

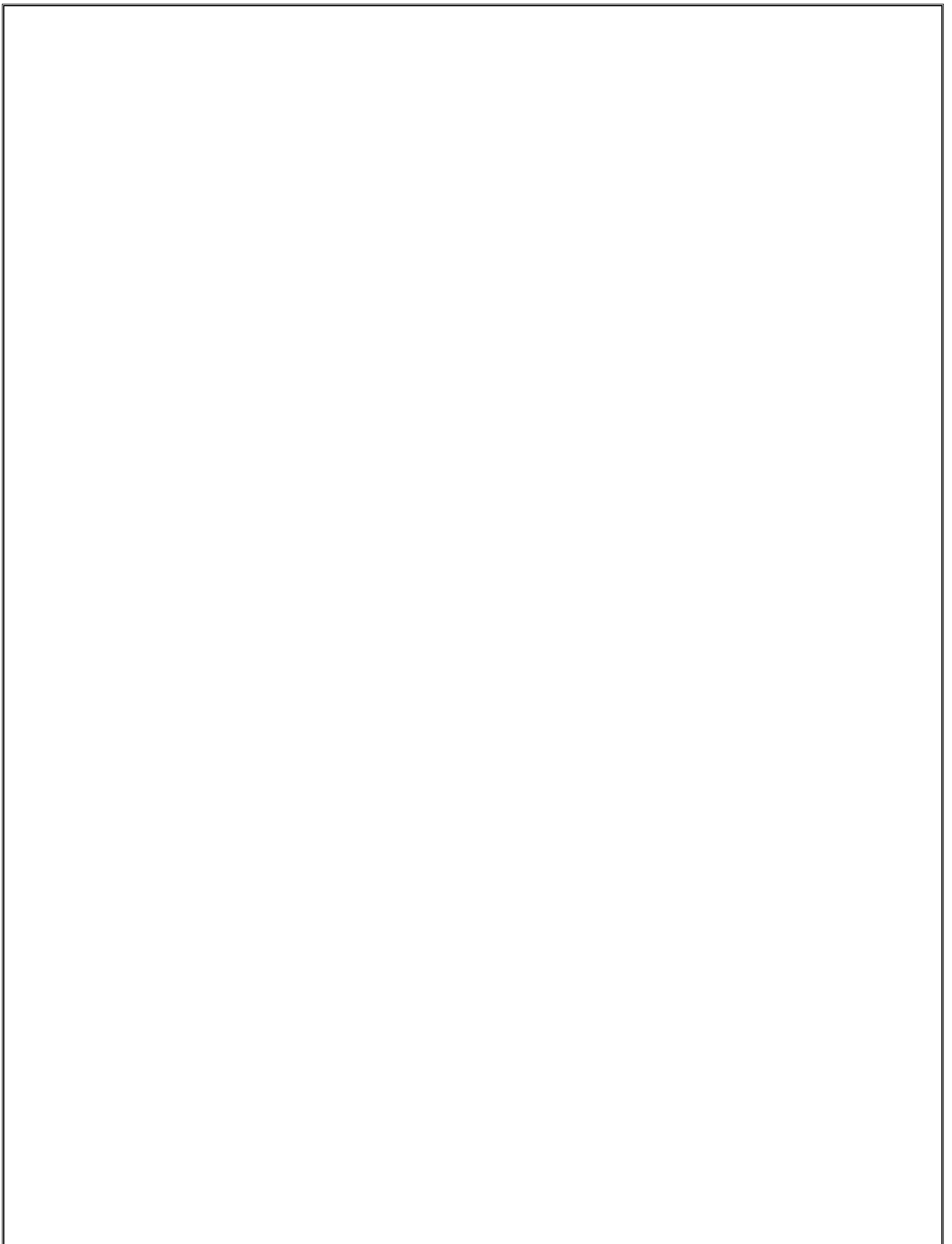


**Third Consolidated Annual Progress Report on  
Activities Implemented under the Lebanon Recovery Fund**

**Report of the Administrative Agent  
of the Lebanon Recovery Fund for the period 1 January – 31 December 2009**

**Multi-Donor Trust Fund Office  
Bureau of Management  
United Nations Development Programme  
<http://mdtf.undp.org>**

**20 June 2010**



# LEBANON RECOVERY FUND

## PARTICIPATING ORGANIZATIONS<sup>1</sup>



**Food and Agriculture Organization of the United Nations (FAO)**



**International Labour Organization (ILO)**



**United Nations Development Programme (UNDP)**



**United Nations Educational, Scientific and Cultural Organization (UNESCO)**



**United Nations Environment Programme (UNEP)**



**United Nations Population Fund (UNFPA)**



**United Nations Humans Settlement Programme (UN HABITAT)**



**United Nations High Commissioner for Refugees (UNHCR)**



**United Nations Children's Fund (UNICEF)**



**United Nations Industrial Development Organization (UNIDO)**



**United Nations Development Fund for Women (UNIFEM)**



**United Nations Office for Project Services (UNOPS)**

## CONTRIBUTING DONORS



**Romania**



**Spain**



**Sweden**

<sup>1</sup> Participating Organizations that have concluded a Memorandum of Understanding (MOU) with the UNDP Multi-Donor Trust Fund Office, as the Administrative Agent of the Lebanon Recovery Fund.

## **Abbreviations and Acronyms**

<b>ATWG</b>	Ad-hoc Thematic Working Groups
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>ILO</b>	International Labour Organization
<b>LOA</b>	Letter of Agreement
<b>LRF</b>	Lebanon Recovery Fund
<b>MDTF</b>	Multi-Donor Trust Fund
<b>MDTF Office</b>	Multi-Donor Trust Fund Office (Administrative Agent of the LRF)
<b>MOU</b>	Memorandum of Understanding
<b>PAG</b>	Project Approval Groups
<b>PSC</b>	Project Steering Committee
<b>RC</b>	Resident Coordinator
<b>RRC</b>	Recovery and Reconstruction Cell
<b>SC</b>	Steering Committee
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN HABITAT</b>	United Nations Humans Settlement Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNIFEM</b>	United Nations Development Fund for Women
<b>UNOPS</b>	United Nations Office for Project Services

## **Definitions<sup>2</sup>**

### **Approved Project**

A project that has been approved by the Steering Committee of the Lebanon Recovery Fund (LRF) for which a project document has been subsequently signed.

