

United Nations Development Programme

Lebanon

Project Document

Project Title: Together Towards Sustainable Development (T2SD)

UNDAF/CPD Outcome: Outcome 3:
Strengthened policy and institutional framework for implementing strategies focused on poverty reduction

Expected Output(s): Output 1: T2SD priorities' agenda developed and annual reform action plan set and implemented; Output 2: Participation and Advocacy modality carried out; CSR culture developed and mainstreamed

Implementing Partner: Direct Implementation Modality

Brief Description

In line with UNDP Lebanon's Private Sector Strategy, 'Together Towards Sustainable Development' (T2SD) engages the private sector in the achievement of the Sustainable Development Goals (SDGs). UNDP capitalized on the sector, as the pillar of the Lebanese economy that plays a vital role in the development of society. Particularly, an annual gap analysis will be conducted, priorities identified, and through the private sector a project focusing on a specific SDG implemented. In turn, the private sector will be utilized as a lobby force to advocate directly and through media outlets, the Lebanese public institutions to push forward the SDGs on the national agenda. Finally, the annual priority will be shared with the private sector at large, which will be provided with the appropriate knowledge and skills to integrate SDGs in Corporate Social Responsibility activities.

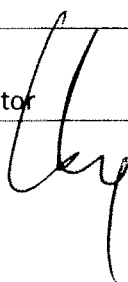
Strategic Plan Output: 7:
Development debates and actions at all levels priorities poverty, inequality and exclusion, consistent with our engagement principles.

Atlas Project ID: 00097105
Start Date: December 1, 2015
End Date: November 30, 2018
PAC Meeting Date: December 1, 2015

Total resources required:	US\$ 400,000
Total allocated resources:	US\$ 400,000
Donor:	US\$ 200,000
Pipeline:	US\$ 200,000
Unfunded:	US\$ 200,000

Agreed by (UNDP): Luca Renda, Country Director

Date: December 1st, 2015



I. DEVELOPMENT CHALLENGE

For the past 15 years (2000-2015) the global development agenda followed an inclusive and comprehensive sustainable approach, putting forward environmental, social, and economic standards, through the Millennium Development Goals (MDGs). Building on the momentum created by the MDGs, but realizing the global shortfalls in implementation, the Sustainable Development Goals were initiated by member states to succeed the MDGs. SDGs expand the challenges that must be addressed to eliminate poverty and embrace a wide range of inter-connected topics across the economic, social and environmental dimensions of sustainable development. They consist of 17 goals and 169 targets to be reached in 15 years, covering topics including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and promoting peaceful and inclusive societies. The SDGs suggest a more holistic approach, targeting all levels of societies and state. More specifically, SDGs explicitly call on all businesses to apply their creativity and innovation to solve sustainable development challenges. They have been agreed by all governments, yet their success relies heavily on action and collaboration by all actors.

In turn, Lebanon has also witnessed the expansion and implementation of a development agenda in line with MDGs, but adapting to the realities of the country. In 15 years, and despite the different and consecutive crises, the country witnessed considerable progress on access to primary education, reduction of child mortality, and maternal health. However, and according to the "Lebanon Millennium Development Goals Report 2013-2014", the country still needs to work on many goals and targets, namely in poverty reduction and environmental sustainability. According to the "Lebanon Millennium Development Goals Report 2013-2014", the country still needs to work on many goals and targets, namely in poverty reduction, gender equality and empowerment, as well as environmental sustainability. The development needs and challenges in Lebanon have exacerbated over the past 5 years due to the impact of the Syrian conflict. The situation has created enormous pressures on the country's economic, physical, and social infrastructure. It has deepened the poverty gap, inequality and unemployment, especially among women and youth. It has strained the capacities of host communities already suffering from poverty and inadequate services. In addition, political instability, insecurity and economic, humanitarian, and social pressures have threatened to jeopardize the peace and progress built over the past two decades. This instability, especially at a time where Lebanon has not had a president for over a year, is halting any prospects for an adequate development policy. The Cabinet is currently facing a deadlock and is passing a limited number of legislations. Therefore, the sustainability of the results achieved through the Millennium Development Goals are at risk.

