

21-March-2005



# UN Development Programme

## Lebanon - Beirut

Award ID: 00039385  
Award Title: Transfer of Knowledge Through Expatriate Nationals  
Start Year: 2005  
End Year: 2005

Implementing Partner  
(Executing Agency): Council For Development And Re

Responsible Party  
(Implementing Agent): LEB-Council For Development An  
Revision Type: Initial Project Approval


Brief Description:

Budget (US\$) as of 21-March-2005		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	50,000.00
CDR	30071 Programme cost sharing - GOV1	105,000.00
<b>Total Budget</b>		155,000.00
<b>Total Expenditure</b>		0.00
<b>Award Total</b>		155,000.00
<b>Unprogrammed/Unfunded</b>		0.00

[Empty box for Brief Description]

Agreed by: UNDP 21/07/2005  
Agreed by:  
Agreed by: Government/CDR  
Agreed by:

16 SEP 2005

  
Mona Hamman  
Resident Representative  
Al Fadl Chalak  
President



**Government of Lebanon**

**United Nations Development Programme  
Council of Development and Reconstruction (CDR)**

TOKTEN 00044146

**Brief Description:**

This project aims at reinforcing Government efforts to strengthen technical capacities in key sectors and institutions, and to establish a mechanism whereby the country can tap into the skills base of its expatriate nationals at the same time that expatriate nationals are afforded the opportunity to contribute to their country's development, at a relatively modest cost. The project will assist beneficiary institutions with policy oriented and technical experts, in addition to identifying, categorizing and updating the skills profiles of expatriate nationals. The project is a catalyst for increasing national absorptive capacity in support of national recovery and development.

7/21/2005

## **Section I-elaboration of the narrative**

### **Part I. Situation Analysis-**

Lebanon struggled in the past decade and a half with the consequences of a protracted civil war and instability that destroyed the country's infrastructure and economy, unhinging its institutions and society. Among these consequences, the combination of an economic slowdown, high rates of unemployment among educated youth and large-scale emigration resulted in a "brain drain", including the depletion of well-developed managerial and technical capacities that had existed in the country.

Post-war reconstruction focused largely on basic physical and public services infrastructure. Efforts to enhance governance capacities associated with administrative reform, decentralization, accountability and efficiency, have produced little sustainable improvements in performance and less in terms of impact because of political resistance to reform, and weak structural capacity of the public administration and the economy. At the turn of the millennium and despite the window of hope under Paris II, the country remains in the grip of a political situation, regional and global, that negatively affected business confidence and placed barriers in the path of sustainable economic growth and development.

In the context of joint strategic planning and program harmonization among the UN Agencies, UNDAF identified national decision-making capacity for development as a priority through reinforcing the development of modern institutions, and a rights-based approach. As outlined in the UNDP Country Framework (2002-2006), one of the strategic and innovative mechanisms by which UNDP is assisting government is the setting up of Policy advisory Units in key government offices and line ministries staffed by expatriate national experts, with a view to strengthening and sustaining national capacities and institutionalizing systems and policy reforms. This mechanism has proved invaluable and in the present Lebanese context needs to be sustained. The expertise of highly skilled expatriate nationals, integrated in the reconstruction and the sustainable development of the country, has the advantage of being more attuned to the specific local situation and provide the opportunity for bringing to the national environment the broad international experience of these technical experts. This expedites the work of meeting the demands of national reconstruction and recovery. The body of outstanding Lebanese specialists, who have settled abroad, especially since 1975, constitutes a valuable but largely untapped resource of know-how, which if effectively mobilized, can be an asset for the country's development.

TOKTEN, as internationally acknowledged, does not pretend to be the remedy for the "brain drain" phenomenon. However, it has been recognized that TOKTEN, through its capacity of promoting and temporarily mobilizing highly qualified expatriate professionals, could contribute efficiently to the development of certain sectors of development activity.