### **Donor Pledge**

An amount indicated as a voluntary contribution by a Donor. Pledges are not included in the financial statements. Financial reports will report on legally binding Donor commitments and deposits to the LRF.

### **Donor Commitment**

A Donor contribution as per signed Letter of Agreement with the UNDP Multi-Donor Trust Fund Office (MDTF Office), in its capacity as the Administrative Agent of the LRF.

### **Donor Deposit**

Cash deposit received by the MDTF Office for the LRF.

### **Project Expenditure**

Amount of project disbursement plus un-liquidated obligations related to payments due for the year.

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<sup>2</sup> Common definitions used by the MDTF Office in consolidated progress reports.

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## **Executive Summary**

### **Introduction**

1. The Lebanon Recovery Fund (LRF) was established at the request of the Government of Lebanon and enables Donors to pool their resources and rapidly provide funding to recovery and reconstruction efforts related to the aftermaths of the July 2006 war between Lebanon and Israel. On 31 August 2006, the Government of Lebanon presented a strategy for a national early recovery process at the Stockholm Conference for Lebanon's Early Recovery, hosted by the Government of Sweden in close collaboration with the Government of Lebanon and the United Nations. At the conference the Government presented its early recovery priorities, and a number of Donors pledged their support.
2. The Multi-Donor Trust Fund Office (MDTF Office) of the United Nations Development Programme (UNDP) is the Administrative Agent (AA) of the LRF and has, as of 31 December 2009, concluded a Memorandum of Understanding (MOU) with twelve Participating Organizations (POs), enabling them to receive funding through the LRF mechanism.
3. This Third Consolidated Annual Progress Report on Activities under the LRF reports on the implementation of the eight projects (including extensions) approved for funding during the present reporting period, 1 January – 31 December 2009. The Progress Report also covers progress for the projects approved for funding during the first two years of the LRF; 2007 and 2008.
4. 2009 marks the third year of operations for the LRF. The Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by POs to the MDTF Office. It is neither an evaluation of the LRF nor the MDTF Office's assessment of the performance of the POs.

