

United Nations Development Programme

Country: LEBANON

Project Document

Project Title: Transfer of Knowledge through Expatriate Nationals (TOKTEN) , Phase II

UNDAF Outcome(s): Effective and accountable governance of state institutions and public administrations is improved

Expected CP Outcome(s): Accountability of state institutions, and inclusive participation, strengthened.

Expected Output(s):

- 1) TOKTEN missions arranged, monitored and evaluated, through the identification of beneficiary institutions and available skills; and
- 2) TOKTEN's advocacy and outreach strategies developed and implemented.

Responsible Party: Council for Development and Reconstruction (CDR)

Implementing Partner: UNDP

Programme Period:	2014
Atlas Award ID:	00078169
Atlas Project ID:	00088578
Start date:	1 January 2014
End Date	31 December 2014
PAC Meeting Date	December 9, 2013
Management Arrangements:	Support to NIM

▪ Total Budget	123,518 USD
New Contributions:	
CDR	105,000 USD
Project old balance estimated at:	
• UNDP	13,615 USD
▪ Private Sector:	4,571 USD
▪ CDR	332 USD
Net for Activities:	116,152 USD
▪ ISS	2,051 USD
▪ GMS	5,315 USD
5% CDR	5,016 USD
7% Private Sector	299 USD
*All amounts remaining from the old phase is transferred	

Brief Description

This project aims at reinforcing Government efforts to strengthen technical capabilities in key sectors and institutions, and establishing a mechanism whereby expatriate nationals can make contributions to development at modest cost. Moreover, the project aims at assisting beneficiary institutions in policy oriented and impactful consultancies, in addition to identifying, categorizing and updating expatriate nationals' skills. The expected outcome is "Capacity gaps in ministries and public institutions enhanced."

Agreed by CDR: Eng. Nabil El-Jist
President

Signature: _____

Date: 29 JAN 2014

Agreed by UNDP: Mr. Luca Renda
UNDP Country Director

Signature: _____

Date: 10-1-2014



I. Situation Analysis

Lebanon struggled in the past with the consequences of a protracted civil war and instability that destroyed the country's infrastructure and economy, unhinging its institutions and society. The previously well-developed managerial and technical capacity has been decreasing because of the outflow of migrants during the two-decade war and in the view of economic slowdown and high rates of unemployment today. The massive migration of professional and skilled labor force has thus constituted a major brain drain phenomenon.

Reconstruction consisted largely of basic physical and public services infrastructure. Efforts to enhance governance capacities in 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, weak structural capacity of the public administration and the economy. At the turn of the millennium, the country remains in the grip of a political situation, regional and global, that negatively affected business confidence and placed certain barriers in the path of sustainable economic growth and development.

In the context of joint strategic planning and program harmonization within the UN Agencies, UNDAF outlined the achievement of national decision-making capacity for development through the establishment of modern institutions as well as the one of the implementation of a rights-based approach to development.

The present Lebanese context strongly calls for the expertise of highly skilled expatriate nationals, to be integrated in the reconstruction and the sustainable development of the country.

The expatriate specialist is likely to be more specific to the local situation and yet be conditioned by his broad international experience, without needing a normal familiarization period, in order to expedite the work and meet the demands of the recovery tasks. In this respect, the body of outstanding Lebanese specialists who have settled abroad especially since 1975, constitutes a valuable but largely untapped potential source of know-how, which, if mobilized, can be an asset.

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 mobilizing temporarily highly qualified expatriate professionals, could contribute efficiently to the development of certain sectors of activity.

In the case of Lebanon, TOKTEN Project 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 incite 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 by the accomplishment of the first phase in January 2000. The project was re-launched in 2006 and, despite the political and security problems facing Lebanon, the project recorded several achievements in terms of strategic policy consultancies, regulatory support, reinforcement and capacity building, return visit for follow-up missions, and initiation of active dialogues between the expatriate and the beneficiary institution.

The last phase of the project (2010-2012) implemented 18 TOKTEN missions and 16 public institutions benefited from these missions, as well as more than 600 public employees were successfully trained. (See Annex 2 for the final report)

In 2013, CDR requested an external independent evaluation of the project, which was conducted, and the project was extended until 31 July 2013 to facilitate the implementation of this activity. In this context, UNDP has engaged in intensive discussions with the government, namely with the Council

for Development and Reconstruction (CDR), and both agreed to extend activities in the framework of TOKTEN throughout 2014.

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 specific technical inputs of Lebanese expatriates for the development of Lebanon over a range of sectors and in accordance with the national priorities. Lebanese, highly skilled and living abroad, are encouraged to volunteer their services by means of short-term consultancy missions, in order to transfer their skills and know how at 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.

Moreover, 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 at modest cost. TOKTEN offers an opportunity to improve the effectiveness of UN and other international projects by recruiting Lebanese expatriates, if there are not the required qualifications 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. The ongoing TOKTEN project has so far succeeded in fielding with women 30% of the total TOKTEN missions undertaken. The set objective of this phase is to reach a target of 50% women.

TOKTEN volunteers will be invited for short terms, 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:

- Senior specialist (at least ten years of active experience, and excellent achievements in their field of specialty)
US\$ 220.00 per day during the first month, US\$ 200.00 per day during the second month
US\$ 150.00 per day during the third month and beyond.