In order to protect the achievements, policy response needs to move from being reactive to being proactive. This cannot be achieved without the political will to support policy making. Most public administrations are trying to be pre-emptive, yet need to advance in planning, coordination, and this requires a fully operational Cabinet, and an active parliament for providing legislation, monitoring, and evaluation. The capacities of the public sector to achieve substantial results in this domain are currently limited, given that there is no political will to support the implementation of development projects. The weakness in policy making and the lack of an efficient monitoring and accountability system are indicators of a weak structure in the public

administration. Therefore, there is a need for another entity to take action to contribute to the development needs of Lebanon.

The private sector in Lebanon contributes over 80 percent to the GDP and includes industries such as agriculture, manufacturing, construction, trade and tourism, in addition to services such as banking and finance, hotels and restaurants, and media and advertising. It is therefore necessary to partner with this sector to achieve developmental goals. The efficiency of the private sector and its willingness to contribute to the development of societies around them are essential pillars for this partnership. The sector has the ability to compensate for the shortcomings of the public sector in terms of implementing development initiatives and help speed up the process of achieving the targets and goals set in the SDGs.

Therefore, UNDP CO in Lebanon, in line with its Private Sector strategy in place since January 2015, will be launching 'Together Towards Sustainable Development' (T2SD) to engage the private sector in the achievement of the Sustainable Development Goals. UNDP will be capitalizing on the sector, as the pillar of the Lebanese economy that plays a vital role in the development of society.

II. STRATEGY

Together Towards Sustainable Development (T2SD) is a UNDP Lebanon strategic policy initiative bringing together businesses that are committed to aligning their efforts with the Sustainable Development Goals (SDGs) of the UN. The SDGs call for worldwide action among governments, business and civil society to end poverty and create a life of dignity and opportunity for all. They present an opportunity for business-led solutions and technologies to be developed and implemented to address the world's biggest sustainable development challenges. T2SD will rely on the private sector to place their business strategies in line with national priorities. This will be implemented among others, through the companies' Corporate Social Responsibility (CSR) frameworks, which is defined as the voluntary activities undertaken by a company to operate in an economic, social and environmentally sustainable manner. These initiatives in Lebanon are growing but are still limited. Many firms give little attention to their social and environmental effect on society. The idea behind this project is to implement such initiatives and raise awareness about the importance of CSR and the effect it can have on society. By doing so, corporations will take responsibility for their actions and create greater business value, while taking society's needs into consideration.

In the initiation phase, UNDP will select a niche group of top decision-makers and influencers to form a project Board, taking into account industry distribution, gender representation, and the country's demographic realities. This group will work on mainstreaming development objectives in the business sector. T2SD is hosted by UNDP and located in its premises. UNDP provides secretarial services, as well as technical and logistical support. All T2SD decisions are consensual among its Board members and UNDP reports activities to T2SD's Board.

Each year, UNDP will prepare a brief about the status of the achievements of the SDGs, and, in collaboration with the Board, will choose a select number of targets to work on. It will also highlight gaps and problems in the Lebanese business environment and economy to be addressed during the bi-annual meetings. The T2SD Board will encourage businesses to conduct sustainable activities that will improve the business environment in Lebanon and be a model for best practices in Corporate Social Responsibility. The project goes beyond directing the CSR strategies of select firms towards achieving the SDGs, it advances consensual suggestions to governmental stakeholders to mainstream solutions in public policies in order to reach a national sustainable development agenda. The members of the Board will be chosen taking in consideration their influence on policy-makers and their ability to be a role model in the market. The Board will hold meetings with Lebanese officials, including but not limited to, the President of the Republic, the Prime Minister, and the Head of Parliament, to lobby for a developmental agenda.

Given the government's limited capacities, the private sector's role is vital in responding to society's needs. T2SD will promote economic and social development, inclusiveness, environmental sustainability, education, entrepreneurship, and transparency, among other objectives. By doing so, businesses will help ensure that markets, commerce, technology and finance advance in ways that lead to sustainable development in Lebanon. The improved business environment will ensure growth by establishing greater confidence in markets for investors, and good flow in capital.

UNDP will assist the members of the Board in developing customized CSR strategies aligned with the SDGs. Each member will appoint a person in their company to follow up on a quarterly basis with UNDP to ensure a smooth implementation of the project. Raising awareness will also be a key component of the project; efforts will be made to target the largest possible number of people. High publicity will be needed to raise awareness about the Sustainable Development Goals and about Corporate Social Responsibility. This will be ensured by both UNDP and the members of the Board. Businesses will advance sustainable development through the investments they make, the solutions they develop, and the business practices they adopt. In doing so, the goals encourage companies to reduce their negative impacts while enhancing their positive contribution to the sustainable development agenda.