### **Strategic Framework**

5. The LRF, as stated in its Terms of Reference dated 3 November 2006, finances Government-approved priority recovery and reconstruction projects that can be executed with the support of POs, in partnership and cooperation with government and non-governmental organizations, within the scope and time frame of national priorities. It also facilitates the Government's coordination of international assistance and enables the Government to ensure transparent fund administration and project implementation in line with its reform agenda.
6. The LRF complements other funding mechanisms that may be used by the Government and United Nations organizations, and its arrangements seek to ensure that:
  - each project approved for funding is part of a Government-approved priority programme for recovery and reconstruction activities based on and formulated in consultation with concerned line ministries and beneficiary communities and, to the extent possible, Donors and other stakeholders;
  - the activities financed through POs are implemented, to the extent possible, directly by or in collaboration with national implementation partners, under the overall ownership and leadership of the Government, to ensure sustainable local capacities; and
  - funding and implementation are undertaken with special attention to transparency and accountability as well as to ensure prompt delivery and efficient use of donor funds.



## **Governance**

7. The LRF is governed by its Terms of Reference (3 November 2006). The LRF Steering Committee provides strategic guidance and oversight as well as makes final decisions on fund allocation. The SC is chaired by the Minister of Economy and Trade, or his/her designate, and composed of the Head of the Recovery and Reconstruction Cell (RRC), a representative from the Ministry of Finance, five representatives of Donors, and the UN Resident Coordinator. A second-tier of review involves the Project Approval Group (PAG), which reviews and approves proposals and allocates funds for all projects specific to recovery activities. The Recovery and Reconstruction Cell is located in the Office of the Prime Minister and is the designated national entity in Lebanon responsible for prioritization of and resource allocation to recover and reconstruction. Ad-hoc Thematic Work Groups (ATWG) are established as required to review and prioritize project proposals and submit them to the SC.

## **Project Approval Status**

8. Seven projects, amounting to \$12,591,450, were approved by the LRF Steering Committee in 2009, bringing the total LRF projects approved for funding (including extensions), as of the end of the reporting period, to twenty-five, amounting to a total of \$46,017,473. The projects were executed by six POs: FAO, ILO, UNDP, UNESCO, UNFPA and UNIDO.

## **Project Implementation Status: Achievements and Challenges**

9. During the current reporting period (1 January – 31 December 2009), the lessons learned during the first two years of the LRF (2007/2008) have allowed POs to take appropriate measures within existing projects, as well as in new projects, to ensure that improved project implementation and management arrangements are introduced, where applicable. For newly approved projects, initial start-up activities, as well as experiences from projects approved in previous years, have prepared the groundwork for POs to continue the implementation of projects in 2010. Additional information on previous years' approved projects is included in the Annual Progress Reports for 2007 and 2008, available on the MDTF Office GATEWAY (<http://mdtf.undp.org>).
10. A number of projects have reported notable achievements during the reporting period, with twelve of the twenty-five projects reporting a cumulative financial expenditure rate of 50 percent or above, and five of these projects reporting a delivery rate of over 90 percent, by the end of the reporting period. The overall expenditure/delivery rate is, as of 31 December 2009, 39.5 percent.
11. The range of projects approved by the LRF Steering Committee continues to grow, reflecting the vast recovery and reconstruction needs. Projects approved under the LRF as of the end of the reporting period include support to energy efficiency and renewable energy (LRF-1, LRF-10 and LRF-16); projects in support of the recovery of horticulture smallholders (LRF-3), resource-poor livestock keepers (LRF-4), livelihoods and economic recovery (LRF-2 and LRF-20) and dairy producers in North Lebanon (LRF-11), as well as a project in support of integrated forest fire management (LRF-14). Other projects include efforts to enhance the performance of the social sector (LRF-7), increased integration of the poor and disabled (LRF-8), flood management projects (LRF-9 and LRF-17), and socio-economic rehabilitation of Beirut and its suburbs (LRF-13) as well as in South Lebanon (LRF-5 and LRF-22). The LRF Steering Committee has also approved projects in support of women empowerment (LRF-12), enhancing ICT education (LRF-15), supporting the digital documentation of World Heritage Sites (LRF-6), as well as supporting the Resident Coordinators sub-offices in the North and South of Lebanon (LRF-18).
12. During the current reporting year, new projects were approved in the areas of socio-economic rehabilitation (LRF-19 and LRF-24), recovery and rehabilitation of the dairy sector (LRF-21), hydro agricultural development (LRF-23) and LRF monitoring and evaluation (LRF-25). POs have reported

notable project activities and achievements during the reporting period, with comprehensive details of these activities and achievements available in the report. As in previous years, a characteristic across nearly all projects is POs' extensive collaboration with implementing partners, including national authorities, local foundations or NGOs. Across most projects, Government Ministries, foundations, NGOs and community-based groups have formed a core-element of project formulation and implementation.