Section III - Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: Performance of public institutions enhanced; public Administration modernized				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: % of Paris III commitments implementation; Baseline: Limited implementation of Paris III reforms; Target: Fiscal and economic policies developed and coordinated				
Project title and ID: Transfer of Knowledge through Expatriate Nationals - 00044146				
Outcome 1: Capacity gaps in ministries and public institutions enhanced				
Intended Outputs				
OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Costs estimated over a one year period	
Output 1.1 : TOKTEN missions arranged, monitored and evaluated, through the identification and matching between beneficiary institutions and available expatriate nationals skills Baseline: 6 to 7 missions accomplished every year since the beginning of the project Indicators: <ul style="list-style-type: none"> - Potential beneficiary institutions identified and categorized, on a continuous basis, by sector and very brief profile produced on each - Available TOKTEN skills identified and categorized on a continuous basis. TOKTEN missions arranged on an annual basis - TOKTEN missions monitored and evaluated 	CDR and UNDP	1.1.1 Define selection criteria of potential beneficiary institutions according to national priorities as well as to a self-sufficiency strategy for the TOKTEN project. 1.1.2 Plan, prepare, and implement technical assistance missions based on clearly identified needs of targeted institutions. 1.1.3 Arrange for regular monitoring and evaluation missions.	Salary of the Project Manager * 12 months = 54,000 USD TOKTEN Missions Travel: 39,000 USD Miscellaneous expenses: 1,200 USD Common Charges Rent: 13,000 USD Total Cost for Output 1: 107,200 USD	
Targets: New missions conducted Output 1.2: TOKTEN's advocacy and outreach strategies developed and implemented Baseline: Outreach is limited to one brochure and regular broadcast emails Indicators:	CDR and UNDP	1.2.1 Develop and implement a TOKTEN communication strategy (including the development of promotional material, and reach out activities with Lebanese expatriates)	Outreach activities Printing and publications = 1,000 USD Audio visual equipment and connectivity charges: 1,000 USD Other Miscellaneous expenses (including	

<p>implemented</p> <ul style="list-style-type: none"> - Regularly updated and easily accessible and well-advertised website <p>Targets:</p> <ul style="list-style-type: none"> - Outreach to countries of Lebanese Diaspora implemented - Expansion to new beneficiary institutions achieved 	<p>conference organized</p> <p>Communication tools developed and utilized</p>	<p>1.2.2 Prepare material for regular updating of TOKTEN's website and recommend improvements and further linkages.</p>	<p>Total Cost for Output 2:</p> <p>8,952 USD</p>
<p>Total Activities:</p>			<p>USD</p>
<p>ISS</p>			<p>2,051 USD</p>
<p>GMS</p>			<p>5,315 USD</p>
<p>Total Budget</p>			<p>123,518 USD</p>

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Budget Description	Amount (USD)
<p>Output 1: TOKTEN missions arranged, monitored and evaluated, through the identification of beneficiary institutions and available skills</p> <p>Baseline: 6 to 7 missions accomplished every year since the beginning of the project</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Potential beneficiary institutions identified and categorized, on a continuous basis, by sector and very brief profile produced on each - Available TOKTEN skills identified and categorized on a continuous basis. TOKTEN missions arranged on an annual basis - TOKTEN missions monitored and evaluated <p>Targets:</p> <ul style="list-style-type: none"> - New missions conducted 	<p>1.1 Define selection criteria of potential beneficiary institutions according to national priorities as well as to a self-sufficiency strategy for the TOKTEN project.</p> <p>1.2 Plan, prepare, and implement technical assistance missions based on clearly identified needs of targeted institutions.</p> <p>1.3 Arrange for regular monitoring and evaluation missions.</p>	x	x	x	x	CDR & UNDP	UNDP	71400 Contractual Services	54,000
		x	x	x	x	CDR & UNDP	CDR	71600- Travel	34,000
						CDR & UNDP	Private sector	71600-Travel	5,000
						CDR & UNDP	CDR	73100-Rental and premises	13,000

<p>Output 2: TOKTEN's advocacy and outreach strategies developed and implemented</p> <p>Baseline: Outreach is limited to one brochure and regular broadcast emails</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Outreach and communication activities implemented - Regularly updated and easily accessible and well-advertised website <p>Targets:</p> <ul style="list-style-type: none"> - Outreach to countries of Lebanese Diaspora implemented - Expansion to new beneficiary institutions achieved 	<p>2.1 Develop and implement a TOKTEN communication strategy (including the development of promotional material, and reach out activities with Lebanese expatriates)</p>	<p>CDR & UNDP</p>	<p>CDR</p>	<p>CDR</p>	<p>74500- Miscellaneous Expenses</p>	<p>6,952</p>
				<p>CDR</p>	<p>74500- Miscellaneous Expenses- Outreach Activities</p>	<p>1,000</p>
		<p>CDR & UNDP</p>	<p>CDR</p>	<p>Private sector</p>	<p>72400- Communication and Audio Visual Equipment</p>	<p>1,000</p>
		<p>CDR & UNDP</p>			<p>74200-Printing Production costs</p>	
						<p>2,051</p>
						<p>5,315</p>
						<p>123,518</p>

Part V. Management Arrangements

Within a human development perspective, the project will support the Council for Development and Reconstruction (CDR) to strengthen its outreach capacity to key stakeholders, including line ministries and public agencies, as well as civil society, media institutions and the private sector. Specific policy action plan on measuring governance will be taken directly with concerned national institutions in the public and civil society sectors.

The project will have an initial duration of two years and will be executed through the CDR, designated in this project document as the National Implementation Agency, on behalf of the Government of Lebanon. The UNDP National Implementation Modality (NIM) will prevail, with the support of the UNDP Country Office.

