

COVER PAGE

Country: Lebanon

UNDAF Outcome(s)/Indicator(s): Enabling environment for pro-poor development

Expected Outcome(s)/Indicator (s):

1. Improve and strengthen statistics and analytical processes for regular MDG monitoring and reporting
2. Replicable local poverty initiative(s) linked to policy change undertaken

Expected Output(s)/Annual Targets:

1. Supporting policy frameworks for advancing poverty reduction and promotion of sustainable employment;
2. Supporting the assessment and development of national capacities for effective management of development results;
3. Elaboration of sector specific policies and programmes to advance MDG goals and targets;
4. Development and operationalization of MDG and poverty monitoring frameworks;
5. Developing and implementing effective MDG advocacy and communication strategies.

Executing Entity: Council for Development and Reconstruction

Narrative

The project addresses a number of issues for the attainment of the MDGs in Lebanon, including MDG costing, preparation of poverty profile and sectoral reports for MDG achievement, localizing the MDGs in two regions, capacity building for monitoring the MDGs, preparation of an update for the MDGR, and advocacy for the MDGs.

Programme Period: 2008-2011

Project Title: Support to the Achievement of the MDGs

Project ID: 00057415

Project Duration: 4 years

Management Arrangement: CO Support to National Execution

Total Budget \$1,396,217

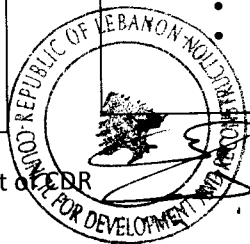
Allocated resources:

- **Regular (TRAC 2)** \$1,306,217
- **Government** \$90,000
 - Net \$ 85,715
 - UNDP Support Cost \$ 4,285

Agreed by (Government): Mr. Nabil El-Jisr, President of CDR

Agreed by (UNDP): Ms. Marta Ruedas, Resident Representative

15/7/2008



I. SITUATION ANALYSIS

Since 1990, the United Nations held a series of world summits and global conferences to arrive at a comprehensive agenda for human development. In 2000, the world leaders came together to adopt the Millennium Declaration that forges commitment towards achieving peace, security and development. The Declaration consolidates a set of inter-connected development goals, referred to as the Millennium Development Goals (MDGs), into a global agenda for action. The MDGs focus on issues of eradicating extreme poverty and hunger, achieving universal primary education, promote gender equality and empowering women, reducing child mortality, improving maternal health, combating HIV/AIDS, malaria and other diseases, and ensuring environmental sustainability. The goals go beyond action at the country level towards developing a global partnership for development

The MDGs comprise numerical targets to be achieved by the year 2015, with selected indicators to monitor progress. The MDGs are complemented by related commitments and targets that have been adopted since the Millennium Summit, such as the Monterrey Consensus that was adopted at the International Conference on Financing for Development. The Declaration includes steps for monitoring progress, both at the global level through annual UN Secretary-General Reports, as well as at the country level through national Millennium Development Goals Reports (MDGRs).

The commitment to the MDGs was renewed by world leaders in the 2005 Summit. The summit reaffirmed, among others, the commitment towards adopting and implementing, by 2006, comprehensive MDG-based national development strategies; managing public finances effectively to achieve macroeconomic stability and growth; enhancing the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts, as well as in the promoting a global partnership for development.

Lebanon was one of 189 countries which ratified the Millennium Declaration and committed itself to achieving the Millennium Development Goals (MDGs) by 2015. The UN Country Team in Lebanon, led by UNDP, supported the government in producing the first MDG Report for Lebanon. The Report was produced through a participatory process that encompassed technical thematic groups¹. Although the process for preparing the MDGR for Lebanon was a lengthy process, it was important for building the proper alliances and awareness about the MDGs.

Lebanon faces a range of multi-layered complex development challenges; compounded by internal and external strifes. Since the end of the civil strife in 1990, the country has been gripped by a viscous circle of rising fiscal deficits, debt, a stagnating economy, and weak governance systems. The successive cabinets succeeded in monetary stabilization, and invested in the rehabilitation of basic infrastructure and services in the country between 1990 and 2004, however with lower emphasis on the social and economic reforms.