In the case of Lebanon, TOKTEN Project (1995-2000) has been designed to target these skilled human resources and mobilize them to undertake immediate low cost consultancies and contribute to the Lebanese reconstruction process, hoping that this would encourage some of them to settle back in their country. This project has evolved and grown considerably since its

inception in 1995 and over 40 assignments have been completed till January 2000. The project recorded several achievements in terms of strategic policy consultancies, reinforcing capacity building, return visits for follow-up missions, initiation of active dialogue between the expatriate and the beneficiary institution.

In this context, UNDP with the government, namely with CDR, are launching a new project of TOKTEN for the period May 2005 - April 2006.

## **Part II. Strategy**

The TOKTEN project plays a role of catalyst in restoring and increasing the country's absorptive capacity in support of national economic and social recovery. In this respect, with the growing impact of the project, the need has arisen for an improved framework of policies and procedures to revitalize this project.

The purpose of this project is two-fold:

- The project will bring the specific technical expertise of Lebanese expatriates to bear on development sectors and processes in Lebanon, in accordance with national priorities. Highly skilled Lebanese living abroad, are encouraged to contribute to the country's development by means of short-term consultancy missions, in order to transfer their skills and know how at relatively modest costs.
- The project will connect Lebanese professionals and academics abroad to TOKTEN, thus providing them with the necessary means for involvement in the development of their country.

The project can be expected to add a new dimension to the UN Technical Assistance programme on critical priority needs and to result in a significant transfer of appropriate know-how. TOKTEN offers an opportunity to improve the effectiveness of UN and other international projects by recruiting Lebanese expatriates, if the required qualifications do not exist in the country.

Special effort will be made through this project to identify and recruit expatriate professional Lebanese women to serve as TOKTEN volunteers. Active participation in the project by expatriate women professionals will contribute to the movement in support of greater participation of women in a gender balanced economic and social development of Lebanon. In the previous fielded TOKTEN project women accounted for 30% of the total TOKTEN mission experts. The set objective of this phase is to reach a target of 50% women.

TOKTEN volunteers will be invited to serve on short term assignments, ranging from about one to six months, depending on the needs of the recipient institution and the availability of the volunteer.

Remuneration for TOKTEN Lebanese volunteers is meant to cover their living expenses only. TOKTEN pays no direct salaries to the volunteers. Remuneration for the volunteers will be as follows:

- Category A: Senior specialist (at least ten years of active experience, and excellent achievements in their field of specialty)

US\$ 160.00 per day during the first month, US\$ 130.00 per day during the second month  
US\$ 100.00 per day during the third month and after

- Category B: Specialist (at least five years of active experience and important achievements in their field of specialty)

US\$ 140.00 per day during the first month, US\$ 110.00 per day during the second month  
US\$ 80.00 per day during the third month and after

### **Part III. Management Arrangements**

On the Government side, the executing agency of this project is the Council for Development and Reconstruction (CDR). CDR will appoint a focal point for TOKTEN who will collaborate with the UNDP, which will ensure the smooth operation of the project, the project development and implementation, facilitation and evaluation/audit responsibilities.

More specifically the TOKTEN project will benefit from direct support of the UNDP Lebanon Country Office and CDR to match needs with possible TOKTEN volunteers, evaluating the appropriateness of these volunteers, ensuring their availability, and offering their services to pre-identified beneficiary institutions according to TOKTEN established set of criteria and finally arrange for their travel and mission arrangements.

A steering committee will be established to guide the formulation and development of the TOKTEN project in Lebanon in general, to evaluate procedural decisions and suggest directives for the selection process of volunteers. This committee, chaired by UNDP and CDR, will include representatives from UNDP and CDR. Representatives from Ministries, UN agencies, NGO, private sector, donors, etc. could be invited to attend the Steering Committee in a position of advisors when needed. A Steering Committee will convene a meeting quarterly.

