



## Lebanon Recovery Fund

### MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT REPORTING PERIOD: FROM December 2008 TO December 2012

<p><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>• Programme Title: LRF-18 Recovery Coordination Support in Lebanon</li> <li>• Programme Number</li> <li>• MPTF Office Project Reference Number:<sup>3</sup> 00065558</li> </ul>	<p><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p>Lebanon</p> <p><i>Priority area/ strategic results</i> Recovery Coordination</p>
<p><b>Participating Organization(s)</b></p> <p>UNDP</p>	<p><b>Implementing Partners</b></p> <p>National counterparts (government, private, NGOs &amp; others) and other International Organizations</p> <ul style="list-style-type: none"> <li>• UNRWA, ILO, UN Habitat, UNICEF, FAO, UNIFIL and UNDP</li> <li>• Recovery and Reconstruction Cell</li> <li>• Lebanese Palestinian Dialogue Committee (LPDC)</li> <li>• International and National NGOs present in Lebanon</li> <li>• Lebanon Support</li> <li>• Local authorities (i.e. union of municipalities in the South and NBC surrounding municipalities)</li> <li>• Palestinian representatives</li> <li>• Bilateral and multilateral donors</li> </ul>
<p><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: MPTF /JP Contribution<sup>4</sup>:</p>	<p><b>Programme Duration</b></p> <p>Overall Duration: 48 months Start Date<sup>5</sup>: 30 October 2008</p>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<sup>4</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

- by Agency UNDP:  
1,128,012 USD

Agency Contribution

- by Agency (if applicable)

Government Contribution  
(if applicable)

Other Contributions  
(donors)  
(if applicable)

**TOTAL: 1,128,012 USD**

**Programme Assessment/Review/Mid-Term Eval.**

Evaluation Completed

Yes  No Date: *dd.mm.yyyy*

Evaluation Report - Attached

Yes  No Date: *dd.mm.yyyy*

Original End Date<sup>6</sup> : 31 December 2011

Actual End date<sup>7</sup>: 31 December 2012

Have agency(ies) operationally closed the Programme in its(their) system? Yes

Expected Financial Closure date<sup>8</sup>: 30 June 2013

**Report Submitted By**

- Name:
- Title:
- Participating Organization (Lead):
- Email address:

<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

## **FINAL PROGRAMME REPORT FORMAT**

### **EXECUTIVE SUMMARY**

Through sustained linkages between the UNRC Office in Beirut and the Government, the project was able to reflect government priorities in the work of the various UN and civil society organizations in the North and South. This project was also able to liaise with authorities ensuring overall coherence of development and recovery interventions and coordinated with implementing stakeholders promoting synergies among national/international organizations, UN agencies, donors and multilateral partners. As well and aiming to strengthen the coordination mechanisms, this action was able to establish interagency, general and sector coordination platforms.

On the outreach level and in order to support the recovery and development work, the LRF 18 project developed, produced and disseminated maps as well as supported the visibility, outreach and communications activities.

#### **I. Purpose**

The LRF-18 aimed at strengthening the coordination capacity of the Resident Coordinator's Sub-Offices in the North and South of Lebanon to ensure a more effective and efficient delivery of recovery and development programmes in Lebanon. This goal contained three key immediate objectives:

(a) ***Coordination at the field and national level through the strengthening of existing RC Sub-Offices enhanced:*** the primary function of the sub-offices was to facilitate and promote coordination of recovery and development efforts at the field level to avoid duplication and promote synergy and complementarities, strengthen community outreach in the regions and act as interlocutors with different partners and stakeholders (decentralised units of line ministries and government agencies, NGOs, civil society organisations etc.).

(b) ***Comprehensive Information Management Unit established and products shared with stakeholders and public at large:*** one of the key coordination functions that can assist in making a difference in the recovery and development effort is to provide information on recovery and reconstruction to the national government, local and international partners, donors and media. A successful recovery response is dependent on the collection, analysis and distribution of information on the work of development partners on the ground to support the recovery and reconstruction efforts.

(c) ***Support the coordination mechanism and visibility strategy of the Lebanon Recovery Fund (LRF):*** Taking into account the possible expansion of the Lebanon Recovery Fund and the new initiatives that were going to be joining this MDTF (e.g. Oil Spills, Peace Building Fund), it was necessary to enhance the coordination of UN Participating Organisations in order to avoid duplication and promote joint activities that could achieve greater results.