On the social front, social indicators are not commensurate with the level of spending, which is comparable to that in developed countries. Despite this relatively high social spending (on health and education), indicators remain unsatisfactory. Around 25% of the Lebanese live in relative poverty, and 4% live in extreme poverty. Poverty in Lebanon is characterized by large regional disparities in poverty incidence and intensity, where the peripheral regions suffer from high rates of extreme poverty, and the densely populated urban areas, such as the Northern and Southern Suburbs of Beirut, Tripoli, Saida and Baalbeck, have the largest concentrations of the poor.

¹ Representatives from government institutions (Ministries of Health, Social Affairs, Education, Environment, and Economy & Trade); the Council for Development and Reconstruction; the Central Administration of Statistics; and the Prime Minister's Office; UN agencies (UNICEF, WHO, UNFPA, UNESCO, and UNDP); and civil society (Lebanon ECOSOC).

Strong economic performance in 2004 was cut short by political tensions that began in late 2004 with the extension of the Presidential mandate and the assassination of Prime Minister Hariri in February 2005. In July 2006, Israel waged a war on Lebanon that caused massive human losses and physical destruction of civilian infrastructure and public services and utilities. In addition to massive destruction, large swathes of productive agricultural land was contaminated by UXOs and anti-personnel landmines, and the sea was contaminated with the oil spill resulting from the bombardment of the Jiyeh plant, which resulted in the devastation of lives and livelihoods. Moreover, the direct destruction of crops and livestock during the war had a severe impact on production, incomes and employment in this sector.

The reconstruction costs alone were initially estimated at US \$3.6 billion (now revised downwards to \$2.8 billion). However, the indirect effects of the war on the economy, social indicators, and employment are greater still. The post-war fiscal impact is expected to exceed US \$1 billion, only for 2006. Lebanon's gross public debt is expected to reach US \$41 billion or 190% of GDP by the end of 2006, with a negative growth rate estimated at -5%, or an 11 points decline from the level of growth projected prior to the war.

Notwithstanding the negative effects of the war on overall living standards in the country as a whole, the effects have been greatest on the poorest strata in the poorest regions that have borne the brunt of the war's devastations, directly or indirectly. The areas that were most directly and indirectly affected by the conflict are the same as those that have historically witnessed the highest poverty incidence in the country, namely South Lebanon, the Beirut Southern Suburbs and the Bekaa; the indirect effects of the war on the economy will also exacerbate the conditions of extreme poverty in the north, particularly Akkar, Minyeh and Dinneyeh and, overall, increase the marginalization of a large segment of the population that is already living in difficult circumstances.

Just as the Government of Lebanon was getting to grips with the impact of the July 2006 war, a crisis evolved in Nahr El Bared Camp, claiming lives and resulting in the complete destruction of the refugee camp and the displacement of Palestinian refugees.

In January 2007, Lebanon launched a comprehensive package of economic and fiscal reforms and social protection measures aiming to tackle the high debt and to place Lebanon on a sustainable growth path. The reform package received support from the International community.

However, since then, the different political parties have not succeeded on agreeing on a successor President of the Republic and the formation of a new national unity government. This has had extreme negative repercussions on the economy of the country, resulting in increased inflation, decline in purchasing power, increased disparities between regions and social groups, and a continuous volatile security situation.

II. STRATEGY

The country has progressed well in achieving the Millennium Development Goals related to education and health. However, Lebanon still needs to address challenges related to poverty reduction and sustainable development.

Since 1990, UNDP concentrated its support to Lebanon under three main pillars: (a) institutional governance strengthening, (b) poverty reduction and social development, and (c) environmental sustainability. Conflict prevention and reconciliation has been an overarching theme of UNDP's support, with post-war recovery efforts intensifying following conflicts (1996, 2000, 2006, and 2007). The interventions of UNDP have been both on upstream policy support and downstream operational support.