In addition to the CSR efforts, UNDP will develop a project funded by the members of the Board on a yearly basis, according to the chosen goals and targets. This project will take into account the repercussions of the Syrian crisis and the situation in the Lebanese host communities and develop a comprehensive strategy to achieve the set targets. Through the involvement of the private sector, T2SD will ensure a high impact and a wider reach to society. Businesses will be able to identify growth opportunities and strengthen the engagement with their customers and stakeholders. By integrating the SDGs in their corporate structure, firms will be supporting pillars of business success, including stabilizing society and developing a better market for consumers.

This initiative is the first of its kind in Lebanon, where members of the private sector work hand in hand to achieve developmental goals. 2015 was a turning point between the MDGs and the SDGs and the country has not yet seen an effort from the government to translate the SDGs to national action plans and strategies. This project will use innovative and integrated approaches to eliminate extreme poverty and put the country on a sustainable path.

III. RESULTS AND PARTNERSHIPS

Expected Results

The objective of this project is to engage the private sector in contributing to the achievement of the Sustainable Development Goals. This will be done through the creation of a project Board, responsible for setting CSR strategies in line with the SDGs, promoting CSR and the SDGs, and lobbying for a national sustainable development agenda.

Moreover, a project will be developed by UNDP and funded by the members of the Board targeting the selected goals on a yearly basis. This project will be implemented by UNDP experts and will focus on high-impact areas of intervention.

The ultimate result is to advance the achievement of the SDGs through interventions in priority areas in a cost effective and efficient manner. More specifically, the intended action will be implemented through three specific interventions:

Output 1: T2SD priorities' agenda developed and annual reform action plan set and implemented

In the framework of this output, UNDP will be responsible for developing an analysis on the status of the SDGs in Lebanon, to be presented annually at the Board meeting. The analysis will be highlighting the implementation gaps. According to the analysis, national priorities will be defined, and yearly targets set. In addition, a high impact project will be developed by UNDP targeting the selected SDG targets and funded by the members of the Board.

Output 2: Participation and Advocacy modality carried out; CSR culture developed and mainstreamed

Consequently, UNDP will assist the members and their companies in developing customized CSR strategies, in line with the selected SDG targets. The project will look into best international practices in terms of CSR and tailor them to the needs of the country. An awareness campaign will accompany the project's activities in order to spread knowledge about CSR and the SDGs. The project will capitalize on the influence of the members of the Board on policy makers to lobby for a national development agenda. Meetings will be carried out with members of parliament and other stakeholders to advance the SDGs in Lebanon. On a more general level, T2SD will engage the public through media appearances to advocate for sustainable development in Lebanon.

Partnerships

The project will cooperate with different entities in order to avoid duplication, and building on partnerships to enhance complementary support. Most importantly, partnerships will serve the purpose of scaling up the initiative, engaging the largest number of beneficiaries, and ensuring sustainability of the scope of action.

The project will engage **public officials/institutions** as early as the stage of analysis, in order to access information on the status of progress towards SDGs, define gaps, and national priorities. In addition, T2SD will advocate and partner with the public officials/institutions to advance the national sustainable development agenda. Highest instances will be approached for ownership and buy-in, and designated entities, including line Ministries for technical implementation and follow-up, and Parliamentary committees for legislative reform.

In addition, T2SD will develop partnerships with media outlet to raise awareness about the initiative and encourage a wider engagement in social development. A media and communication strategy will allow for a targeted approach of different stakeholders, including the use of social media outlets.

Finally, the project will closely be coordinating actions with other UN agencies, having interventions and existing partnerships with private institutions, to avoid duplication, and cooperate to enhance outreach and efficiency of results.

Stakeholder Engagement

The project aims at engaging first and foremost **private sector institutions** on a national level through social engagement and corporate social responsibility. UNDP will work closely with a niche group of institutions, particularly with top corporate decision makers and influencers, to advance the development agenda in Lebanon and implement CSR activities in line with the SDGs. The private sector's ability to thoroughly and efficiently implement development initiatives will be an asset to the project.

Although the project's targets are the companies represented on the Project's Board, UNDP will be reaching out through them to a much broader group, mainly Small and Medium Enterprises (SMEs) as they compose 95% of the sector.