*The ultimate goal of the coordination support structure was to enhance coordination of recovery and development activities in the field towards strengthening national capacity and ownership.*

#### **II. Assessment of Programme Results**

During the reporting period, the RCO Sub-Offices have efficiently supported all coordination mechanisms in the North and the South promoting synergies and complementarities. They have also strengthened community outreach in the regions and acted as interlocutors with different partners and

stakeholders ensuring a more effective and efficient delivery of recovery and development programmes in Lebanon.

**i) Narrative reporting on results:**

Throughout the implementation timeline of the project, the UNRCO Sub-Offices continued to liaise with the different stakeholders on an information sharing level and assisted in organizing coordination mechanisms. As well, this project coordinated services provided to the displaced Syrians in the North as well as continued to liaise with the Lebanese Palestinian Dialogue Committee's technical team on issues concerning Palestinians in the Nahr el Bared and Beddawi Camps. In addition, The Sub-Offices provided technical and operational support to joint UN programmes and contributed to their successful coordination.

On another hand, this project established a comprehensive information management unit that contributed to the informational coordination for recovery and development initiatives as well as the communication and visibility of the UN country team and joint programmes in Lebanon.

**Outputs:**

***Output 1: Enhanced coordination at the field level through strengthening of existing coordination sub-offices:***

***1.1 Liaise with authorities at the central, regional and local levels to ensure overall coherence of development interventions in line with Government priorities:***

North Sub office:

At the field level, the Sub-Office liaised regularly with mayors and municipal council members on issues related to other UN agencies' activities in the North.

Within the context of the Syrian displacement in Akkar in 2011, the Sub-Office participated in several coordination meetings at the field and the central levels on a weekly basis. These meetings gathered officials from the Ministry of Social Affairs (MoSA), the High Relief Committee (HRC), UNHCR, as well as international and local NGOs. At the field level, meetings focused on coordinating Food Items/Non Food Items (FI/NFI) distribution and health assistance. At the central level, UNHCR led coordination meetings focusing on Shelter, WatSan, and Protection (including education, health, and psychosocial support). In addition, specialised Health meetings in Beirut were chaired by WHO.

South Sub Office:

The South Sub-Office liaised with central and local authorities on an information sharing basis and established stronger partnerships with the Ministry of Health (co-chairing the health sector and identifying priority areas and a joint campaign on H1N1), the Ministry of Agriculture (invited to discuss their action plan and interact with relevant stakeholders in Tyre and sector East), the Ministry of Education (partnership regarding awareness campaigns) and the MOSA centers.

The Sub-Office was continuously lending support to the only coordination office created within the Union of Municipalities in the Tyre Region. At the end of 2011, a meeting was facilitated on Disaster Risk Reduction (DRR) with the municipality and in partnership with UNDP and UNIFIL regarding the organization of a drill involving schools in case of an earthquake. The meeting came as a follow-up to the visit of Margareta Wahlstrom, the Special Representative of the Secretary General (UN SRSG) for Disaster Risk Reduction, to Lebanon in late October and her meeting with Hassan Diab, the Minister of the Education. During this meeting, risk reduction strategies in the public education system were discussed as earthquake drills in public schools have proven to have an impact in reducing casualties.

## ***1.2 Liaise with civil society, national and international NGOs, donors and other multilateral partners to avoid duplications and promote synergies among the different development partners***

Both Sub-Offices built up and maintained collaboration with more than 250 stakeholders from the civil society, UN Agencies, national and international NGOs and donors. This collaboration entailed organized field visits to enhance the participation of local and international NGOs in coordination efforts, cluster and working groups meetings.

Sub-Offices periodically updated the mapping of all activities undertaken by NGOs, INGOs and UN agencies in the South and North. The objective of this effort was two-fold: to define who was doing what, where and when and; determine the needs and gaps to avoiding duplication.

### North Sub office:

The North Sub-Office provided liaison services to the Lebanese Palestinian Dialogue Committee as well as the Recovery and Reconstruction Cell to ensure that the field coordination efforts were in line with government priorities. As well, the North Sub-Office supported UNRWA through Clusters and Working Groups.