UNDP in Lebanon has supported the advancement of the MDG Agenda in the country on several fronts, with its own funding resources. Throughout, UNDP fostered partnerships with government institutions, civil society organizations, UN Agencies and other stakeholders for supporting the achievement of the different MDGs.

However, notwithstanding the efforts made, the context of the country, the development challenges it faces, as well as the political impasse and difficult security situation all posed challenges to the improvement of living conditions and the achievement of the MDGs.

Completed/On-Going Activities in Support of the MDGs

The following highlights the completed and on-going initiatives undertaken by UNDP in supporting the MDGs.

1. Integration of the MDGs into national development planning and resource allocation processes

In its efforts to mainstream the MDGs into national planning frameworks, UNDP initiated and implemented different initiatives to build the statistical database of the country, undertake studies and assessments, and mainstream MDGs into different sectors.

MDG preliminary costing study (completed): UNDP commissioned a study on the MDG Costing to complement the production of the first MDG Report by focusing on the policy and resource requirements (financial and other capacity) for each goal. The methodology that was adopted by the study was a non-econometric modeling one due to the absence of adequate data, which produced recommendations and tangible interventions, with a cost estimate attached to them. The study also estimated the available resource base from different sources (public, private, grants, loans, etc.), and assessed the financial gaps; and assessed the macro-economic policy framework for the achievement of the MDGs in Lebanon. The findings and recommendations of the costing study will be refined and completed based on the results of the Multi-Purpose Survey and the Household Budget Survey supported by UNDP (completed in 2007). The costing exercise will be followed up by recommendations on the internal and external investment levels needed to reach the MDGs. It also includes policy implications and government commitments to integrate the MDGs targets in its budget allocations and sectoral expenditure.

Poverty Assessments (on-going): UNDP also supported the elaboration of a Multi-Purpose Household Survey for Lebanon (MPS), based on which a Poverty assessment/profile, including the development of poverty lines and poverty profiles, was completed. The study that is still in draft form,

will be finalized and launched in the first quarter of 2008. The poverty assessment will include specific policy recommendations for poverty reduction. Budget for this assessment has been partially disbursed.

Social Action Plan: Although the Government did not prepare an MDG-based national development strategy, the Social Action Plan (SAP), elaborated as an integral part of a medium term package of economic and fiscal reforms, forms an entry point towards the elaboration of such a strategy. While the SAP is anchored in the MDGs and aims to improve social safety net schemes, it does not constitute a comprehensive MDG-based national Development Strategy which the Government is committed to formulating with a 10-year time horizon within the first two of the five-year medium-term Reform programme (or by 2009). UNDP provided support and technical assistance for the elaboration of the SAP.

Gender Mainstreaming (completed): UNDP conducted an internal gender audit and an external gender mapping. The two studies outlined several recommendations for mainstreaming gender into the planning, monitoring and reporting operations of UNDP, and engendering the process for the preparation of the CCA/UNDAF and the MDGR.

Mainstreaming Environment (on-going): Building the capacity of the Lebanese Ministry of Justice in environmental legislation and enforcement is a priority sector for UNDP. Lebanon has recently experienced an important progress in environmental policy and legislation development and application. Several key environmental legislations have been adopted by the parliament since the year 2000 which is a good indicator of the environmental maturity of the country and its efforts towards sustainable development; however, the enforcement of such legislation is what determines whether it has an effective impact on the environment or not. In Lebanon, the level of enforcement is very limited and almost nonexistent. UNDP is implementing a project which identifies and meets a major gap in the institutional capacity of the Ministry of Justice that is the enforcement of environmental legislation. It aims at both strengthening national capacity for better environmental governance that would ultimately assist Lebanon in meeting its national and international environmental commitments.