The target groups will be engaged throughout the year, based on the work plan the project has defined. Institutions will benefit from the research and expertise of UNDP in the development field to implement adequate CSR strategies. Employees will profit from workshops and capacity building sessions that will enable them to conduct better CSR activities.

Moreover, target beneficiaries of the project implemented by UNDP and funded by the Board will be determined on a case by case basis, depending on the target goals chosen each year. **Women** will be given particular attention throughout the project, both within the project Board and the target beneficiaries of the project.

South-South and Triangular Cooperation (SSC/TrC)

The main purpose of the T2SD is to serve as the platform to advance the Sustainable Development Goals, capitalizing on the engagement of the private sector, as the most dynamic fragment of the Lebanese economy, and reaching out to spheres of influence and decision makers.

As such, Lebanon would benefit from South-South and Triangular cooperation as a forum for exchange of best practices and lessons learned. Countries that have used the private sector as a vector and catalyst in the past to advance MDGs and currently doing so with SDGs will be approached by UNDP and opportunities for exchange and joint work sought.

Sustainability and Scaling Up

The project will focus on transferring knowledge about CSR and the SDGs to the private sector, which in turn will implement strategies and activities leading to sustainable development. The benefits of this project are nationwide and will be sustained by the private sector. The sector will have ownership of the process, which will enhance scaling up within the sector. The ultimate goal of the lobby group will be to pressure the government to develop a national sustainable development agenda, which will set the country on a new path for development. By doing so, the group will be sensitizing the government, responsabilize it, and ensure its buy-in.

IV. PROJECT AND RISK MANAGEMENT

Risk Management

The project will be operating in a framework where the security situation and the socio, economic, and political contexts are affected by years of significant fragility, deterioration, leading to the paralysis of reform attempts. The project will be building on results of the progress on MDGs in Lebanon, but also on lessons learned in the areas of failures and result limitations. However, T2SD having selected as its main partner and stakeholder the private sector, is by itself established to face realities and challenge status quo and limitations. The private sector is the most dynamic segment of the society.

For further information, refer to the risk analysis table (annex 2).

Cost Efficiency and Effectiveness

The project's nature, ensures efficiency and effectiveness, but most importantly, its sustainability. The project's board will comprise reform minded influential and well-established representatives of companies in Lebanon, willing to invest in the country, by sponsoring every year a development project, based on the gap analysis and assessment of gaps. Most importantly, the project will strengthen a culture of Corporate Social Responsibility on the country and encourage other companies in the network to further realize development project, based on a spill over effect.

Project Management

While the project management from a logistical and technical support perspective is UNDP's responsibility and will be operational from UNDP's Country Office in Lebanon. T2SD's strategy and approach is decentralized providing the companies the lead in the definition and selection of national priorities. The private sector through the members represented in T2SD's board will guide the managerial needs and coverage of the project's scope.

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Strengthened policy and institutional framework for implementing strategies focused on poverty reduction; Social development strategy, MDG-based national development programme, and poverty reduction strategy elaborated and safety nets, including targeting HIV/AIDS patients, expanded				
Applicable Output(s) from 2014-17 Strategic Plan:				
Development debates and actions at all levels priorities poverty, inequality and exclusion, consistent with our engagement principles.				
Project title and ID : Together Towards Sustainable Development (T2SD); ID: 00097105				
OUTPUTS AND TOC	OUTPUT INDICATORS	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS for 3 Years
Output 1 T2SD priorities' agenda developed and annual reform action plan set and implemented	Results Indicator 1.1 At least one priority area identify annually <i>Data Source: annual and quarterly reports</i> <i>Frequency: quarterly</i> <i>Baseline (2015): SDGs established but lack of national plan</i> <i>Target (2019):</i> At least 3 national priorities identified and at center of T2SD Board activities	Activity 1.1 T2SD Board established and supported, with equal representation between men and women sector representatives Activity 1.2 Annual analysis of status and gaps in SDGs implementation Activity 1.3 Select SDG targets to work on during the year, following an	Members of the Board: They will be responsible for selecting SDG targets to work on Company employees: Recipient of the workshops	Monitoring Costs:

	<p>Results indicator 1.2 # of annual SDGs analysis released <i>Data Source: SDGs reports</i> <i>Frequency: Annual</i> <i>Baseline (2015): No analysis on status of SDGs (2013) MDGs Report</i> <i>Target (2019): 3 gap analysis and studies conducted on SDGs</i></p> <p>Results Indicator 1.3 # of National Projects implemented <i>Data Source: quarterly and annual reports; financial reports</i> <i>Frequency: annual</i> <i>Baseline (2015): SDGs addressed without a clear framework and in an adhoc way</i> <i>Target (2019): 3 SDG specific projects developed and implemented, targeting at least one particular development goal annually; needed resources mobilized</i></p>	<p>extensive research on the matter</p> <p>Activity 1.4 Plan and develop a high impact project in line with the selected SDG targets</p> <p>Assumptions: -Corporations are aware of T2SD -Corporations have limited knowledge of and exposure to SDGs</p> <p>Risks: -Lack of follow up and active participation from the corporations</p> <p>Assumptions: -Companies are willing to integrate the SDGs in their CSR activities -Companies are willing to make the self-assessment -Members of the Board are willing to finance the project</p> <p>Risks: -Companies will not follow up on the assessment -Lack of project ownership</p>	
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<p>Output 2 Participation and Advocacy modality carried out; CSR culture developed and mainstreamed</p>	<p>Results Indicator 1.4 # of target beneficiaries for the developed project <i>Data Source: quarterly and annual report</i> <i>Frequency: annual</i> <i>Baseline (2015): SDGs addressed without a clear framework and in an adhoc way</i> <i>Target (2019): # of project beneficiaries, targeting women and men equally</i></p>		
<p>Output 2 Participation and Advocacy modality carried out; CSR culture developed and mainstreamed</p>	<p>Results Indicator 2.1 # of meetings conducted with policy makers <i>Data Source: Media coverage; quarterly and annual reports</i> <i>Frequency: Adhoc, quarterly, and annual</i> <i>Baseline (2015): Limited engagement of national institutions on SDGs</i> <i>Target (2019): Buy-in of national counterparts, and SDGs on national agenda</i></p>	<p>Activity 2.1 Plan, prepare, and conduct workshops about CSR and the SDGs to the employees of the companies selected by the Board</p> <p>Activity 2.2 Conduct meetings with policy makers to lobby for a national sustainable development agenda</p> <p>Activity 2.3 Develop a communication strategy to promote the project and implement it</p>	

<p>Results Indicator 2.2</p> <p># of media appearances</p> <p><i>Data Source: Media coverage</i></p> <p><i>Frequency: Adhoc, quarterly, and annual</i></p> <p><i>Baseline (2016): UN Communication strategy for SDGs</i></p> <p><i>Target (2019): UNDP Communication Strategy specifically involving the Private Sector developed and annually updated</i></p>	<p>Activity 2.4</p> <p>Prepare and launch an awareness campaign about T2SD, particularly about CSR and the SDGs</p> <p>Activity 2.5</p> <p>Release publications and newsletter about the project, specifically about CSR and the SDGs.</p> <p>Assumptions:</p> <ul style="list-style-type: none"> -There is a need for a national sustainable development strategy which includes the SDGs -Policy makers are aware of T2SD and are willing to participate to develop a national sustainable development strategy which includes the SDGs -Corporations are willing to integrate the SDGs in their CSR activities <p>Risks:</p> <ul style="list-style-type: none"> -Policy makers are not willing to cooperate with the project 	
<p>Results Indicator 2.3</p> <p># of CSR targeting SDGs developed, supported by T2SD, and implemented</p> <p><i>Data Source: PS newsletters and reports, quarterly and annual reports</i></p> <p><i>Frequency: quarterly and annual</i></p> <p><i>Baseline (2015): SDGs not adopted by the PS in CSR activities</i></p> <p><i>Target (2019): SDGs mainstreamed in companies SDGs; at least 5 companies annually</i></p>		

					<i>Evaluation Costs:</i>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management. Beneficiary feedback will be part of regular data collection and performance assessment.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the QA Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