The Implementation Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Implementation Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from government cost sharing. This accountability calls for very concrete capacities in the administrative, technical and financial spheres.

In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Implementation Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, and procurement and contracting. (See Annex 1: Standard Letter of Agreement between UNDP and the Government for the Provision of Support Services).

Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated implementation agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Implementation Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Programme budget.

A Project Board will be established to provide technical support, share relevant information, and review progress. 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: a representative of the CDR. The Project Board, which will meet at least twice a year and will be reviewing annual workplans and budget.

The National Focal Point is usually the National Coordinator (or a representative appointed by him/her.

The responsibilities of the NFP:

- Review and approve detailed annual/quarterly work plans (for final approval by Project Board) and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;
- Approve RDP/SR that are not included in the annual/quarterly work plans;
- Participate in Project Board meetings;
- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year's project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;

- Assist in the identification and allocation of national resources needed by the project to meet its objectives.

Project Management: A Project Manager will be appointed by UNDP following a competitive and transparent recruitment process. The Project Manager will work under the direct supervision of the CDR. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; oversight, guidance and insuring technical quality of short-term 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. The project board will provide the final approval before the launching of the mission. An evaluation form will be filled by beneficiary institutions at the end of every mission.

CDR and UNDP will also designate the Governance Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost-sharing donors.

The CDR and UNDP will, jointly undertake administrative arrangements pertaining to identification and recruitment of consultants. The contracts of the Project Manager and the Project Assistant will be implemented by UNDP based on a letter of Agreement between the CDR and UNDP. A dissemination and communication strategy will be formulated to accompany the implementation of activities ensuring high public awareness, and strengthening the advocacy platform.

CDR and UNDP will also designate the governance Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost-sharing donors.

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

Sustainability:

The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects for the Lebanese government and society, present and future.

Audit:

The audit of NIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigations- OAI).

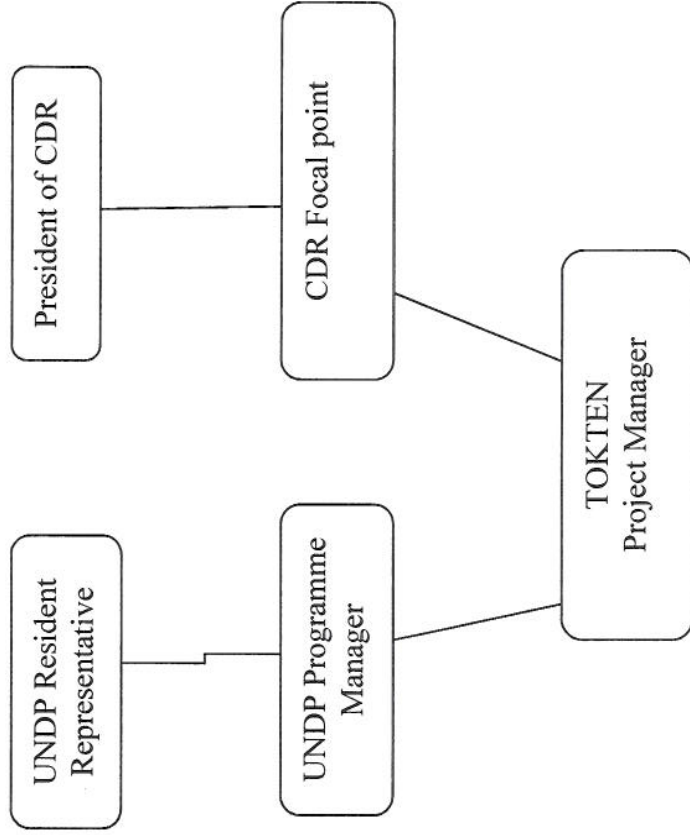
Visibility:

UNDP will ensure that the CDR and respective donors to the project will receive the maximum visibility possible.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorization must be granted by the UNDP Resident Representative on a case by case basis.

Organigram

Executive: UNDP Representative
Senior Supplier: CDR Representative
Beneficiaries: Public Agencies



Part VI. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

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

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

i. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance every 3 months, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

ii. Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board . As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Capacity gaps in ministries and public institutions enhanced		
Activity Result 1 (Atlas Activity ID)	TOKTEN missions	Start Date: January 2014 End Date: December 2014
Purpose	Arrange for and implement six to seven missions	
Description	Identify beneficiary institutions and jointly arrange for missions based on identified needs and matching skills.	
Quality Criteria	Quality Method	Date of Assessment
Missions conducted	Number of missions conducted Number and type of beneficiaries Missions reports Beneficiaries/institutions feedback Narrative report	Throughout the project's implementation
Activity Result 2 (Atlas Activity ID)	Advocacy and Outreach	Start Date: January 2014 End Date: December 2014
Purpose	Keep stakeholders updated on TOKTEN's activities and reach out to a more extensive audience	
Description	Implement a more elaborated communication plan to outreach to the broadest audience. Regular updates of TOKTEN's website will take place, with posting on available missions, and updated outcomes of previous missions	
Quality Criteria	Quality Method	Date of Assessment
Outreach and advocacy enhanced	Number of targets Response from targeted audience Material/tools used and dissemination	Throughout the project's implementation
Material for regular updating of the website finalized	Number of hints on the website Number of inquiries through TOKTEN's website	Throughout the project's implementation

Part VII. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	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 expatriates in participating in missions in Lebanon P= 3 I=4	Close coordination with UN DSS	UNDP			
2	Limited absorption capacity by public institutions	Project initiation date	Operational	Given a lack of follow up or implementations of recommendations by the Beneficiary Institutions TOKTEN missions P=3 I=5	Insure that the missions are demand driven and respond to a necessity. Identify the key players with sufficient capabilities in the ministry. Conduct regular informative sessions with stakeholders in targeted institutions.				