Mainstreaming Human Rights (on-going): In collaboration with OHCHR, 23 sectoral studies have been prepared and discussed with the Parliamentary Human Rights Committee. The aim of the initiative is to produce an implementation plan that will serve as a National Declaration that informs citizens of their rights and duties, enhance state-citizen relationships, and promote respect for Human Rights. UNDP is also mainstreaming Human Rights and International Human Laws in the Ministry of Justice through revising the curriculum of the Institute of Judicial Studies to incorporate Human Rights and International Laws. The project also targets specialized training for judges on crimes, migrant workers, refugee rights and other human right related issues.

2. Development and operationalization of MDG and poverty monitoring frameworks

MDG Reporting: Lebanon published its first MDGR in 2003. The follow-up report is under preparation and expected to be launched in the second quarter of 2008. It is being prepared by a Technical Committee, led by UNDP, and composed of representative of UN Agencies, line ministries and relevant public agencies, including CAS and CDR. The report will be shared with CSOs and refined based on this consultative process. An advocacy plan will be formulated and implemented following the launch of the MDGR.

MDG Monitoring (completed): The UNCT commissioned a study with the objective of preparing an inventory of initiatives similar to the DEVINFO (statistical database for the MDGs). The study recommended the implementation of a system of statistics for MDG monitoring compatible with DevInfo and suitable to the Lebanon context. It also identified gaps in existing data and information and

recommending suitable courses of action- in addition to resource needs. The study highlighted the need for a “think-tank” that plays the role of data analysis for policy recommendations.

3. Localization of the MDGs

A local MDG Report in the Chouf area was finalized, and will be launched in the second quarter of 2008.

4. Development of effective MDG advocacy and communication strategies

- In an effort to increase awareness of decision-makers on, and in order to bring the perspective of civil society into, the MDGs, UNDP organized a discussion series on the MDGs. The discussion sessions aimed at disseminating, discussing and validating the MDGR findings and recommendations with a group of stakeholders, including UN Agencies, NGOs, governmental organizations, Academia and representatives of the private sector.
- Also in an effort towards raising public awareness on the MDGs, a media campaign was prepared and rolled out. The campaign included printed material, TV spots and promotional material.
- The UN week activities organized each year in October, was dedicated for the MDGs. It included conducting awareness-raising sessions on the MDGs and the MDGR findings of Lebanon for students in universities and high schools, UN staff and the media.

5. Enhancing partnerships and mobilizing resources for MDG implementation

Partnership with Civil Society: UNDP is engaged in a partnership with ANND and OXFAM Quebec with the aim of developing the capacities of civil society organizations (CSOs) for monitoring and contributing to the achievement of the MDGs. National workshops on poverty, gender and youth, and the role of the civil society in the context of the MDGs, were organized. In addition, the discussion was decentralized to the sub-national level to arrive at region-specific MDG challenges and opportunities.

Partnership with the Private Sector: Within the framework of promoting the environment goal of the Lebanese MDGR, UNDP implemented two initiatives to promote goal 7 of the MDG "Environmental Sustainability", namely the production of a poster on the seven MDGs with the emphasis on the environment goal and the composition of a declaration letter which was signed by 4 key private associations and orders (Industrialists Association, RDCL (Association of Lebanese Businessmen), Syndicate of Hotels, Syndicate of Hospitals) declaring their commitment to work towards the achievement of environmental sustainability. In addition, raising awareness on the environment MDG among other private sectors through an environmental contest is planned to be accomplished in the first quarter of 2008. Finally, advocacy and capacity building within the different business associations and coalitions to become active partners in the achievements of the MDGs and in Policy Dialogues, including the integration of the UN Global Compact principles.

Planned Activities in Support of the MDGs

The project will build on what it has achieved, as well as the on-going activities, in supporting the MDG Agenda for the next four years. This takes into consideration the challenging and complex national context, as well as UNDP's strategic partnerships. In this context, the project will focus on several strategic results and outputs, outlined as follows:

1. *MDGs integrated into national development planning and resource allocation processes*

A. Policy frameworks for advancing poverty reduction and promotion of sustainable employment focusing particularly on youth and women

The poverty profile and poverty assessment, coupled with the Social Action Plan, will form the basis for the finalization of a national poverty reduction and social development strategy. However, other sectoral analysis is required. UNDP will identify gaps needs assessments that would enhance the development of the SAP, and will provide further basis for national development strategies of the government. The project will also advocate with the Government for the preparation of an MDG-based national development plan.