#### **1. Inputs to be provided by UNDP**

- Provide guidance and support to the implementation of the TOKTEN Lebanese Project;
- Maintain overall oversight responsibility for Project implementation and report on Project progress and financial status;
- Assist CDR in its efforts to raise funds for the project from Donor Countries;
- Participate in the “Steering Committee” (SC) established for this Project;
- With the support of the National Professional Project Personnel (NPPP), process all the consultants’ applications submitted from beneficiary institutions through CDR and UNDP;
- Facilitate the coming of the Lebanese volunteers by supporting funding for travel costs, logistical support, and living expenses (Daily Subsistence Allowance, DSA) according to guidelines established for the TOKTEN Lebanese Project;
- Maintain and share with CDR files of each of the TOKTEN volunteers including: Letter of Application, Terms of Reference set for the mission, Letter of Agreement

signed, Curriculum Vitae, Obligation request, Payment request(s), and the Report(s) submitted by the beneficiary and the volunteer for any certain mission;

- With the support of the NPPP, build up and update the Project computerized database of Lebanese professionals in the expatriate community;
- Facilitate CDR access to TOKTEN database and website
- Facilitate financial obligations and payment requests and disburse payments according to UNDP/TOKTEN rules and procedures;
- Maintain clear financial documents to record all expenses under the Project;
- Review Project's progress through monthly reports provided by the NPPP and other ad hoc meetings;
- Facilitate office space for the NPPP in its' premises;
- Project funds are subject to an overhead cost to cover the UNDP administration and programme management expenditures associated with the TOKTEN Project.

## **2. Inputs to be provided by CDR**

- Act as the National Counterpart Agency for the TOKTEN Lebanese Project;
- Establish in consultation with UNDP, a "Steering Committee" (SC) that would include in its membership when needed line concerned Lebanese Ministries and other stakeholders and would act in an advisory capacity;
- Ensure that the TOKTEN Lebanese Project is promoted throughout Lebanese Ministries, municipalities, public and semi-public Institutions, private organizations, and among multilateral and bilateral donor-assisted projects;
- Coordinate with line ministries.
- Undertake, with UNDP support, fund-raising efforts for the TOKTEN Lebanese Project;

## **3. Beneficiary institutions**

- Secretarial support, internal transportation and other logistics required by the TOKTEN volunteer.
- In case the beneficiary institution fulfills the selection criteria, the beneficiary institution will have to contribute to the mission cost according to the defined % criteria and the Steering Committee decision.

## **4. Project Management**

- The Project will be managed by a Project Manager under the direct supervision of UNDP and CDR;
- UNDP and CDR will recruit the Project Manager jointly, in accordance with UNDP rules and regulations for competitive selection process. The Project Manager will be holding a National Professional Project Personnel (NPPP) contract based on well defined TORs;
- The Project Manager would be settled at UNDP offices. Frequent trip to the Lebanese institutions, host of TOKTEN volunteers, would be necessary and expected.

- The Project Manager will be entrusted to manage day to day activities of the Project in cooperation with CDR and UNDP as follows:
  - Secretariat of the Steering Committee
  - Matching requested consultancies with available TOKTEN volunteers' profiles.
  - Proceeding TOKTEN missions
  - Resource mobilization
  - Management of TOKTEN resources
  - Advocacy and promotion of TOKTEN
  - Communication and information material
  - Monitoring and reporting requirement
  - Strategic advise for the management of TOKTEN.
- The Project Manager will ensure that clear and concise terms of reference are prepared to ensure the success of each TOKTEN consultancy. The beneficiary institution will prepare the Terms of Reference for its mission (with assistance, if needed from UNDP, CDR and the Project Manager in as much detail as possible, indicating the work plan and the programme).
- The Project Manager will recommend potential applications and will obtain mutual agreement from UNDP and CDR. Once final approval of the candidacy is sustained, a "Letter of Agreement" will be sent by the Project Manager to the TOKTEN volunteer specifying the requirements of the consultancy and terms of the assignment such as timing, payment of DSA, travel arrangements, etc. A copy of the technical requirements requested along with other related information and documentation will also be sent;
- The Project Manager will prepare an annual work plan that reflects the duration of the TOKTEN Lebanese Project to be presented to UNDP and CDR;
- The Project Manager will elaborate a long-term self-sufficient strategy for the TOKTEN project, which would still guarantee national ownership.