13. The largest LRF-funded project is UNDP's "*Community Energy Efficiency and Renewable Energy (CEDRO)*", which has received, in three phases, a total of \$9,732,240 in funding. Despite some initial delays in the initial phases of the project, progress since the inception of the project is notable. Similarly, UNIDO's project "*Support for Livelihoods and Economic Recovery*" (\$4,500,000 approved as two phases) made significant strides towards supporting economic recovery and restoring industrial units in war-affected areas of the country. An independent evaluation noted that all stakeholders agree that the performance of the project had been exceptional in providing tangible and visible support. The needs-based, impartial and transparent selection process associated with the project had been instrumental for this success. Through FAO's project "*Assistance to Horticulture Smallholders and Livestock Keepers*" (\$1,370,670), where achievements included improved greenhouse designs contributing to an increased harvest of high quality produce, measures have been put in place to provide a sustainable vegetable production system in South Lebanon. Towards the end of the reporting period, the LRF Steering Committee underlined its focus on results by approving a \$200,000 project in support of monitoring and evaluation of the LRF.
14. Despite the many achievements, POs also report on delays caused by a challenging and volatile political environment. Coupled with various programmatic challenges, this resulted in some delays in the start-up of projects or postponement of individual activities. As of the end of the reporting period, however, most projects were reported to be on track with implementation, some having requested no-cost project extensions, others having completed all project activities.

### **Financial Performance**

15. As of 31 December 2009, the total amount contributed by donors to the LRF amounted to \$45,857,496. During the current reporting period, no additional deposits were made by donors into the LRF account. The three contributors to the LRF as of 31 December 2009 were Spain (\$35,400,500), Sweden (\$9,797,465) and Romania (\$659,531), totalling \$45,857,496.
16. By the end of the reporting period, the LRF Steering Committee had approved funding to six POs for projects amounting to \$46,017,473. This includes \$618,552 in transfers from interest earned. Of this amount, a total of \$18,153,965 (39.45 percent) was reported as expenditure as of 31 December 2009. POs' indirect support cost, as a percentage of total programme cost, was reported as 6.8 percent; just below the 7 percent permissible under the LRF MOU and LOA.
17. As no new deposits were made during the reporting period, no Administrative Agent-fee was deducted during the reporting period. The cumulative AA-fee charged at the approved rate of 1 percent on deposits amounted to \$458,575; below the interest earned under the LRF (\$1,630,533).

### **Transparency and Accountability of the LRF**

18. The major vehicle for public transparency of operations under the LRF during the reporting period was the MDTF Office developed and maintained LRF website ([www.undp.org/mdtf/lebanon](http://www.undp.org/mdtf/lebanon)). The website was updated regularly throughout the year and provided the most current information on all issues related to the LRF. Public notification of all project approvals made by the LRF Steering

Committee, as well as additional information and progress updates on these projects, provided a high level of transparency to national authorities, donors, the public, and POs.

19. In 2009, building on the success of its website, and in an effort to further increase transparency and accountability, the MDTF Office developed the MDTF Office GATEWAY (<http://mdtf.undp.org>), a knowledge platform combining easy access to more than 4,000 relevant reports and documents, with tools and tables displaying financial data in real-time from the MDTF Office accounting system on donor contributions and transfers to POs, as well as expenditures reported by POs. The MDTF Office GATEWAY is designed to provide transparent and accountable information on the fund-management services provided to the United Nations system to enhance its coherence, effectiveness and efficiency. POs' 2009 Annual Progress Reports on individual LRF-funded projects are also available on the MDTF Office GATEWAY, along with quarterly updates on progress throughout the year.