Annex 2 Final Report for TOKTEN 2010-2012

Reporting Agency: UNDP
Country: Lebanon

FINAL REPORT

No. and title: 00044146 Transfer of Knowledge through Expatriate Nationals TOKTEN
Reporting period: January 2010- December 2012

I. PURPOSE

This project aimed 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 at a relatively modest cost.

II. Results

✚ Missions

For the past 3 years, the project has worked with 19 experts residing in different parts of the world. The project insured that the experts selected were experts in their field and contributed to the extensive transfer of knowledge. The project has benefited from expatriates who would like to contribute to the development of their country and are eager to transfer their skills and knowledge acquired through their international professional carriers.

✚ Cost effectiveness:

The project was able to achieve many missions on a budget not exceeding 212,000 over 3 years. Thus the project has exhausted all possible ways to benefit from expatriates nationals. In this respect many expert contribution were executed in emails.

✚ More than 16 beneficiary institutions

The TOKTEN project benefited several ministries and public institutions. It persevered in maximizing transfer of knowledge of expatriate experts by expanding the beneficiaries of every mission.

✚ More than 600 trainees

Based on the recurring lack of stability in government and in administration, the project decided to focus some of its mission on capacity building and training thereby insuring commitment through attendance and increasing absorption capacity. Through the past 3 years TOKTEN has succeeded in training more than 600 individuals in a wide variety of topics ranging from neuro-radiology to public event management

✚ Training evaluation grades in the 80s and 90s

Every single training evaluation that was executed after each session received a grade in the high eighties and nineties.

✚ National Cancer Treatment Guidelines project:

- First edition officially adopted in 2010
- Second edition officially adopted in 2012
- More than 8 prominent national oncologist volunteers
- More than 7 renowned international oncologist volunteer
- Covers treatment of about 26,000 cancer patient
- Regulates about 12 million dollars of the ministry budget

The overall objective of this initiative is to enhance cure rates for patients with cancer while reducing the acute and late effects thereby ultimately improving access to quality health services to all the population in particular the most vulnerable groups.

The official launching of the National Cancer Treatment Guidelines took place on October 30, 2010 whereby the minister launched in an official ceremony the booklet in presence of the Country Director of UND, the Head of the parliamentary committee for Health, the head of the Lebanese order of Physicians, the head of the Lebanese Society of Medical Oncology and representative from other cancer societies, universities, the ISF the army and the NSSF.

The second edition was officially adopted in October 2012.

III TOKTEN ACHIEVEMENTS Results and Achievements of 2010

I- Initiative: National Cancer Treatment Guidelines (edition 0)

Beneficiary Institutions: Ministry of Health

TOKTEN Experts:

- ✚ *Dr Jean Pierre Issa*, MD Anderson Houston, (October Mission)
- ✚ *Dr. Anas Younes*, MD Anderson Houston
- ✚ *Dr. Ahmad Awada*, Belgium
- ✚ *Dr. Nizar Tannir*, MD Anderson Houston
- ✚ *Dr. Maurie Markman*, MD Anderson, Houston
- ✚ *Dr. Putzai*, MD Anderson Houston
- ✚ *Dr. Anthony El Khoneiry*, USC California (October mission)
- ✚ *Dr. Fadlo Khoury*, Head of Oncology, Emory, Atlanta (October Mission)

Project Description:

This initiative aims to improve, regulate and monitor and supervise oncology protocols that are provided by the Ministry for patients with no other coverage. Previously, wide mismanagement in administration of oncology protocols persists, which results often in substandard care and a heavy load on the Ministry budget.

A national committee including prominent oncologist in Lebanon was formed to determine the protocols based on international standards adopted by the FDA, the **National Comprehensive Cancer Network (NCCN)** and the European Medicines Agency (EMA). Once finalized, the protocols were discussed with an international committee of Lebanese oncologist from renowned cancer centers such as M.D.Anderson for their final approval. The ministry adopted these protocols and its budget will cover these treatments only as indicated in the booklet.

Summary of results

- ✓ National committee for Chemotherapy protocols established through a ministerial decision
 - Dr. Nizar Bitar, Head of the Committee
 - Dr. Ali Shamseddine, Head of Oncology (AUB)
 - Dr. Nizar Bitar, Head of oncology and internal medicine (RHUH)
 - Dr. Joseph Kattan Head of Lebanese Society for Medical Oncology
 - Dr. Ziad Salem, AUB
 - Dr. Fadia Elias, Ministry of Health
 - Ariane Elmas, TOKTEN project manager
- ✓ Support of advisors provided
 - Dr. Ahmad Ibrahim (Hematology)
 - Dr. Adlette Inati (Pediatrics)
 - Dr. Muheddine Seoud (Gynecology)
 - Dr. Ali Bazerbachi (BMT)
- ✓ Process, methodology of protocols selections and final work plan discussed with and approved by the minister;
- ✓ Lebanese Committee finalized chemo protocols taking into consideration evidence based

- ✓ medicine and cost effectiveness;
- ✓ US committee finalized review of protocols submitted
- ✓ Renewal of the ministerial decision enabling the Lebanese committee to meet regularly and amend the protocols based on new research and findings;
- ✓ Editing and Printing of the National Cancer Treatment Guidelines
- ✓ Development of a project proposal submitted to the WHO for f

II- Mission: Support in the development of an Urban Transport Strategy

Beneficiary Institution: Internal Security Forces

TOKTEN Expert: Mr. Youssef Azzam

The Internal Security Force has requested support in finalizing their Urban Transport strategy. Following the review of all the relevant documents and based on meetings with all stakeholders including ISF, the Minister of Interior advisors, the directorate of transport, the CDR and the head of the traffic commission, the expert proposed to initiate a Beirut Master plan that will be the basis for any potential solution to traffic in Beirut.