#### **Part IV. Monitoring and Evaluation**

The Project Manager shall prepare and submit to the Steering Committee an annual work plan, with monthly reports and quarterly progress report accordingly. The project will be subject to a tripartite review at least once every 12 months. The first such meeting will take place at the latest six months after the beginning of the full implementation of the project.

The Project Manager will submit to each Tripartite Review meeting an annual progress report and work plans and other reports as required by UNDP rules and regulations. The executing agency is responsible for preparing an Annual Report.

The project may be subject to evaluation as per the UNDP guidelines. The organization, terms of reference and timing will be decided after consultation between the parties.

## **Part V. Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the government of Lebanon and the United Nations Development Programme, signed by the parties on 10 February 1986. The host country-implementing 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 objections to the proposed changes:

1. Revisions in, or addition of, any of the annexes of the project document.
2. Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by cost increase due to inflation.
3. Mandatory annual revisions that rephrase the delivery of the agreed project inputs or increased expert or other costs due to inflation or to take into account Agency expenditure flexibility.

## **Part VI. Budget**





**Annual Work Plan**

Lebanon - Beirut

Award Id: 00039385

Award Title: Transfer of Knowledge Through Expatriate Nationals

Year: 2005

Report Date: 21/3/2005

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00044146	Transfer of Knowledge Through	Advocacy & Outreach			LEB-Council For Development A	04000	UNDP	74200	Audio Visual&Print Prod Co	10,000.00
					LEB-Council For Development A	04000	UNDP	74500	Miscellaneous Expenses	2,000.00
		Project Coordination			LEB-Council For Development A	04000	UNDP	71400	Contractual Services - Indl	30,000.00
					LEB-Council For Development A	04000	UNDP	72500	Supplies	3,000.00
	TOKTEN Missions			LEB-Council For Development A	04000	UNDP	74500	Miscellaneous Expenses	5,000.00	
				LEB-Council For Development A	30071	CDR	71600	Travel	90,000.00	
				LEB-Council For Development A	30071	CDR	74500	Miscellaneous Expenses	10,000.00	
				LEB-Council For Development A	30071	CDR	75100	Facilities & Administration	5,000.00	
<b>TOTAL</b>										
<b>GRAND TOTAL</b>										
									155,000.00	
									155,000.00	

## PROJECT RESULTS AND RESOURCES FRAMEWORK\*

<p><b>Intended Outcome as stated in the Country Results Framework:</b> The rights based approach to development integrated into national development and oversight bodies established and/or strengthened.</p> <p><b>Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target.</b> Highly skilled expatriate nationals' expertise integrated into institutional capacity development. A framework and a strategy of integrating expatriate nationals' expertise into the sustainable development are inexistent.</p> <p>The project will target 1) persons of Lebanese origin working abroad, in responsible positions, in every kind of sectors; 2) public institutions, academic institutions and NGOs, where high expertise is needed to improve institutional capacity development.</p> <p><b>Applicable MYFF Service Line:</b> Fostering democratic governance</p> <p><b>Partnership Strategy</b></p> <ul style="list-style-type: none"> <li>- The mechanism includes the identification and implementation of short-term consultancy missions and communication activities including visibility event and up-dating web sites.</li> <li>- UNDP will support CDR. UNDP will ensure the smooth operation of the project, the project development and implementation, facilitation and evaluation/audit responsibilities. UNDP and CDR will chair a steering committee that will include representatives from UNDP, CDR. Representatives from Ministries, UN agencies, civil society organizations, private sector, and donors could be invited to attend the Steering Committee in a position of advisors when needed. The steering committee will guide the formulation and development of the TOKTEN project in Lebanon in general. The Committee is responsible for setting the overall guidance of the project, assist in setting up guidelines, evaluating procedural decisions and suggesting directives for the selection process of volunteers.</li> <li>- CDR will execute the project and set up a TOKTEN database. CDR, in close coordination with UNDP, will be responsible for matching needs with possible TOKTEN volunteers, evaluating the appropriateness of these volunteers, ensuring their availability, and offering their services to pre-identified beneficiary institutions according to TOKTEN established set of criteria and finally arrange for their travel and mission arrangements. CDR will be the Secretariat of the Steering Committee.</li> <li>- Partners will include beneficiary institutions, which will provide secretarial support, internal transportation and other logistics required by the TOKTEN volunteer.</li> </ul>			
<p><b>Project title and ID: TOKTEN Leb/02/016</b></p>			
Intended Outputs	Output Targets for years	Indicative Activities	Inputs
1.1. Potential beneficiary institutions identified & categorized, on a	2005	1.1.1- Define selection criteria of potential beneficiary institutions according to national priorities as well as	NPPP