As a result of an increase in focus and a modification of efforts in the areas of Education, Health, Mental Health and Psycho-Social activities, the Sub-Office adapted its working methods. Consequently, the Sub-Office initiated sub-working groups that resulted in collaboration with organisations such as Skoun, which provided training sessions on drug abuse prevention and treatment. This Sub-Office also coordinated joint activities for local NGOs operating in the North.

The Sub-Office also built and maintained links with the organisations working in Akkar on the Syrian displacement situation in late 2011.

Moreover, the Sub-Office provided technical and operational support to the MDG-F Programme “Conflict Prevention and Peace Building in North Lebanon” supporting the six UN agencies working on this Programme and actively participated in the interagency biweekly meetings. Participants in the meetings in 2011 were periodically briefed on the situation in Akkar in light of the influx of Syrian nationals into the area.

### South Sub Office:

During this project, the South Sub-Office pursued its collaboration with civil society, national and international NGOs with a focus on information sharing and establishing a network of NGOs in all development related field; agriculture, green jobs, income generating activities and vulnerable groups, namely youth, disabled, child protection and gender related issues.

With less resources in 2011, the Sub-Office reduced the frequency of its general coordination meetings however, established five Technical Working Sub-Groups on Education; Shelter; Health, Livelihood and recently on Gender. Each Working Group adopted TORs and started mapping and identifying priority areas for 2011-2012.

## ***1.3 Strengthen coordination mechanisms through the establishment of interagency, general and or sector coordination platforms***

### North Sub Office:

The North Sub-Office arranged for bi-monthly interagency meetings, during which UN agencies working in the North shared information on their activities and discussed ways of coordination and collaboration. The

Interagency meetings aimed at enhancing the information sharing within UN Agencies operating in North Lebanon on projects and activities for the purpose of identifying areas of cooperation and collaboration. Several Thematic meetings were held upon the request of UN Agencies and NGOs including one requested by FAO on the livestock sector, and another meeting requested by the American Bar Association to discuss legal aid and mediation.

General Coordination meetings for Akkar were launched in early 2011. These bi-monthly meetings were organised due to a need identified with UN agencies working in the region. Participants included UN agencies, the Council for Reconstruction and Development, the Economic & Social Fund for Development, international donors, local donor foundations, and INGOs.

Aiming to enhance the Sub-Office's relationship with the local civil society, and promote the Sub-Office's services, bilateral meetings were conducted with organisations in Beirut and throughout the North. In addition, cluster and working group meetings were organised tackling Education/Health/MHPS, Protection, and Shelter/Watsan. These meetings are considered to be the only platform for Palestinian organisations to share information and concerns with UNRWA.

#### South Sub Office:

Similarly, the South Sub-Office conducted every two months Inter-Agency (IAM) and General Coordination Meetings (GCM) in Tyre. Sector East meetings were held aiming to prevent duplication of the "Tyre GCM" and collect the needed information for the region. One major outcome that those meetings provided was space/forum for municipalities. These meetings allow the chairs of the newly established Technical Working Groups (TWGs) to provide a comprehensive update on their work, action plan and areas of cooperation.

The South Sub-Office was lending active support to the UNCT and the UNDAF IWG in Beirut allowing a better implementation of the United Nations Country Team (UNCT) activities and International Working Group (IWG) plans in the field and in return a better feedback from the regions.

#### ***1.4 Support the implementation of joint assessments and joint programmes.***

Multi-funded joint programmes were concentrated in the North and information sharing led quickly to active collaboration and partnership including Civil Military Coordination (CIMIC) training, joint events and co-chairing of working groups.

The North Sub-Office also prepared analytical briefs when needed, with a special focus on the situation in Akkar in light of the Syrian influx into the region and shared them with the concerned stakeholders in 2011.

The Sub-Office also assisted UNHCR, the High Relief Committee and INGOs in their relief efforts as they were setting up assistance systems in Akkar in 2011.

#### ***1.5 Support the implementation of a Contingency Planning/Response Plan at the regional level.***

Since 2009, Sub-Offices were involved with the regular update of the UN Contingency Plan revised in July 2008. In light of new Inter-Agency Standing Committee (IASC) guidelines, this plan evolved around three scenarios: natural disaster, internal strife and external threat.