### **Conclusion**

20. This third Progress Report on the LRF reports on the implementation of the twenty-five projects approved for funding as of 31 December 2009. The Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by POs to the MDTF Office. It is neither an evaluation of the LRF nor the MDTF Office's assessment of the performance of the POs.
21. As of the end of the reporting period, the total number of LRF projects approved for funding (including extensions) was twenty-five, amounting to a total of \$46,017,473. Seven projects were approved in 2009, amounting to \$12,591,450. Whereas Participating Organizations in 2007 and 2008 reported on project start-up activities that focused on establishing project implementation and management capacities and systems, identifying and contracting implementing partners, and completing preparatory work for the procurement of critical goods and services, the 2009 Report increasingly reflects that a number of projects are underway in implementing their activities.
22. A number of projects have reported on significant achievements during the reporting period, with twelve of the twenty-five projects reporting a financial expenditure rate of 50 percent or above, and five of these projects reporting a delivery rate of over 90 percent. The overall expenditure/delivery rate is, as of 31 December 2009, 39 percent.
23. Delays in project implementation, affecting projects across the board, have been caused by a challenging and volatile political environment. Coupled with various programmatic challenges, this resulted in some delays in the start-up of projects or postponement of individual activities. As of the end of the reporting period, however, the majority of projects were reported to be on track with implementation, some having requested a no-cost project extension.
24. The MDTF Office envisages that this third Progress Report on the LRF will provide the LRF Steering Committee the basis on which to better assess the future of the LRF including its resource requirements and to assess the need to advocate and mobilize additional funding in support of the recovery, reconstruction, and development process in Lebanon, as required and as appropriate.

## **Introduction**

The Third Consolidated Annual Progress Report on Activities Implemented under the Lebanon Recovery Fund (LRF) is submitted to the LRF Steering Committee for onwards submission to Donors contributing to the LRF, in fulfilment of the reporting provisions of the LRF Terms of Reference, the Memorandum of Understanding (MOU) between the UNDP Multi-Donor Trust Fund Office (MDTF Office) and Participating Organizations (POs), and the Letter of Agreement (LOA) between the MDTF Office and Donors. The MDTF Office represents UNDP as the Administrative Agent of the LRF. This third consolidated annual narrative and financial report of the LRF covers the period from 1 January – 31 December 2009, but also includes comprehensive information on projects approved in the first two years of LRF-operations, 2007 and 2008. The separate 2007 and 2008 reports are available on the MDTF Office GATEWAY (<http://mdtf.undp.org>). The Progress Report provides information on progress made in the establishment and implementation of projects funded by the LRF, as well as the common challenges faced and lessons learned.

By the end of the reporting period (31 December 2009), the LRF Steering Committee had approved funding for twenty-five projects (including extensions) executed by six POs. Building on the lessons learned to date, including shortcomings and achievements, the LRF will continue to strengthen its governance and implementation mechanisms, and to enhance monitoring and evaluation of its activities at the project level. It will further contribute to strengthening national institutional capacity, ensuring that every effort is made to sustain the recovery process in the country.

## **Report structure**

This Progress Report is a consolidation of individual project-level progress reports submitted by POs. Due to the lack of “clusters” or thematic areas of support under the LRF, the report is consolidated on the basis of individual projects and the Progress Report is structured thereafter. Chapter One provides a review of the strategic framework of the LRF as well as the establishment of the LRF. Chapter Two provides an overview of the LRF’s governance and fund management arrangements and decision-making bodies. Chapter Three provides an update on project approvals and implementation status during the reporting period as well as highlights of key project implementation progress, with details to demonstrate the achievements, challenges, and lessons learned to-date. Chapter Four provides an overview of the financial performance of the LRF. Chapter Five elaborates on efforts made to ensure LRF transparency and accountability.

## 1. Strategic Framework

The Lebanon Recovery Fund (LRF) was established at the request of the Government of Lebanon and enables Donors to pool their resources and rapidly provide funding in the aftermath of the July 2006 war between Lebanon and Israel.

The month-long war caused immeasurable destruction to the lives, livelihoods, and social and physical infrastructure of the people of Lebanon. Prior to the conflict, the Government of Lebanon had prepared a reform agenda that sought to place the country on a path to solid growth and sustainable development. The war and the subsequent total land, sea, and air blockade imposed by Israel resulted in a major setback to the country's encouraging economic outlook and to the reform agenda that the Government of Lebanon had elaborated.