<p>continuous basis, by sector and very brief profile produced on each.</p> <p>1.2. Available TOKTEN skills identified and categorized on a continuous basis.</p> <p>1.3. TOKTEN missions arranged on an annual basis, out of which 50% should be women consultants.</p>	<p>2005-2006</p> <p>2005-2006</p>	<p>to a self-sufficiency strategy for the TOKTEN project.</p> <p>1.1. 2- Update a roster of potential beneficiary institutions.</p> <p>1.1. 3- Prepare or obtain a very brief profile of the institutions: its objectives, the sectors it operates in, its priorities, its linkages to other institutions and how its priorities are related to Sustainable Human Development.</p> <p>1.1. 4- Categorize identified institutions in sectors (economic, social, environmental, private, NGO, etc...) for better understanding of the potential for synergies between institutions serving the same sector.</p> <p>1.1. 5- Prepare a brief justification for the selection of each institution as a potential beneficiary of TOKTEN assistance.</p> <p>1.2. 1- Update the TOKTEN database as more CVs become available and search for additional CVs where possible and through the Internet.</p> <p>1.2. 2- Sort the CVs available on the TOKTEN database by the sector categories ; organize brief and accessible information package on the type of skills available by category.</p> <p>1.2.3- Share this information on a regular basis with partners including Government, NGOs, academia and other potential TOKTEN beneficiary on request.</p> <p>1.3. 1- Determine the specific institution to be assisted and clearly explain the TOKTEN concept, criteria of selection, commitments of UNDP and responsibilities of the beneficiary institution in terms of support and follow up to the requested mission. Explore the possibility of cost sharing and extending the TOKTEN modality for activities financed by sources</p>	
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<p>1.4. TOKTEN missions monitored and evaluated.</p>	<p>2005-2006</p>	<p>other than the TOKTEN project and define criteria to select the beneficiary institutions asked for cost-sharing and % of cost-sharing. A goal of overall 50% cost sharing should be aimed at.</p> <p>1.3.2- Clearly identify the needs of the targeted institution and help it articulate these needs in well-prepared ToR.</p> <p>1.3. 3- Verify that the beneficiary institution has the capacity for supporting the requested mission and/or help such institution properly prepare such support measures (transportation, appointments, secretarial assistance necessary background material, etc...) and follow up arrangements and plans.</p> <p>1.3.4- Prepare one brief file per proposed mission: this file would include the profile page on the requesting institution, the brief justification for TOKTEN assistance, the TORs, the letter of request assuring TOKTEN the availability of institutional support and follow up plans, TOKTEN coordinator's own evaluation of such support and follow up arrangements, as well as other documents needed in support of the request.</p> <p>1.3.5- Arrange logistics of TOKTEN missions and a timely start of mission.</p> <p>1.3.6 Collect and file each TOKTEN mission report.</p> <p>1.4.1 Prepare a selection of key monitoring and evaluation criteria regarding to results and impacts (including cost effectiveness analysis) and outline them in a uniform monitoring and evaluation form for use during and after the departure of TOKTEN missions.</p> <p>1.4.2. Arrange for reasonable monitoring for the mission during its presence and for an evaluation report after its departure.</p> <p>1.4.3. Analyze the monitoring and evaluation reports detecting results and impacts of the project as well as trends and areas for potential improvement in the strategy,</p>
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<p>2.1.A strategy for advocating and extending the outreach of TOKTEN prepared and implemented.</p> <p>2.2. Regularly updated and easily accessible and well-advertised Home Page on the Internet (hosted on the UNDP website).</p>	<p>2005-2006</p> <p>TOKTEN</p>	<p>logistics and outlining areas of further support required sectorally and institutionally. Make this analysis available to UNDP, the Government and other partners.</p> <p>2.1. 1- Develop and implement a communication strategy. 2.1. 2- Develop a strategy for extending information on TOKTEN to countries of Lebanese Diaspora and for specific actions to be taken in support of the objective of encouraging highly specialized Lebanese expatriates to resettle in Lebanon. The Ministry of Foreign Affairs and Emigrants should be consulted for this purpose and joint activities identified.</p> <p>2.1. 3- Ensure that TOKTEN publicity material is produced and distributed in appropriate fora.</p> <p>2.2.1 - Prepare the material for the regular updating of the home page and recommend improvements and further linkages. 2.2.2 Ensure the technical aspects of developing and updating the existent home page TOKTEN. The page would be updated once a month and would be linked to other sites of interest (Lebanese embassies, associations and institutions) 2.2.3 Assess potential of advertising TOKTEN services on existing websites of Ministries and public institutions.</p>	
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## Annex 1:

### Project Manager

#### JOB DESCRIPTION

The CDR and UNDP country office in Lebanon are interested in candidates for the post of: TOKTEN **project manager**

#### Location

The TOKTEN **project manager** would be based at UNDP offices. Frequent trip to the Lebanese institutions, host of TOKTEN volunteers, would be necessary and expected.

#### Duties

Under the overall guidance of the CDR President and UNDP Resident Representative, the TOKTEN **project manager** will be expected to handle TOKTEN day-to-day activities.

The TOKTEN **project manager** will have the following specific duties and responsibilities:

- Participate in the identification of key staff constraints and weaknesses facing institutions in Lebanon, through the development of close working contacts and frequent visits to the counterpart institutions (public institutions, the donor community, UN executing agencies, the NGO community, research/training institutions, etc.).
- Collect and maintain this information on the economic, social and cultural trends and development programs for Lebanon to keep updated the TOKTEN project.
- Become familiar with other sources of technical expertise available locally, regionally and internationally in all sectors where TOKTEN volunteers could be involved in order to incorporate the technical assistance in the most appropriate manner.
- Expand the TOKTEN modality to Lebanese institutions and UN projects and other international organizations or donors operating in Lebanon.
- Approach the Ministry of Foreign Affairs to assist in marketing and promoting this ambitious and most useful technical assistance.
- Assist in the preparation of TOKTEN missions, designed to respond to the institutional and human resource constraints identified. Provide primary backstopping support to all TOKTEN missions' requirement. Help beneficiary institutions to articulate their needs into specific Terms of Reference for TOKTEN volunteers to carry out the assignments and activities identified in the request for mission, including assignments of the proper counterpart to TOKTEN volunteers.
- Assist in the formulation and design of documents required for the project including implementation of TOKTEN missions.
- Appraise mission proposal ensuring that they are soundly designed and prepared in accordance with UNDP policies and procedures.
- Undertake day-to-day monitoring of ongoing TOKTEN missions. Provide backstopping support to UNDP management. Undertake frequent visits to project sites and Lebanese institutions hosting TOKTEN volunteers.
- Perform all necessary management/administrative procedures such as monitoring TOKTEN missions progress, resolving problems, liaising with the TOKTEN volunteers, ensuring coordination among beneficiaries, preparing reports needed, etc.
- Update the TOKTEN volunteers roster and expand the roster as needed to respond to priority needs
- Edit and update the TOKTEN website in 3 languages and ensure its connection to other internet sites.
- Promote and advocate for the TOKTEN project in the mass media and all relevant sectors.
- Maintain close liaison with the UNDP office in participating in regular progress meetings.
- Prepare an exit strategy for the project with emphasis on resource mobilization in order to ensure its continuity and national ownership.
- Perform ad-hoc duties as required and as may be requested by the senior management of UNDP.

