIS expert)	\$10,000.00	\$6,700.00		
		X	X	X	X		30000	11992	72800	Information Technology Equip	\$12,900.00			
		X	X	X	X		30000	11992	71600	Travel	\$8,200.00	\$19,400.00	\$35,000.00	
		X	X	X	X		30000	11992	74200	Audio Visual & Print Prod Costs	\$2,800.00		\$7,200.00	
		X	X	X	X		30000	11992	72500	Supplies	\$7,100.00	\$7,200.00	\$11,900.00	
		X	X	X	X		30000	11992	73100	Rental & Maintenance Premises	\$15,400.00	\$15,400.00	\$15,400.00	
		X	X	X	X		30000	11992	72200	Equipment & Furniture	\$17,100.00	\$11,900.00	\$15,400.00	
		X	X	X	X		30000	11992	73400	Rental & Maintenance of Other Equip	\$4,300.00	\$4,300.00	\$4,300.00	
		X	X	X	X		30000	11992	74100	Professional Services	\$6,600.00	\$6,600.00	\$6,600.00	
		X	X	X	X		30000	11992	75100	F&A (7%)	\$13,237.00	\$12,334.00	\$12,957.00	
										<b>Total ENPI</b>	<b>\$202,337.00</b>	<b>\$188,534.00</b>	<b>\$198,057.00</b>	
			X	X	X	X		30000	00250	71400	Contractual Services Individuals		\$88,000.00	\$44,000.00
			X	X	X	X		30000	00250	72400	Communication & Audio Visual Equip		\$12,000.00	\$6,000.00
			X	X	X	X		30000	00250	73400	Rental & Maintenance of Other Equip		\$6,000.00	\$3,000.00
			X	X	X	X		30000	00250	74500	Miscellaneous Expenses		\$10,000.00	\$5,000.00
			X	X	X	X		30000	00250	75100	F&A (7%)		\$8,120.00	\$4,060.00
										<b>Total Un-mobilize resources</b>			<b>\$124,120.00</b>	<b>\$62,060.00</b>
		X						04000	00012	71400	Contractual Services Individuals	\$14,000.00		
	X						04000	00012	71500	UN Volunteers	\$3,849.00			
	X						04000	00012	72400	Communication & Audio Visual	\$1,000.00			
	X						04000	00012	73400	Rental & Maintenance of other equip	\$1,000.00			

											<b>Total TRAC</b>	<b>\$19,849.00</b>	
X				44902	10216	74500					Miscellaneous Expenses	\$1,632.00	
X				44902	10216	75100					F&A (7%)	\$114.00	
											<b>Total New Spanish</b>	<b>\$1,746.00</b>	
X				54060	00137	74500					Miscellaneous Expenses	\$154.00	
X				54060	00137	75100					F&A (7%)	\$11.00	
											<b>Total</b>	<b>\$165.00</b>	
											<b>Total Activity</b>	<b>\$224,097.00</b>	<b>\$312,654.00</b>
											Supplies		\$37,000.00
											Local Consultant		\$25,000.00
											Materials & Goods		\$55,000.00
											Grants		\$175,000.00
											F&A (7%)		\$20,440.00
											<b>Total Un-mobilize resources</b>		<b>\$312,440.00</b>
											Local Consultant	\$54,000.00	\$41,500.00
											Supplies		\$12,200.00
											F&A (7%)	\$3,780.00	\$3,759.00
											<b>Total ENPI</b>	<b>\$57,780.00</b>	<b>\$57,459.00</b>
											Grants	\$11,228.00	
											F&A (7%)	\$786.00	
											Total Les A Mis du Liban A Monaco	\$12,014.00	
											<b>Total Activity</b>	<b>\$69,794.00</b>	<b>\$369,899.00</b>
											Contractual Services Individuals		\$120,000.00
											Local Consultant		\$60,000.00
											F&A (7%)		\$12,600.00
											<b>Total Activity</b>		<b>\$192,600.00</b>
													<b>\$24,075.00</b>

*The Socio Economic Conditions improved through Decentralized Cooperation Partnerships*