This master plan would study all the roads and the sources of traffic based on which the plan would be designed and implemented. Thus the detailed study would analyze the source and causes of traffic on *the* micro level taking into consideration among other issues destinations, socio economic factors and urban planning issues. Ultimately, the master plan would indicate where to build a tunnel, a bridge, stop sign traffic light divert traffic.

The expert thereby prepared the Terms of Reference for such a study

III- Mission: Capacity building in early detection of Breast Cancer

Beneficiary Institution: Ministry of Health

TOKTEN Expert: Dr. Nagi Houry, Head of Breast Radiology, Johns Hopkins, USA

The objective of the mission was to improve the quality and accuracy of early detection and prevention of breast cancer.

✚ Breast Clinical Exam "Train the trainers" workshop

The workshop included breast cancer specialist with different specialty including oncology, surgery and gynecology. The session consisted of a didactic component and a practical component.

Two young volunteers agreed to participate in the clinical exam component of the training. The methodology used demonstrated the mamacare technique which was proven to be the most effective technique in detecting cancer in clinical exams. Participants were given the techniques and gestures necessary to exam patients and to train other examiners.

✚ Breast Radiology Seminar;

The seminar was divided into 2 sessions: the morning session for technicians and the afternoon session for Radiologist and technicians attended the seminar. More than 140 technicians attended the morning session and about 90 radiologists attended the later session. Accordingly the speaker covered different aspects of screening including the following:

- Breast Imaging and positioning;
- Statistics on breast cancer
- Mammography and Screening Controversies.
- The Breast Imaging Report and Documentation.
- Optimizing the Use of Breast Ultrasound.
- Image Guided Breast Biopsy, the New Gold Standard.

IV- Mission: Project management Training

Beneficiary Institutions:

- ✚ Ministries of telecommunications,
- ✚ Ministry Economy and Trade,
- ✚ Ministry of Public Works and Transport
- ✚ Ministry of defence
- ✚ Ministry of Interior and municipalities
- ✚ Ministry of Industry
- ✚ Ministry of Agriculture
- ✚ Ministry of Energy
- ✚ Ministry of Environment
- ✚ Ministry of Education
- ✚ Ministry of Social Affairs

TOKTEN Expert: Dr. Michel Ghanem, Management consultant, France

This training mission aimed at improving the capacity of the Lebanese ministries' and public institutions in managing projects, in an efficient and effective manner and linking them to their strategic goals. The evaluation of the training done after the completion of the session was very satisfactory.

The trainer presented the concept and applications of project management and managed the discussions of the groups of trainees. The following is an outline of the training program:

- ✚ Project Management
- ✚ Project Life Cycle
- ✚ Project Evaluation Systems/Reporting: Key Performance Indicators
- ✚ Cost Estimation;
- ✚ Risk Analysis.
- ✚ The Project Team and Communication

V- Mission: Harmonization of work procedures in Lebanese Harbor Offices

Beneficiary Institution: Ministry Public Works and Transport: Directorate General of Land and Maritime Transport

Expert: Ayman El Tannir Business Unit Controls Director Emirates Nuclear Energy Corporation (ENEC) UAE.

Based on the request of the Ministry of Public Works and Transport's request to streamline process in the Lebanese harbour, the TOKTEN project developed a mission. The result is a reform in procedures and harmonized standardized reporting system that will be applied by all Harbor Master offices.

The management expert coordinated with the DGLMT which provided input about the technical aspects and the requirements and criteria for new processes.

The expert reviewed and provided recommendations for process and procedures reengineering in coordination with DGLMT. The specific outputs include the following:

- ✚ Full review of current practices
- ✚ Procedures of work for the various activities carried out by the harbor master offices
- ✚ Standardized and harmonized reporting system between the harbor master offices and DGLMT and other concerned authorities.
- ✚

Results and Achievements of 2011

VI- Initiative: National Cancer Treatment Guidelines

Beneficiary Institution: Ministry of Health

TOKTEN Experts:

- ✚ *Dr Jean Pierre Issa*, MD Anderson Houston,
- ✚ *Dr. Anas Younes*, MD Anderson Houston
- ✚ *Dr. Ahmad Awada*, Belgium
- ✚ *Dr. Nizar Tannir*, MD Anderson Houston

- ✚ *Dr. Maurie Markman*, MD Anderson, Houston
- ✚ *Dr. Putzai*, MD Anderson Houston
- ✚ *Dr. Anthony El Khoneiry*, USC California
- ✚ *Dr. Fadlo Khoury*, Head of Oncology, Emory, Atlanta

a. Ministerial decision

The ministry renewed the ministerial decision for the national committee of cancer guidelines that includes several prominent oncologists and the TOKTEN project manager as manager of the project and coordinator with respect to the expatriate experts' component.

b. Expansion of advisory committee

In response to the head of committee letter to the cancer societies requesting support and comments to improve the second edition, several oncologist have expressed their interest and started sending comments to the National Committee for Cancer Treatment Guidelines

c. Expansion of cancer disease covered in the booklet

Based on the success of the first edition the Ministry and the committee decided to expand the list of diseases included several hematological, brain and pediatric cancers

d. Donation received

The TOKTEN project received a 10,000 for the second edition from the previous Lebanese expatriate donor.