B. Assessment and development of national capacities for effective management of development results including effective management and coordination of external aid resources

The project will undertake a capacity assessment, including costing, and design a capacity development programme that ensures response to capacity gaps for effective development planning and implementation for the achievement of the MDGs. The capacity assessment and capacity development will target national stakeholders involved in the MDG process in Lebanon.

2. *Sector specific policies and programmes to advance MDG goals and targets*

A. Promotion of programmes for local poverty reduction initiatives

In parallel to working at the policy level for ensuring data for decision making, and national development planning, UNDP Lebanon will support local poverty reduction initiatives in two of the most impoverished regions of the country (rural area of the Northern Bekaa, and the poverty belt around the capital city Beirut). These projects will combine participatory local development planning with the implementation of targeted poverty reduction interventions.

B. Promotion of programmes for sustainable environmental development, including management of energy, water resources and urban environment

The main vehicle which ensures advancing goal 7 and its related targets is Law 444 the main framework law for environmental sustainability. Accordingly, a thorough assessment of obstacles hindering the implementation of that law is needed. In addition, the assessment will also tackle the barriers to update the various environmental and development indicators which were set back in 2002. The assessment will lead to specific targeted initiatives which will assist the government of Lebanon to advance in MDG 7.

3. *Capacity development for effective local governance ensuring linkages with macro policies and resource flows*

A. Development of local government capacities for planning, management and monitoring of MDG results including for effective and efficient service delivery

The initiative will be piloted in a select administrative county/ municipality in the region to test an integrated package of services for enhancing living conditions in the select area. The intervention will include local government strengthening for planning, management and monitoring, and will pilot multi-sectoral service delivery channels, including environment, basic services, employment generation, and others.

B. Formulation of gender sensitive local MDGRs focusing on MDG gap areas and adopting a participatory process

The project will draw lessons learned from the first pilot local MDGR that was implemented in the Chouf Caza, and will replicate it in Akkar that is one of the poorest areas of the country in North Lebanon. This will include capacity development of local governance partners, participatory assessments, elaboration of the local MDGs, and integration of local development plan into the national development framework.

5. *Development and operationalization of MDG and poverty monitoring frameworks*

A. Capacity development of relevant counterpart government agencies on statistical and analytical skills for effective MDG and poverty monitoring

The study commissioned by the UNCT, and which produced an inventory of initiatives similar to the DEVINFO, is still in draft form. It will be updated, after which a national host for the system will be selected and the process of data collection and inputting of data will begin.

In addition, a feasibility assessment to build the capacity of the Lebanese Government to collect, validate and analyze various economic and social indicators in a coordinated and sustainable manner will be carried out.

Following the assessment, and the selection of the host government agency, UNDP will provide capacity development to select agencies through training and other means.

B. DEVINFO adapted and institutionalized in the national statistical system for the monitoring of localized MDGs making use of sex disaggregated data

The project will support the lead UN Agency (UNICEF) in adapting and institutionalizing DEVINFO, populating it with sex disaggregated data based on the above assessment.

The project will also establish a monitoring and evaluation system for the MDGs.