The South Sub Office focused its work on strengthening the linkages with UNIFIL to maximize the UN response capacity in southern Lebanon (earthquake drills were organized in Srafa and Tyre). Similarly, the North Sub Office developed a contingency plan for the North in case of a higher influx of refugees if the situation continues to deteriorate in Syria.

The RCO will continue to mainstream DRR in its activities and explore the possibility of simulation exercises to test the level of preparedness of affected stakeholders. As well, lessons and challenges will be drawn and taken into account for future revisions of UN Contingency plans.

***Output 2: Comprehensive information collection system at the field level established and shared with stakeholders and the public at large.***

During 2011, the Information Management Unit (IMU) - based in the Resident Coordinator's Office Beirut - provided technical support to the UNCT's monthly meetings, retreats and various events including the UN Day, the Human Rights Day and the Beirut Arab International Book Fair,

The UNCT website ([www.un.org.lb](http://www.un.org.lb)) has been reconstructed and redesigned through identifying new pages( Code of Conduct, UN Resolution for Lebanon, etc.), and was continuously and regularly updated with new information. This was accomplished through close liaison and coordination with the UN Agencies and their implementing partners, Government ministries, national counterparts and civil society actors. Additionally, the IMU redesigned a page for the Lebanon Recovery Fund (LRF) on the UNCT website with new sections, updated information and new publications.

The Unit regularly updated the UN Development Group (UNDG) website (Lebanon section: <http://www.undg.org/unct.cfm>) with RCO and UNCT activities, events, staff, and RCAR (Resident coordinator annual reports).

During this reporting period, the Unit focused on increasing the visibility of the UN through creating promotional materials, including an annual UN Brochure (briefing on the UN agencies working in Lebanon); quarterly media statistics (analysing the perception of UN); UN Fact Sheet - "The Step by Step to success stories from the field" (achievements of UN agencies in eight themes, including Gender, Environment, Partnership with the Government, Livelihood, Health, Education, Cultural Heritage, and Recovery),and UNCT quarterly newsletters (highlighting the recent work of the UN agencies activities and projects in Lebanon).The IMU prepares and provides information kits to visiting delegations and missions to Lebanon.

In the absence of United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in Lebanon, the IMU provided support to the Contingency Planning Core Group through managing and editing relevant data from cluster leading agencies .

Additionally, the Unit provided support to the United Nations Communication Group (UNCG) in the formulation of joint work plans, and participated in the UNCG meetings and retreat.

Regarding developing links with other GIS staff, the Information Management Unit held meetings with the OCHA regional Office in Cairo to jointly develop an information Management plan for contingency planning purposes that will be implemented in 2012.

The IMU is engaged in updating and mapping the contact list and activities of local and international NGOs, UN agencies, and civil society's organizations working in Lebanon. This was conducted through coordination with the involved stakeholders and covered ongoing projects, focus areas, working maps.

The unit was continuously updating maps related to recovery, sector interventions maps, area maps, and administrative maps in support of the activities carried out by the recovery partners.

The IMU provided support to UNRCO-Beirut in initiating a Donor Coordination Forum (13 Donors) through gathering and updating information related to Aid Development Coordination Mechanism in Lebanon. This support entailed providing the RCO with updated information regarding donors for Lebanon, their funding processes and their focus areas.

The North Sub-Office regularly uploaded documents, minutes of meetings, datasets, action plans, reports and statistics on Lebanon Support NBC website ([www.lebanon-support.org/nbc](http://www.lebanon-support.org/nbc)) to ensure an accurate update of information on all recovery operations in the Naher El Bared Camp (NBC). This was the standard practice of the office in order to enhance efficiency and transparency of coordination efforts in the North.

The North Sub Office periodically updated its contact list and its mapping of activities of local and international non-governmental organisations, UN Agencies and civil society organisations working in the field. Bi-lateral meetings oversaw the validation of the information and enhanced collaboration among the key stakeholders. This information was incorporated into the UNRCO central information management system including its on-line facility.

This contact list includes all active stakeholders in Nahr el Bared and Beddawi Camps as well as the North and shared the list with stakeholders on a regular basis.