VII- Mission: Breast Cancer Early Detection and Imaging

Beneficiary Institution: Ministry of Health

TOKTEN Expert: Dr. Nagi Khoury, Head of Breat Radiology, Johns Hopkins, USA

a. Breast Cancer early detection lectures

- ✚ Lectures were given in Saida and Karantina Governmental hospitals
- ✚ Attendants included 40 doctors, interns and primary care nurses.
- ✚ The lecture focused on statistics in the middle east and the US covering breast cancer incidence, survival
- ✚ The lecture emphasized the importance of early detection as breast cancer has a much greater survival rate if detected early
- ✚ The lecture also gave a comparative analysis between the Middle East and the US
- ✚ The lecture included imaging of rare breast cancers

b. Clinical exam workshop

The workshop was attended by 14 doctors, interns and primary care nurses. The clinical exam trained the attendants on the Mamacare technique widely used in the US to detect breast tumors

c. Radiology Seminar

The lecture provided by Dr. Khoury in the Annual Regional Radiology Seminar targeted more than 100 radiologists from the Middle East Region.

d. Early Detection Public awareness

The expert appeared on the morning news of the Future TV and on the Afternoon talk show of LBC and gave insights on the importance of early detection supported by strong statistics. He also tackled the risks, the disease, the cure rates and the treatment. The expert was also interviewed by the daily star newspaper

VIII- Mission: Capacity Building on new advances in Neuro-radiology

Beneficiary Institution: Ministry of Health

TOKTEN Expert: Dr. Elias Melhem hospital of the University of Pennsylvania

Upon the request of the minister of health the TOKTEN supported the ministry by providing an expert in Neuro-radiology: Dr. Elias Melhem. The expert provided several interventions in the annual regional radiology meeting. Accordingly attendants included radiologist and technician from all over the Middle East region. The topics covered included the following.

- Role of imaging in Sellar and Parasellar Pathologies

- Diffusion Tensor Imaging and Tractography: Basic Principles and applications
- MRI Imaging and Intradural Spinal Imaging: Update 2011-07-11
- Cross Sectional Anatomy of the Temporal Bone and Differential Diagnosis

IX- Mission: Support in harmonization to the new geodesy network

Beneficiary Institution: National Center for Scientific Research

TOKTEN expert: Dr. Rani El Meouchy, PhD GIS

The main results of this mission include the following:

- ✚ Development of a program that was tested and will be used on satellites maps for remote sensing.
- ✚ Development of the relevant algorithm and parameters of the matrix
- ✚ Propose a series of activities and recommendations
- ✚ Support in addressing land slide issues
- ✚ Development of a project plan with the army DAG to expand the results if this mission.

X- Mission: Reform Plan for the Vehicle Registration department

Beneficiary Institution: Ministry of Interior and Municipalities

TOKTEN expert: Mr. Omar Attalah

The Traffic Management office in Lebanon was established to control and monitor traffic and related matters. The Vehicle Registration Department is the most active department which monitors the proper legal registration of cars and the quality of vehicles. The ministry has initiated reform of the department by designating a new director to the Vehicle Registration Department.

However, with the increasing number of cars and with the increasing demand on transforming this department into an accountable unit the Ministry of Interior has requested support to develop a reform plan for Vehicle Registration Department.

The objective of this plan is to transform this institution into a modern, transparent and efficient department contributing to sustainable urban transport enabling it to control the legal registration as well as the quality of vehicles thereby reducing the number of cars accidents.

While the mission was launched on a slow start due, the expert was able to meet with the different stakeholders including the head of the vehicle registration unit, the Head of the Traffic Management office, the Vehicle inspection department and the Minister advisor.

Nevertheless the expert assessed that the current situation where corruption is rampant and reorganization is stalled, is not favorable for any reform. Accordingly the expert preferred not to engage and send a report and thus was not reimbursed.

XI- Mission: Support in development of strategy for a nationally & universally compliant addressing system

Beneficiary Institution: Ministry of Telecom

TOKTEN expert: Dr. Rani El Meouchy, PhD GIS, Paris

Lebanon currently lacks a standardized and efficient addressing system. Often names assigned to buildings serve as addressing indications. Incomplete, inaccurate and hard to use addresses necessitate a number of indirect references such as approximate landmarks creating confusion and inefficiency. Accordingly poor addressing systems have proven to have negative implications on social and economic development, poverty reductions, city governance, tourism, and safety and emergency services.

This mission aimed at supporting the government in reviewing its GIS geocoding strategies to implement a nationally & universally compliant addressing system. The results of the mission included the following:

- ✚ Review and finalisation of a GIS based geocoding strategy

- ✚ Development of the implementation plan of a national addressing system
- ✚ Draft final Technical specifications for the tender dossier

XII- Mission: Critical Incident Stress Management in Crisis Situations

Beneficiary Institutions: Public Hospitals

TOKTEN Expert: Dr. Joseph El Khoury, Psychiatrist, specialist in crisis management, UK

The training focused on strengthening the ability of doctors and nurses to deal with crisis through Critical Incident Stress Management (CISM) but also to deal with the crisis and communicate with families and victims. The training was designed to present specialized acute emergency mental health intervention (or emotional first aid). The aim is to teach participants the fundamentals of and a specific treatment for, crisis intervention and improve emergency mental health skills thereby enabling them to control a disaster situation and set up a crisis response plan to address, communicate with and treat the victims and their families.