5. *Development of effective MDG advocacy and communication strategies*

The project will, with the UNCT, develop MDG advocacy and communication materials, based on the 2008 MDGR. It will also conduct awareness raising/ training of journalists on MDG reporting; discussion series roll-out in universities and schools; and a new media campaign- new publications and roll-out. It will also work with active civil society organizations on advocacy for the MDGs.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: Rights-based approach to development promoted and implemented			
Outcome indicators: Proportion of population below the poverty line by governorate, percent; Health indicators; Education indicators			
Applicable MYFF Service Line: Improve and strengthen statistics and analytical processes for regular MDG monitoring and reporting			
Partnership Strategy: All UN Agencies and line ministries, as well as other government agencies will be partners in the implementation of the project			
Project title and ID (ATLAS Award ID): Support to the achievement of MDGs 00057415			
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties
Specific Result: MDGs integrated into national development planning and resource allocation processes			
Policy frameworks for advancing poverty reduction and promotion of sustainable employment			
MDG Costing completed	<ul style="list-style-type: none"> - Finalize MDG costing study using MPS data (2008) - Issue a paper with policy recommendations and implications (2009) 	<ul style="list-style-type: none"> - Subcontract Consultation and Research Institute that prepared first costing - Finalize and launch report - Recruitment of consultant - Finalize and launch report 	UNDP and CDR (Assistance from SURF-AS Policy Advisor on Macro-economics and Poverty will be sought)
Poverty profile for Lebanon completed and launched	<ul style="list-style-type: none"> - Poverty profile completed and launched (2008) - Sectoral papers completed (poverty, growth and employment nexus) (2008) 	<ul style="list-style-type: none"> - Recruitment of consultant - Finalization of report - Launch of report 	UNDP and MoSA (with the technical backstopping from SURF-AS Adviser on Macro-economics and Poverty will be sought)
Poverty mapping for Lebanon completed and launched	<ul style="list-style-type: none"> - Poverty mapping completed and launched (2007/2008) 	<ul style="list-style-type: none"> - Subcontract consulting firm - Preparation and launch of report 	UNDP & MoSA
			Subcontract- \$40,000 TOTAL-\$40,000
			Consultant- \$31,217 Layout and printing- \$15,000 Translation- \$5,000 Miscellaneous expenses (meetings, etc.)- \$5,000 TOTAL-\$56,217
			Consultant - \$20,000 Subcontract- \$25,000 Translation- \$5,000 Layout and printing- \$15,000 Miscell. expenses- \$5,000 TOTAL-\$70,000

National poverty reduction strategy completed	- National poverty reduction strategy completed and launched (2008)	- Recruitment of consultant - Finalization of report - Launch of report	UNDP	Consultant- \$20,000 Translation- \$5,000 Layout and printing- \$10,000 TOTAL- \$35,000
Sectoral policies completed	- Sectoral policies on poverty, employment and social safety nets (2009)	- Recruitment of consultants - Finalization of reports - Launch of reports	UNDP and line ministries	Consultants - \$75,000 Translation- \$5,000 Printing & layout- \$20,000 TOTAL-\$100,000

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
Specific Result: MDGs integrated into national capacities for effective management of development processes				
Assessment and development of national capacities for effective management of development results				
Capacity Assessments completed	Capacity Assessments completed (2009/2010)	- Select institutions - Prepare TORs and recruit consultants - Prepare Assessments - Disseminate policy recommendations	UNDP and line ministries	Consultants - \$75,000 Translation- \$5,000 Printing & layout- \$20,000 TOTAL-\$100,000
Specific Result: Sector specific policies and programmes to advance MDG goals and targets				
Implementation of local poverty initiatives in Bekaa and Beirut Southern Suburbs	UNDP offices in Bekaa and BSS established (2008) Pilot poverty initiatives implemented (2009/2010)	- Recruitment of personnel - Identification of projects - Implementation of projects - Monitoring and evaluation	UNDP and CDR UNDP and CDR	Personnel- \$75,000 Operating expenses- \$25,000 TOTAL-\$100,000 Sub-contracts- \$235,715 TOTAL-\$235,715
Promotion of programmes for	Environmental assessment completed (2010)	- Recruitment of consultants - Finalization of report	UNDP and Ministry of Environment	Consultants - \$75,000 Translation- \$5,000