The Sub Office posted all prepared minutes of meetings and other information online at [www.lebanon-support.org/nbc](http://www.lebanon-support.org/nbc) and disseminated them to all participants.

Similarly, the Sub Office prepared daily media reviews on issues of interest to the North and disseminated them to all relevant partners in the region and regularly circulated the UNRWA NBC Updates weekly newsletter to all stakeholders. Additionally, the Sub-Office provided support to several NGOs in the dissemination of relevant information.

The RCO in North Lebanon built a network of media reporters and outlets to cover UN activities. The Sub-Office also distributed UN publications to various stakeholders in the North, including NGOs, municipalities, unions and universities.

### ***Output 3: Support the coordination mechanism and visibility strategy of the Lebanon Recovery Fund.***

The Information Unit has also been facilitating and supporting the LRF Monitoring and Evaluation Unit in designing and updating the quarterly LRF newsletter (6 issues in 2011 and 2012). As well, the IMU continued to update and upload information on the LRF subpage regularly (<http://www.un.org.lb/Subpage.aspx?pageid=465>).

This subpage is divided into four pages:

- Overview;
- LRF Management Structure;
- LRF projects, and
- Publications.

### **Project Linkages to National Priorities and Development Goals:**

Through sustained linkages between the UNRC Office in Beirut and the Government, the project was able to reflect government priorities in the work of the various UN and civil society organizations in the North and South.

## **Project Implementation Partners:**

### **For the RCO Sub-Office in the North:**

The main UN partners are UNRWA and the other UN agencies working in the NBC response operation, Akkar and MDGF Programme (ILO, UN Habitat, UNICEF, UNDP, UNESCO, FAO and UNFPA);

National and international NGOs participating in the Cluster system; national and international NGOs operating in Akkar; local authorities (i.e. authorities of the NBC surrounding municipalities and municipalities of the 3<sup>rd</sup> ring and border areas); LPDC; Palestinian representatives, and bilateral and multilateral donors (i.e. EC, KFW).

### **For the RCO Sub-Office in the South:**

UN agencies with a presence in South Lebanon (UNIFIL, UNDP and ILO) plus others involved in sector meetings and emergency preparedness (UNRWA, UNICEF, FAO, UNSCOL and UN-Habitat);

Government officials at the central and regional level;

Local authorities, regrouped in Unions of Municipalities and Steering Committees including national and international NGOs; Local and international NGOs, and Donors.

## ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<b>Performance Indicators</b>	<b>Planned Indicator Targets</b>	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance (if any)</b>	<b>Source of Verification</b>
<b>Output 1</b> <i>coordination at field and national level through strengthening of the existing RC office's in Lebanon</i>	<ul style="list-style-type: none"> <li>• General Coordination Meetings</li> <li>• Sectorial Meetings</li> <li>• Cluster Meetings</li> <li>• UN Interagency Meetings</li> <li>• Number of joint field visits</li> <li>• Number of sectors reports produced</li> <li>• Number of analysis/assessments produced and posted on the web-page</li> </ul>	<ul style="list-style-type: none"> <li>• General Coordination Meetings are held on monthly basis</li> <li>• Cluster Meetings are held on monthly basis</li> <li>• Interagency Meetings are held on bi-monthly basis</li> <li>• For South Sub-Office both General and Inter-agency coordination meeting are held on bi-monthly basis</li> </ul>	<ul style="list-style-type: none"> <li>• 9 Education/Health/MHPS</li> <li>• 7 Protection</li> <li>• 5 Inter-agency meeting</li> <li>• 5 General Coordination meetings</li> <li>• 149 Cluster Meetings in Tripoli Sub-Office</li> <li>• 3 Livelihood meetings</li> <li>• 5 Sector East meetings (2010)</li> <li>• 4 Shelter/WatSan;</li> <li>• 6 Education</li> <li>• 4 Education TWG</li> <li>• 5 Shelter/WatSan TWG</li> <li>• 4 Livelihood TWG</li> <li>• 4 Health TWG</li> <li>• Bi-lateral meetings with UNIFIL, UNDP, UN-Habitat</li> <li>• 15 Early Recovery Inter-Cluster Forums and Cluster Leads meetings</li> <li>• The Contingency Plan was prepared and annually updated</li> </ul>	<ul style="list-style-type: none"> <li>• Due to unforeseen circumstances the Shelter/WatSan Cluster Mtg. in March was postponed and held in early April</li> <li>• In March the Protection was re-activated after suspension in Feb. 2010</li> </ul> <p>Due to security issues and the Ramadan both General Coordination and Inter-agency</p>	<ul style="list-style-type: none"> <li>• Minutes of General Coordination Meetings</li> <li>• Minutes of Sectorial Meetings posted on the web-page</li> <li>• Minutes of Cluster Meetings</li> <li>• Minutes of UN Interagency Meetings</li> <li>• Minutes of TWGs meetings</li> </ul>