Due to the different locations of Governmental Hospitals, the TOKTEN project has coordinated with the training unit at OMSAR to host the training in its premises and provide catering.

The trainees' evaluation assessment of the training was 91%. The expert also participated in two TV shows.

Results and Achievements of 2012

XIII- Mission: Reactivation of Tourism regional promotion offices Mission

Beneficiary Institutions: Ministry of Tourism

TOKTEN Expert: Ms. Claire Boustani, Canada

The expert developed a multiyear communication and marketing strategy for reactivation of the promotion centres in the regions

This strategy was designed to increase visitor volume, revenue, and employment.

We will achieve our goals through action in four key areas:

- ✚ Leadership through partnership and coordination
- ✚ Focused marketing
- ✚ World class visitor experiences

The new Lebanese Tourism Strategy identifies priority products and regions where Lebanon has a competitive advantage:

The expert also trained the regional tourism centers employees on marketing and promotion enabling them to support the touristic sites and venues in the area where the centers are located.

XIV- Mission: Building Capacity on Food Safety Inspections

Beneficiary Institution:

- ✚ Ministry of Economy and Trade,
- ✚ Ministry of Agriculture,
- ✚ Ministry of Industry,
- ✚ Ministry of Health,
- ✚ Ministry of Tourism,
- ✚ LARI

TOKTEN Expert: Dr. Fadi Aramouni, Professor/Extension Specialist

Food Science Institute KSU

Training evaluation 88%

The latest discovery of expired food items has resulted in a polemic in Lebanon. Effective national food control systems are essential to protect the health and safety of domestic consumers. They are also critical in enabling countries to assure the safety and quality of foods entering international trade and ensuring the conformity to national requirements.

In that context TOKTEN organized a series of trainings for ministry inspectors.

OMSAR contribution included, among others, management of logistics, coordination and evaluation support in addition to making available the premises of the training

The expert provided advice to national authorities on strategies to strengthen food control systems to protect public health, prevent fraud and deception, avoid food adulteration and facilitate trade. The training covered major responsibilities of the inspection services including:

- Inspecting premises and processes for compliance with hygienic and other standards and regulations requirements ;
- Sampling food during, processing, storage, transport, or sale to establish compliance, to contribute data for risk assessments and to identify offenders;
- Recognizing different forms of food decomposition;
- Identifying food which is unfit for human consumption; or food which is otherwise deceptively sold to the consumer; and taking the necessary remedial action;
- Recognizing, collecting and transmitting evidence when breaches of law occur,
- Carrying out inspection, sampling and certification of food for import/export inspection purposes when so required;

XV- Mission: Building Capacity on Public Event Management

Beneficiary Institution: Ministry of Economy and Trade, Ministry of Agriculture, Ministry of Industry, Ministry of Health, Ministry of Tourism, LARI

Expert: Ms. Mona Mroue, Spain

The TOKTEN project organized a Public Event management training course for several ministries and public institutions. This training targeted government communications professionals and other public service employees who are involved in public events.

This training consisted of a five-step approach to managing public events through research, planning, development, delivery and evaluation. It also provided a platform for discussion of current challenges and success stories in events planning and management in the Lebanese Public Institutions.

Participants gained a better understanding of how to improve the effectiveness of their own public events, exhibits, programs and services. Participants also learned the skills needed to manage their own public events.

The examples and scenarios in this training related to a wide variety of public events and exhibits, including news conferences, announcements, ministerial events, trade shows, public fairs and conferences.

This training took place in close coordination with OMSAR whose contribution includes, among other, management of logistics, coordination and evaluation support in addition to making available the premises of the training.

XVI- Initiative: National Cancer Treatment Guidelines

Beneficiary Institution: Ministry of Health

TOKTEN Expert:

- ✚ *Dr Jean Pierre Issa, Philadelphia*
- ✚ *Dr. Anas Younes, MD Anderson Houston*
- ✚ *Dr. Ahmad Awada, Belgium*
- ✚ *Dr. Nizar Tannir, MD Anderson Houston*
- ✚ *Dr. Anthony El Khoueiry, USC California*
- ✚ *Dr. Fadlo Khoury, Head of Oncology, Emory, Atlanta*

Based on the extensive reviews and final consensus of the national and international committees, the National Cancer Treatment Guidelines second edition was finalized.

The Minister officially adopted the guidelines by a ministerial decree.

The minister also requested TOKTEN support in developing pediatrics National Cancer Treatment Guidelines.

XVII- Mission: National Cancer Treatment Guidelines

Beneficiary Institution: Urban Planning Directorate General

TOKTEN Expert: Ayssar Arida, UK

The Directorate general of Urban Planning is seeking to improve the state of industrial zones to optimize their land use and contribute to an economic added value and contribute to a better environment.

The key to this mission is to provide new and creative recommendations on transforming the Lebanese industrial zones from negative impact zones to positive impact zones enabling to boost the industrial sector and improve its environment. The second goal is to develop criteria to select industrial zones or industry classification. The output would be a booklet or guide for the criteria.

The mission is still ongoing.

III- Communications and outreach

↓ Website

The project updates the interactive website that caters for potential consultants and beneficiary institutions. Potential consultants can apply on line resulting in an updated complex searchable roster (e.g. by education, years of experience field of expertise, country of residence...). Through the website several announcements are periodically broadcasted.

↓ International Lebanese associations

The TOKTEN project is in continuous communication with several international Lebanese associations such as Cedars Lebanon, House of Lebanon and the American Lebanese Engineering Society among others.