sustainable environmental development		- Launch of report		Printing & layout- \$20,000 TOTAL-\$100,000
Specific Result: Capacity development for effective local governance ensuring linkages with macro policies and resource flows				
Development of local government capacities for planning, management and monitoring of MDG	<ul style="list-style-type: none"> - Design of pilot and selection of target municipality (2009) - Implementation of pilot integrated package of services (2010) - Follow-up and evaluation (2011) 	<ul style="list-style-type: none"> - Design of pilot and selection of target municipality - Implementation of pilot integrated package of services - Follow-up and evaluation 	Line Ministries, municipal councils, CDR, CSOs	Subcontracts- \$200,000 TOTAL-\$200,000
Formulation of gender sensitive local MDGR focusing on MDG gap areas and adopting a participatory process	<ul style="list-style-type: none"> Formation of Technical Committee (2009) Training of Committee (2009) Agreement on data and indicators (2010) Launch of Local MDGR (2010) 	<ul style="list-style-type: none"> - Formation of Technical Committee - Training of Committee - Agreement on data and indicators - Launch of Local MDGR 	Line Ministries, municipal councils, CDR, CSOs	Training \$20,000 Meetings \$5,000 Printing and publication \$25,000 TOTAL-\$50,000

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
Specific Result: Development and operationalization of MDG and poverty monitoring frameworks				
Capacity development of relevant counterpart government agencies on statistical and analytical skills for effective MDG and poverty monitoring	<ul style="list-style-type: none"> - A plan for building the capacity for statistical MDG monitoring prepared and approved (2008) - Agreement on host institute (2008) - Training on MDG/Poverty monitoring (2009) 	<ul style="list-style-type: none"> - Selection/recruitment of consultant - Finalization/ approval of plan - Support UNICEF as lead on Dev info provided 	UNDP/UNCT	Consultants- \$20,000 Equipment- \$20,000 Miscellaneous- \$10,000 TOTAL- \$50,000
DEVINFO adapted and institutionalized in the national statistical system for the monitoring of localized MDGs making use of sex disaggregated data	DEVINFO adaptation finalized (2009) DEVINFO institutionalization (2010)	<ul style="list-style-type: none"> - Collection of data - Adaptation of DEV INFO - Institutionalization of DEV INFO 	UNDP/UNCT	Consultants- \$30,000 TOTAL- \$30,000
Specific Result: Effective MDG advocacy and communication strategies developed and implemented				
An update on the MDGR prepared and launched	An update on the MDGR prepared and launched	<ul style="list-style-type: none"> - Selection of Advisory and Technical Committees - Formation of Working Groups - Preparation of respective chapters - Preparation and launch of report 	UNDP	Editor- \$10,000 Miscellaneous expenses- \$5,000 Translation- \$5,000 Printing and design- \$10,000 TOTAL- \$30,000
National MDG advocacy and communication strategies formulated and	- production of TV spot and communication materials (2008)	<ul style="list-style-type: none"> - Selection of company - Production of material - Launch of material 	UNDP	Subcontracts- \$25,000 Miscellaneous expenses- \$5,000

implemented	- Discussion series with university students, NGOs, etc implemented (2008)	- Organization of series	TOTAL- \$30,000
Project Management			
Project Manager			Personnel (30m/m)- \$90,000
Project Assistant			Personnel (30m/m)- \$45,000
Operating expenses			\$30,000

OLD TRAC UNDP \$396,217
NEW TRAC UNDP \$910,000
NEW CDR Contribution \$90,000 (incl. UNDP Support Costs)

III. MANAGEMENT ARRANGEMENTS

The Council for Development and Reconstruction (CDR) is designated as the National Executing Agency for this project on behalf of the Government of Lebanon in accordance with the established UNDP rules and procedures. CDR, referred to as the implementing partner, will be responsible for the overall implementation of the project and for ensuring that the day-to-day activities are implemented in accordance with the work plan. It will also be responsible, together with UNDP Country Office, for supervising project staff and consultants and ensuring, that proper equipment is in place and coordination of events.

UNDP, will be accountable for all Project resources, whether their source is UNDP or cost sharing. This accountability calls for concrete capacity in the administrative, technical and financial spheres. CDR will nominate a National Project Coordinator to represent it in the management of the project, including administrative, financial, and coordination management of the project components.