Closure

- In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

VII. ONE YEAR WORK PLAN

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p>Output 1 T2SD priorities' agenda developed and annual reform action plan set and implemented</p> <p>Results Indicator 1.1 At least one priority area identify annually <i>Data Source: annual and quarterly reports</i> <i>Frequency: quarterly</i> <i>Baseline (2015): SDGs established but lack of national plan</i> <i>Target (2019):</i> <i>At least 3 national priorities identified and at center of T2SD Board activities</i></p>	<p>Activity 1.1 T2SD Board established and supported, with equal representation between men and women sector representatives x</p>					UNDP and members of the Board		
	<p>Activity 1.2 Annual analysis of status and gaps in SDGs implementation</p>		x			UNDP and members of the Board		
<p>Results indicator 1.2 # of annual SDGs analysis released <i>Data Source: SDGs reports</i></p>	<p>Activity 1.3 Select SDG targets to work on during the year, following an extensive research on the matter</p>			x		UNDP and members of the Board		

<p><i>Frequency: Annual</i> <i>Baseline (2015): No analysis on status of SDGs (2013) MDGs Report</i> <i>Target (2019): 3 gap analysis and studies conducted on SDGs</i></p> <p>Results Indicator 1.3 # of National Projects implemented <i>Data Source: quarterly and annual reports; financial reports</i> <i>Frequency: annual</i> <i>Baseline (2015): SDGs addressed without a clear framework and in an adhoc way</i> <i>Target (2019): 3 SDG specific projects developed and implemented, targeting at least one particular development goal annually; needed resources mobilized</i></p> <p>Results Indicator 1.4 # of target beneficiaries for the developed project <i>Data Source: quarterly and annual report</i> <i>Frequency: annual</i> <i>Baseline (2015): SDGs addressed without a clear framework and in an adhoc way</i> <i>Target (2019): # of project beneficiaries, targeting women and men equally</i></p>	<p>Activity 1.4 Plan and develop a high impact project in line with the selected SDG targets</p>					

<p>Output 2 Participation and Advocacy modality carried out; CSR culture developed and mainstreamed</p> <p>Results Indicator 2.1 # of meetings conducted with policy makers</p> <p><i>Data Source: Media coverage; quarterly and annual reports</i></p> <p><i>Frequency: Adhoc, quarterly, and annual</i></p> <p><i>Baseline (2015): Limited engagement of national institutions on SDGs</i></p> <p><i>Target (2019): Buy-in of national counterparts, and SDGs on national agenda</i></p> <p>Results Indicator 2.2 # of media appearances</p> <p><i>Data Source: Media coverage</i></p> <p><i>Frequency: Adhoc, quarterly, and annual</i></p> <p><i>Baseline (2016): UN Communication strategy for SDGs</i></p> <p><i>Target (2019): UNDP Communication Strategy specifically involving the Private Sector developed and</i></p>	<p>Activity 2.1 Plan, prepare, and conduct workshops about CSR and the SDGs to the employees of the companies selected by the Board</p>		x	x	UNDP Board Members and		
	<p>Activity 2.2 Conduct meetings with policy makers to lobby for a national sustainable development agenda</p>		x	x	UNDP Board Members and		
	<p>Activity 2.3 Develop a communication strategy to promote the project and implement it</p>		x	X	UNDP		
	<p>Activity 2.4 Prepare and launch an awareness campaign about T2SD, particularly about CSR and the SDGs</p>		x				

<p><i>annually updated</i></p> <p>Results Indicator 2.3 # of CSR targeting SDGs developed, supported by T2SD, and implemented</p> <p><i>Data Source: PS newsletters and reports, quarterly and annual reports</i></p> <p><i>Frequency: quarterly and annual</i></p> <p><i>Baseline (2015): SDGs not adopted by the PS in CSR activities</i></p> <p><i>Target (2019): SDGs mainstreamed in companies SDGs; at least 5 companies annually</i></p>	<p>Activity 2.5 Release publications and newsletter about the project, specifically about CSR and the SDGs.</p>							
TOTAL								

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directly executed by UNDP and implemented through the Direct Implementation Modality (DIM) where the UNDP Country Office in Lebanon assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures. Leadership on the management of the project will be provided by the UNDP Resident Representative. All activities will be conducted by the project team, under the overall guidance and supervision of the Private Sector Unit/Team.