The Government presented a strategy for a national early recovery process at the Stockholm Conference for Lebanon's Early Recovery, hosted by the Government of Sweden in close collaboration with the Government of Lebanon and the United Nations, on 31 August 2006. At the conference the Government presented its early recovery priorities, and a number of Donors pledged their support. The early recovery process included initial quick-impact, sector-based initiatives developed to respond to Lebanon's most critical needs.

According to the strategy, the Government provides overall coordination of the recovery process, ensuring that initiatives are in alignment with national priorities, and projects are implemented in close coordination with partners, including UN agencies, bilateral development agencies, and international and local non-governmental organizations.

The LRF, as stated in its Terms of Reference of 3 November 2006, finances Government-approved priority recovery and reconstruction projects that can be executed with the support of Participating Organizations (POs), in partnership and cooperation with government and non-governmental organizations, within the scope and time frame of national priorities. It also facilitates the Government's coordination of international assistance and enables the Government to ensure transparent fund administration and project implementation in line with its reform agenda.

The LRF complements other funding mechanisms that may be used by the Government and United Nations organizations, and its arrangements seek to ensure that:

- each project approved for funding is part of a Government-approved priority programme for recovery and reconstruction activities based on and formulated in consultation with concerned line ministries and beneficiary communities and, to the extent possible, Donors and other stakeholders;
- the activities financed through POs are implemented, to the extent possible, directly by or in collaboration with national implementation partners, under the overall ownership and leadership of the Government, to ensure sustainable local capacities; and
- funding and implementation are undertaken with special attention to transparency and accountability as well as to ensure prompt delivery and efficient use of donor funds.

## **2. Governance**

The LRF is governed by its Terms of Reference (3 November 2006) which states the governance arrangements of the LRF. Below is an overview of the main bodies involved in the review, allocation, and decision-making process as well as the fund administration of the LRF.

### **2.1 The LRF Steering Committee**

The LRF Steering Committee (SC) provides strategic guidance and oversight, and makes final decisions on fund allocation. The SC is chaired by the Minister of Economy and Trade, or his/her designate, and composed of the Head of the Recovery and Reconstruction Cell (RCC), a representative from the Ministry of Finance, five representatives of Donors (the European Commission, the State of Kuwait, the Kingdom of Sweden, the Kingdom of Spain, and the United Arab Emirates), and the UN Resident Coordinator. The SC's work is governed by its Terms of Reference and Rules of Procedure, operates by consensus, and meets regularly to review progress of the LRF operations and ensure reporting to all LRF Donors.

### **2.2 The Project Approval Group**

A second-tier of review involves the Project Approval Group (PAG), which reviews and approves proposals and allocates funds for all projects specific to recovery activities. The PAG submits its decisions to the SC for endorsement on a no-objection basis within seven days of submission. The PAG is co-chaired by the Head of the RRC and the UN Resident Coordinator, and comprises leaders of the Ad-hoc Thematic Work Groups, as necessary.

### **2.3 The Recovery and Reconstruction Cell**

The RRC is located in the Office of the Prime Minister and is the designated national entity in Lebanon responsible for prioritization of and resource allocation to recover and reconstruction. The RRC supports the work of the SC and PAG and reviews all projects submitted for funding by the LRF to ensure alignment with approved national priorities and available resources. Following its review, project submissions and recommendations are forward either to the SC or the PAG.

### **2.4 The Ad-hoc Thematic Working Groups**

The Ad-hoc Thematic Work Groups (ATWG) are established as required to review and prioritize project proposals and submit them to the SC. The ATWG assists the RRC to review all proposals to ensure their alignment with approved national priorities and available resources.

### **2.5 The Administrative Agent**

The United Nations Development Programme's Multi-Donor Trust Fund Office (MDTF Office) is the Administrative Agent for the LRF. Its responsibilities as Administrative Agent include the receipt, administration, and management of contributions from Donors; disbursement of funds to the Participating Organizations in accordance with instructions from the Steering Committee; and consolidation of narrative and financial reports produced by each of the POs, as well as provision of these reports to the SC for onward submission to Donors.