The UNDP National Execution modality will be employed, with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities provided regularly, the UNDP Country Office shall provide the implementing partner with support services for the execution of the Project. This will ensure that technical and substantive expertise is available to the Project for coordination, recruitment, procurement and contracting.

All services shall be provided in accordance with UNDP procedures, rules and regulations.

UN Agencies will cooperate in the implementation of different targets of the project based on technical competencies for the particular areas of activity. Active Involvement of line ministries and civil society will be sought, and the feasibility of establishing coordination committees will be assessed at the beginning of the Project.

A Project Board (PB) will be established to monitor the project's progress towards results. The PB will be headed by CDR, and consist of representatives from UNDP and other stakeholders (to be decided further between UNDP and CDR). The PB should meet at least once every year to review the progress of the project and provide policy level oversight for its implementation and/or revision, or as need be.

A National Project Manager will be recruited according to UNDP rules and procedures and will be responsible for the day-to-day management and decision-making for the project. S/He will also be accountable for the implementation of all the activities of the project, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems and monitoring and evaluating the project's overall progress. S/He will be accountable to the PB, and any changes in the milestones and outputs of the project will be discussed with and agreed upon by the PB. The PM will be supported by a Project Assistant. All staff and other short-term staff hired if needed, will be recruited by UNDP according to its rules and regulations.

The purchase of non-expendable equipment and services will be done by UNDP according to its rules and regulations. An Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered. These fees will be charged based on the latest update of the UNDP Universal Price List.

Planning and management of implementation will be governed through approved annual work plans, with schedules defined either monthly or quarterly. The approved annual

work plan, once endorsed by CDR and UNDP, will be the instrument of authorization to the Project Team to implement.

The Project Team will be subjected to monthly, quarterly and annual reporting and review requirements. These reviews will reassess, if appropriate, the work plans. These reviews are intended to create the necessary conditions for effective and efficient execution as well as implementation.

IV. MONITORING AND EVALUATION

The Project management will be responsible for delivering the outputs of the project, the implementation, input management, and sound administrative management. The PM will develop and submit a detailed project work plan, a procurement plan at the outset of the project, quarterly financial reports, and quarterly progress reports to the UNDP country office. The report should include two sections, namely project implementation and project performance. Additionally, an annual progress report (APR) and a final project review report at the end of the project will be submitted to UNDP. These documents will provide critical information and lessons learned regarding the effectiveness of the implementation strategy and the delivery of outputs.*

The Project will be subject to tripartite reviews (CDR and UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The Project Management shall prepare and submit to each tripartite review meeting a Annual Project Report (APR). Additional APRs may be requested, if necessary, during Project.

A Project terminal report will be prepared for consideration at the terminal Tripartite Review meeting. It shall be prepared in draft sufficiently in advance to allow review by Government, UNV and UNDP at least four months prior to the final meeting.

V. RISKS

Successful implementation of this project will depend in large part on establishing close and collaborative working partnerships with the concerned line ministries and government agencies, the Central Administration of Statistics (CBS) and the UN Agencies.

Risks Associated with implementation can be identified as follows:

- Operational: The processes of recruitment and procurement are time consuming and may cause delays in implementation.
- Organizational: Coordinating among the different stakeholders involved in the project at both national/local levels.

However, these risks have been assessed during the project's formulation and discussions held with major stakeholders.

* These reports will be prepared in line with the UNDP updated rules and regulations and the templates included in the user guide 2006 (<http://content.undp.org/go/userguide/results/project/>)

V. LEGAL FRAMEWORK

This Project document shall be the instrument referred to as such in Article "1" of the Standard Assistance Agreement concluded between the Government of Lebanon and UNDP, signed by the parties on 10 February 1960.

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

- a) Revisions in, or addition of, any of the annexes of the Project Document.
- b) 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 the cost increases due to inflation.
- c) Mandatory annual revisions, which re-phase the delivery of, agreed project inputs, or reflect increased expert of other costs, or take into account agency expenditure flexibility.