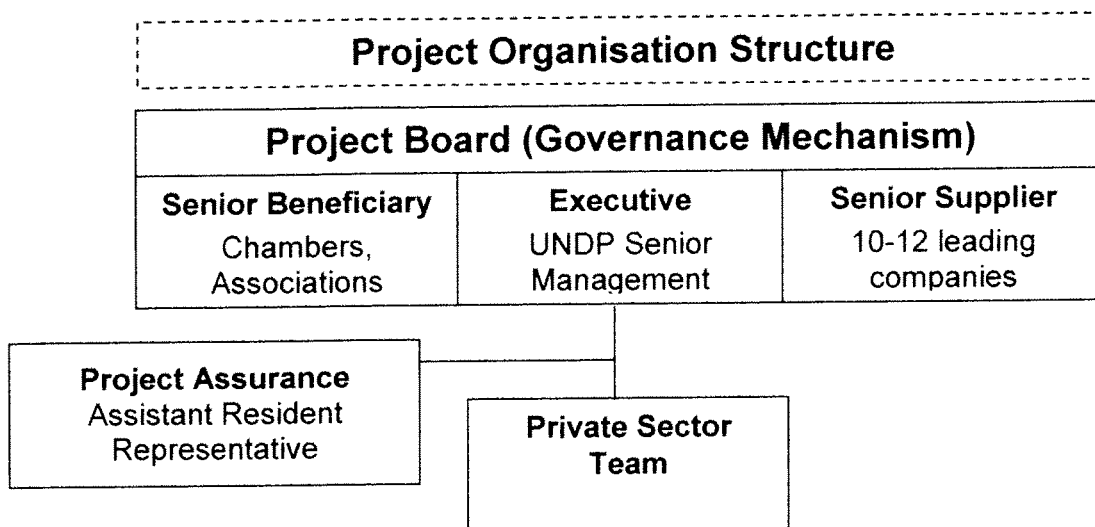
Project Board

A Project Board will be established with responsibility for providing oversight of the project management through consensus approval of project plans and revisions and offering guidance on management decisions. The Board will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables. 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: Representatives 10-12 leading companies and influential private sector figures, selected on the basis of industry, gender, and demographic considerations; (iii) Senior Beneficiaries: representatives of business associations/chambers of commerce. Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least twice a year (mandatory) to review and approve the annual work plan and budget and to monitor its implementation, among other.

Project Management

Project management will be the responsibility of UNDP's Private Sector team. The team is responsible for day-to-day management and decision making for the project. It is responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; and insuring technical quality of missions; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving.

In addition, short term experts, and if needed additional support staff (within the limits of the project budget) will be commissioned for the project



Project Office

The project will be located at the premises of the UNDP Country Office.

Provision of services

All services shall be provided in accordance with UNDP procedures, rules and regulations. Implementation of some activities will be through a sub-contracting modality, which will be undertaken using standard procurement requirements for transparency and best value. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the cost sharing project budget.

Financial arrangements

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

GMS is recovered with a flat rate of 8% for contribution from donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment

- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer.

UNDP direct costs incurred for Implementation Support Services (ISS) with a flat rate of 2%, as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,¹ including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation.

Audit

The audit of the UNDP project will be made through the regular external (UN Board of Auditors) or as internal audits managed by the UNDP's Office of Audit and Performance Review.

¹ This would include any fee to IAPSO.

Evaluation Plan²

Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Project Internal Evaluation			Feb. 2017	Members of the board, other private sector beneficiaries, public institutions, and UNDP SM, PS Unit, and Project	N/A

² Optional, if needed

IX. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

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

X. ANNEXES

- 1. Project Quality Assurance Report**

- 2. Risk Analysis.**

Annex 2 – Risk Analysis

Project Title: Together Towards Sustainable Development (T2SD); ID: 00097105	Award ID: 00092357	Date: February 1, 2016
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political instability and security situation in the country	Project initiation date	Political	Political and security incidents can hinder the level of interest by the private sector in investing in developmental projects P= 3 I=4	Close coordination with UN DSS and governmental security apparatus	Project Manager PS Team	PS Focal Point		
2	Limited interest by public institutions; absence of counterparts	Project initiation date	Strategic	Absence of interest/counterparts to absorb SDGs as a priority can limit the	Involve national counterpart in the analysis part to ensure buy-in and	Project Manager PS Team	PS Focal Point		

	(i.e. no President, and others)		outreach and scope of results P=3 I=5	ownership of the process Request the appointment of institutional focal points to ensure sustainability in follow-up			
3	Limited availability of resources	Project initiation date	Financial Limited availability of resources would impact the occurrence of missions and would impact sustainability P = 2 I = 5	Development and implementation of the scaling-up strategy, with targeted approaches to the private sector. Identification and designation of Ambassadors to support specific initiatives.	Project Manager PS Team	PS Focal Point	