### 3. Project Approval and Implementation Updates

#### 3.1 Project Approval Status

The first project under the LRF was approved in May 2007. An additional nine projects and extensions were approved and funds transferred during 2007, and eight more projects and extensions were approved during 2008. During the current reporting period (1 January – 31 December 2009), an additional seven projects and extensions were approved and funds transferred, amounting to \$12,591,450. In total, the twenty-five projects and extensions approved as of 31 December 2009 amount to \$46,017,473.

The twenty-five projects and extensions are executed by six POs; fourteen projects and extensions by the United Nations Development Programme (UNDP) that received \$27,881,611 (60.6 percent of total funds transferred to Participating Organizations); four projects/extensions by the Food and Agriculture Organization (FAO) amounting to \$8,370,670 (18.2 percent); two projects/extensions by the United Nations Industrial Development Organization (UNIDO) amounting to \$4,500,000 (9.8 percent); two projects/extensions by the International Labour Organization (ILO) that received \$2,683,108 (5.8 percent); two projects by the United Nations Educational, Scientific and Cultural Organization (UNESCO) totalling \$1,587,226 (3.5 percent); and one project by the United Nations Population Fund (UNFPA) with an approved budget of \$994,858 (2.1 percent).

Table 3.1, below, provides details on the seven projects/extensions approved for funding by the LRF Steering Committee during the reporting period (1 January - 31 December 2009). Annex 1 provides a complete list of all twenty-five projects and extensions approved 2007-2009.

**Table 3.1 LRF Steering Committee Approved Projects 1 January – 31 December 2009**

Steering Committee Approval Date	Project Number	Project Title	Participating Organization	Approved Budget (USD)
26 Mar 2009	LRF-19	Socio-Economic Rehabilitation Programme in the Framework of ART GOLD Lebanon	UNDP	2,391,450
1 Apr 2009	LRF-20	Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (Phase II)	UNIDO	1,500,000
15 Apr 2009	LRF-21	Recovery and Rehabilitation of Dairy Sector in Bekaa Valley and Hermel-Akkar Uplands	FAO	2,500,000
15 Apr 2009	LRF-22	Supporting Local Socio-Economic Development in War-Affected Areas of South Lebanon (Phase II)	ILO	1,500,000
29 May 2009	LRF-23	Hydro Agricultural Development for Marjeyoun Area	UNDP	2,000,000
13 Aug 2009	LRF-24	Early Recovery of Nahr el Bared Surrounding Lebanese Communities Affected by 2006 and 2007 Conflicts	UNDP	2,500,000
15 Dec 2009	LRF-25	Monitoring & Evaluation Team for the LRF	UNDP	200,000
<b>Total</b>				<b>12,591,450</b>

## **3.2 Project Implementation Status: Achievements and Challenges**

Projects approved under the LRF, eighteen in total as of 31 December 2008, are designed to address and attempt to mitigate the effects of the destruction caused to the lives, livelihoods, and social and physical infrastructure of the people of Lebanon by the month-long war in July/August 2006. The war, coupled with the subsequent total land, sea and air blockade imposed by Israel, resulted in a major setback to the country's encouraging economic outlook and to the reform agenda that the Government of Lebanon had elaborated. The war also resulted in a longer-term unstable socio-economic and political environment in the country, posing initial challenges to and affecting the start-up of projects approved for funding under the LRF in the initial phases of the trust fund.

### **3.2.1 Community Energy Efficiency and Renewable Energy, CEDRO I, II, III – UNDP (LRF-1, LRF-10, LRF-16)**

The LRF Steering Committee has approved three phases of a UNDP-project in the area of energy efficiency and renewable energy. The project, “Country Energy Efficiency and Renewable Energy Demonstration Project for Recovery of Lebanon (CEDRO)” (LRF-1, LRF-10 and LRF-16) has been approved for a total of \$9,732,240. The three phases of the project are CEDRO I: October 2007 – December 2009; CEDRO II: January 2009 – January 2011; and CEDRO III: January 2010 – October 2012. Although the CEDRO I project proposal was approved on 12 June 2007, the UNDP Project Document was not finalized until October 2007. As such, project implementation did not start before October 2007. Similarly, although CEDRO II was approved on 10 October 2007, the implementation started in January 2009. The third phase of the project, CEDRO III, was approved by the LRF Steering Committee in September 2008, but will not be initiated until January 2010.