### **Qualifications and requirements**

- Lebanese National
- Post graduate academic background at the masters level or higher in public administration, business administration, economics, development or related field.
- A minimum of 5-7 years of increasingly responsible professional experience relevant to public sector management and/or development.
- Excellent knowledge of the issues and constraints facing the institutional development of the Lebanese public and private institutions.
- Significant experience in working with a wide range of partners (public institutions, private sector, donors, civil society)
- Excellent interpersonal, communication, marketing and writing skills.
- Dedication to the principles of the United Nations, especially of working in a culture of neutrality.
- Full working knowledge of Arabic, English and French. Excellent written and oral English skills.
- Complete computer facility with word-processing and spreadsheets.

Annex 2:

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE  
GOVERNMENT  
FOR THE PROVISION OF SUPPORT SERVICES**

1

Dear Mr. Chalak,

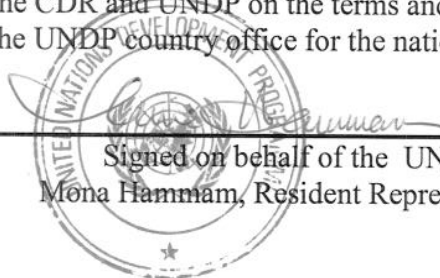
1. Reference is made to consultations between officials of the **Government of Lebanon** (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally executed project TOKTEN 00044146. **UNDP and the Council for Development and Reconstruction (CDR)** agree that the UNDP country office may provide such support services at the request of the Government of Lebanon/CDR in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for execution activities, such as assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of CDR is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the budget of the project according to current UNDP rules of cost recovery (General Management Services and ISS).
3. In addition, the UNDP country office may provide, at the request of CDR, the following support services for implementation activities:
  - (a) Identification and assistance with and/or recruitment of project and programme personnel;
  - (b) Identification and facilitation of training activities, including fellowship, short-term training and study tours;
  - (c) Procurement of goods and services; and
  - (d) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants and providers of development services.
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a programme or project, this agreement is revised with the mutual agreement of the UNDP Resident Representative and the CDR.
5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government (the “SBAA”), dated 10 February 1986, including the provisions on liability and



privileges and immunities, shall apply to the provision of such support services. The Government/CDR shall retain overall responsibility for the nationally executed project. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

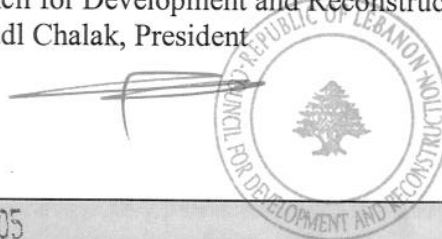
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The cost of the UNDP Country Office in providing the support services described in paragraph 3. above shall be set at 5% of the total Project Budget and will be transferred directly by UNDP into its account.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this Office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between the CDR and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the nationally executed project TOKTEN 00044146

Yours sincerely,



Signed on behalf of the UNDP  
Mona Hammam, Resident Representative

Signed on Behalf of the Council for Development and Reconstruction (CDR)  
Fadl Chalak, President



Date: July 2005 16 SEP 2005