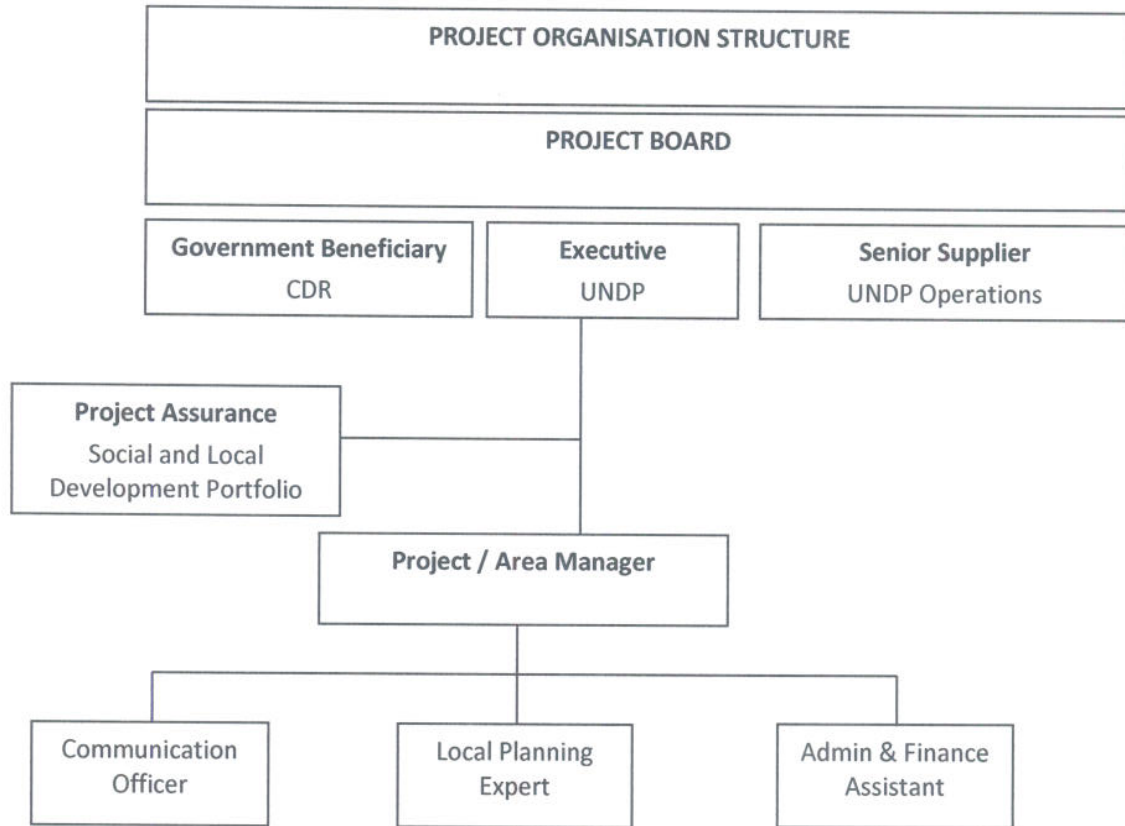
Local Economic Development Agency Strengthened



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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.



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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

<b>OUTPUT 1. 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>		
<b>Activity Results:</b>	<b>Project Management Supported</b>	Start Date: 2013 End Date: 2015
<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ Assure that necessary management staff of the AG bekaa project are on board</li> <li>❖ Guarantee necessary resources for the assurance for the sustainability of the project activities</li> </ul>	
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ Project management team contracts &amp; TOR's are prepared and ready</li> <li>❖ Project operational tools are assured and associated</li> <li>❖ ENPI "Live your tour" project AWP is published</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
- Number of contracts issued or extended	<ul style="list-style-type: none"> <li>❖ Management contracts are issued according to UNDP procurement standards and procedures</li> <li>❖ Operational expenses are allocated according to UNDP procurement standards and procedures</li> <li>❖ ENPI "Live your tour" costs are as stated by the joint partnership agreement of UNDP/ EU Joint Managing Authority and the Beneficiary (RC)</li> </ul>	Throughout the project
<b>Activity Results:</b>	<b>The socio Economic conditions improved through Decentralized cooperation partnerships</b>	Start Date: 2013 End Date: 2015
<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ Support the bekaa local communities through their elected bodies i.e. municipalities and federation of municipalities in proper planning</li> <li>❖ Support the bekaa socio economic structures through territorial animation</li> <li>❖ Enhance decentralization cooperation between the bekaa region and potential interested AG EU regions</li> </ul>	
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ Monthly meetings of RWG are guaranteed</li> <li>❖ Launching of the Tourism strategy of the bekaa</li> <li>❖ Different sectorial Priority projects are defined</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
-number of RWG established - number of territorial value chains supported - number of projects enhanced "water, health, environmental, social integration"	Quarterly Progress and technical reports	Throughout the project
<b>Activity Results:</b>	<b>The Local Economic Development Agencies Strengthened</b>	Start Date: 2013 End Date: 2015

<b>Purpose</b>	<ul style="list-style-type: none"> <li>❖ <i>Provide technical support to bekaa LEDA management team &amp; board</i></li> <li>❖ <i>Guarantee necessary resources for LEAD bekaa management team and operational costs “</i></li> </ul>	
<b>Description</b>	<ul style="list-style-type: none"> <li>❖ <i>LEDA is fully supported and operational</i></li> <li>❖ <i>SMEs capacities are strengthened and are capable of generating higher profit</i></li> <li>❖ <i>LEDA services are being requested and used by the targeted groups</i></li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>-LEDA AWP is set and approved by the board</li> <li>- LEDA Communication strategy is completed and elaborated</li> </ul>	<ul style="list-style-type: none"> <li>❖ Quarterly Progress and technical reports</li> <li>❖ LEDA board regular meetings</li> </ul>	Throughout the project

**IX. RISK ANALYSIS**

#	Description	Date Identified	Type	Impact & Probability (1=low, 5=high)	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Political instability at national and local levels	Throughout the project	Political	National or local political tension can delay implementation of project activities P=3	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 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	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				