				<p>meeting were postponed</p> <ul style="list-style-type: none"> <li>Closing of the Sub-Offices.</li> </ul>	
<p><b>Output 2</b> <i>Comprehensive Information Management Unit established</i></p>	<ul style="list-style-type: none"> <li>Assessments/reports related to development issues posted and number of hits on the website</li> <li>3Ws maps produced and posted on the webpage</li> <li>Sector intervention maps produced and posted on the webpage</li> <li>Number of registered new users; poll participation rate; and number of hits on the website</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly maps of 3 Ws</li> <li>Quarterly maps for each sector in each district</li> <li>Quarterly Reports for basic services available</li> <li>Capacity to provide other reasonable “ad hoc” mapping services to clusters</li> <li>Mapping of all organizations working in North and South</li> <li>Minutes of meetings and relevant documentation of joint programme activities</li> <li>Dissemination of events and activities related to recovery and development activities at the national and local level</li> <li>Host a website where key documents, policies, best practices, assessments, cluster data, contact lists, news, impact monitoring, maps and other relevant documents and information can be shared with wider community</li> <li>Summary of local media reviews</li> </ul>	<ul style="list-style-type: none"> <li>Action Plans for NBC Clusters continuously updated</li> <li>39 Ws map for North area done and continuously updated</li> <li>Sector or Sub-Sector mapping provided upon need and request</li> <li>Minutes of meetings is prepared and timely disseminated</li> <li>The sub-office as an information dissemination hub in the region</li> <li>All relevant information and documents posted on <a href="http://www.lebanon-support.org/nbc">www.lebanon-support.org/nbc</a> website</li> <li>Daily media review prepared and disseminated to UN agencies acting in North Lebanon</li> <li>2 comprehensive Databases developed, produced and posted on the webpage covering the most affected areas in the two RCO Sub-Offices with information at the municipal level</li> <li>6 meetings to develop</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Comprehensive database is maintained and results available to partners and stakeholders through the recovery section of the RC webpage</li> <li>3Ws maps per area produced and posted on the web-page</li> <li>Sector intervention maps produced for each of the sector working group</li> </ul>

			<p>strong links with other GIS staff in Lebanon to promote coordination and information-sharing between organizations and government departments working on GIS activities in particular</p> <ul style="list-style-type: none"> <li>• 20 maps produced that support sectoral working groups to strengthen collaboration and coherence</li> </ul>		
<p><b>Output 3</b> <i>Support the coordination mechanism and visibility strategy of the Lebanon Recovery Fund</i></p>	<ul style="list-style-type: none"> <li>• No overlapping or duplication in activities of LRF Projects</li> <li>• Awareness on LRF activities increased and disseminated</li> </ul>		<ul style="list-style-type: none"> <li>• LRF projects monitored by RCO and M&amp;E Unit.</li> <li>• Heightened visibility of all projects especially those which have closed during the quarter.</li> <li>• Information supplied to prospective donors.</li> </ul>		<p>UNRC website: <a href="http://www.un.org.lb">www.un.org.lb</a></p>

### **iii) Evaluation, Best Practices and Lessons Learned**

For both RCO Sub-Offices in Tyre and Tripoli, the continuing security instability created a challenge and impacted adversely on their working environment and on the willingness of donors and International NGOs to expand their programmes.

As lessons learned, information sharing and regular coordination among UN agencies, government authorities, national and international organizations greatly contributes to prevention of interventions duplication and increases the added value to the targeted beneficiaries and regions through synergies between the different actors.