↓ Brochure

The TOKTEN project Developed of a Brochure that specifies the Beneficiary institutions, the missions and the added value of the project.

↓ Media Coverage

The project benefited from intensive media coverage during and after the launching of the National Cancer Treatment guidelines.

The project also benefited from media coverage for the "breast cancer early detection "and "stress management during crisis in hospitals" missions through newspaper articles and TV interview.

IV-Obstacles

↓ Political

The project faced important set-backs when the Hariri government was paralyzed and then collapsed. The current internal problems in the administration including the stalling in designation and the lack of director general have all paused as major obstacles to the development of mission within ministries. In fact due to the current stalemate "Transfer of Knowledge" and "Capacity Building" were sometimes considered as a minor concern in the crisis management mode in place.

↓ Administrative

The project part time manager is responsible for the administrative tasks (in logistics, reservations, invitations, confirmations, catering) the provision of support for a short period provided in considerable increase in outputs.

↓ Budget

Many ministries mentioned that the project should be accompanied with a small implementation budget for the mission's outputs or pilot project.

V- Lessons Learned

Due to the ongoing stalemate in the government and its inability to engage in long term initiative, and in order to maximize absorption capacity, the project strategy is geared increasingly towards increasing training missions to guarantee the maximum level of sustainability and transfer of knowledge to the maximum number of individuals.

Accordingly the project has steered away from conventional report and studies and focused on mission with short term or immediate implementation with a tangible result such as a ministerial decree or decision.

This entails the organization of workshops and training session which has implications on the budget and on logistics and should be reflected accordingly.

An important lesson learned was to make use of the current capacities of other institutions. As such, the momentary provision of administrative assistance by OMSAR training department provided an immediate support to the project and its activities.

In addition the project collaborated with the Institute of Finance to train around 150 ministry of Economy and Trade inspectors.

VI- FUTURE WORK PLAN

Missions in progress		Expense Estimation
National Cancer Treatment Guideline <ul style="list-style-type: none"> ⬇ Launching Ceremony of the 2nd edition ⬇ Developing the 3rd edition (late 2013) 	Ministry Health	\$15,000
Pilot plan for a Modern Industrial zone	Directorate General of Urban Planning	\$ 9000
New mission proposals		
National Pediatric Cancer Treatment Guidelines	Ministry of Health	\$10,000
Development of implementation plan for the promotion of medical tourism	Tourism	\$7,000
Team building and leadership training	Various/ OMSAR	\$4,000
Support in the implementation of the Master Plan on the micro level	Directorate General of Urban Planning	\$7,000
Technical assistance in agro food industrial inspections	Ministry of Industry	\$7,000
Other missions	TBD	\$21,000
Total		\$80,000

Activities	Duration	Results and Outputs	Inputs
TOKTEN Consultant database			
Contact new potential provider of consultants (i.e. associations, clubs, embassies)	Year-round	New consultants on board	PM
Sort the Consultant profile in categories relevant to the different potential missions demands		Easy access to experts categories insured	
Update the database		Available TOKTEN skills identified and categorized on a continuous basis	PM
Share information on a regular basis with partners and potential beneficiary institutions		Increased coordination with potential beneficiary institutions	PM, beneficiary institutions
WEBSITE			
Prepare the material for the regular updating of the home page and recommend improvements and	Year-round	An updated website	PM

further linkages			
Assess potential of advertising TOKTEN services on existing websites of Ministries and public institutions.		Advertising in different website	PM
TOKTEN Management			
Determine the specific institution to be assisted.	Consecutive activities for the period before the initiation of the mission and during implementation		PM SC
Explore the possibility of cost sharing			PM
Clearly identify the needs of the institution and help it articulate these needs in ToR.		TOR	PM Ministries, Institutions
Verify that the beneficiary institution has the capacity for supporting the requested mission			PM and Beneficiary Institution
Prepare one brief file per proposed mission:		Mission File Letter of Request	PM
Submit the File and the relevant consultants profiles to the Steering Committee to be discussed and approved during a Steering Committee Meeting		Meeting minutes SC Approval	PM SC
Arrange logistics of TOKTEN missions and a timely start of mission		Mission workplan	PM, Consultant
Collect and file each TOKTEN mission report.		Mission report	PM, Consultant
Monitoring and Evaluation			
Prepare a selection of key monitoring and evaluation criteria	Prior to the mission start	Performance indicators for every mission	PM and Beneficiary Institution
Arrange for reasonable monitoring for the mission	During the Mission	Evaluation report	PM, Beneficiary institution, Consultant
Analyze the monitoring and evaluation reports.	After the mission	Lessons learned and Recommendation	

Transfer of Knowledge through Expatriate Nationals (TOKTEN), phase II

Project Document

Project Dates: January 1, 2014 – December 31, 2014

The “Transfer of Knowledge through Expatriate Nationals” (TOKTEN) project aims at reinforcing the Lebanese Government’s efforts to strengthen technical capabilities in key sectors and institutions, and establishing a mechanism whereby expatriate nationals can make contributions to development at modest cost. Moreover, the project aims at assisting beneficiary institutions in policy oriented and impactful consultancies, in addition to identifying, categorizing and updating expatriate nationals’ skills.

Outcome: Capacity gaps in ministries and public institutions enhanced

More specifically, the project will reach its objectives through the following two specific outputs:

- 1) TOKTEN missions arranged, monitored and evaluated, through the identification and matching between the beneficiary institutions and the available expatriate nationals skills;
- and
- 2) TOKTEN’s advocacy and outreach strategy developed and implemented.