As of 31 December 2009, for all three phases of the project, UNDP reported an overall financial delivery rate of 18 percent (\$1,734,893) of total funds received (\$9,732,240). Phase I had a delivery rate of 57 percent, Phase II 6 percent and Phase III zero percent.

#### ***Background***

Lebanon imports around 97 percent of its energy needs in the form of fossil fuel. In 2004, the national energy bill amounted to around USD 1.6 billion (around 20 percent of the annual public expenditure), increasing in 2005 to USD 2.1 billion (around 26 percent of the annual public expenditure). Despite major steps taken by the Government of Lebanon since 1990 towards improving the electricity sector, the sector still faces major challenges, including the inability to meet increasing national energy demands as well as large financial subsidies provided to Électricité du Liban (around \$1 billion in 2006). As a result of the July/August 2006 conflict, the situation of the energy sector in Lebanon was further aggravated, leading to a reduction in electricity supply on a national level and an increase in electricity rationing. This only added to the existing electricity supply challenges faced by Lebanon and further deteriorated the living conditions in the country.

In light of this draining situation, the Government of Lebanon has placed the reform of the power sector among its highest national priorities. Given the enormity of the challenges faced by the power sector, the reform strategy has concentrated on addressing the energy supply side, without extending the scope to the demand side of energy management. The CEDRO project therefore aims at complementing the national power sector reform strategy by targeting the necessary counterpart (end-use energy conservation).

#### ***Objective***

With the approval of the three phases of the CEDRO project, the initiative has become a part of a larger framework which aims not only at supporting Lebanon's recovery activities, but also at supporting



Lebanon's recovery, reconstruction and reform activities, namely the power sector recovery, reconstruction and reform plan.

As such, the overall CEDRO project now has three overall objectives:

- Implementation of end-use energy efficiency and renewable energy projects to reduce national energy consumption and costs
- Setting an enabling environment for the conversion of all public sector buildings and facilities into energy efficient modalities
- Setting an enabling environment for the development of a national sustainable energy strategy and action plan

To achieve this, the first phase of the CEDRO project (October 2007 – March 2009) targeted around 30 public sector buildings and facilities in three recovery areas (South, Bekaa and Akkar) highly affected by the July 2006 conflict. The second phase of the project (January 2009 – January 2011) targets around 10 larger scale public sector buildings and facilities across all Lebanon. The third phase of the project (January 2009 – October 2010) further supplements the aforementioned two CEDRO objectives with a third key objective which is the setting of an enabling environment for the development and implementation of a national sustainable energy strategy and detailed action plan. The third phase of the CEDRO project is the final key component to enable sustainability and a nationwide multi-sectoral scope.

The key outputs of the CEDRO project include: 1) installation of energy efficiency and renewable energy equipments and systems in public sector buildings and facilities; 2) increased public sector awareness and knowledge on energy efficiency and renewable energy applications; 3) availability of validated data on reduced energy consumption and cost; and 4) establishment of relevant policies and procedures to enable the continued implementation of sustainable energy measures in public sector buildings and facilities. The project builds on the objectives of the Ministry of Energy and Water to meet increased national energy demand, and the objectives of the Ministry of Finance to reduce government financial burdens. The project's main national implementing partners are: the Council for Development and Reconstruction, the Ministry of Energy and Water, and the Ministry of Finance, who are parties to the project formulation and approval, as well as parties to strategic decision making and evaluation throughout the project lifetime.

A strategic decision was taken at an early stage of the project to group components by technology in order to optimize cost. This implies that the renewable energy components under CEDRO II may be launched directly after the renewable energy components of CEDRO I, and before the energy efficiency components of CEDRO I, whereas the energy efficiency components of CEDRO I and II may be launched together. This optimizes resources and increases implementation efficiency.

### ***Achievements***

Despite some delays in the initial phases of the CEDRO project (see below section on Challenges), progress since the inception of the project are notable and include the following, categorized in four main areas:

#### **a) Project Management**

- Development of project documents and proposals for CEDRO I, II and III;
- Coordination and follow-up on a regular basis with the Technical Backstopping Agency on all technical assessments for the selection of new sites, installation designs, supervision and monitoring of works;
- Set-up of project management unit (the original Project Manager resigned in September 2009 and a new Project Manager was recruited and took over in November 2009);

- Preparation of regular progress reports;
- Carry-out project review meetings with the LRF Technical Committee (Feb 2008 and Jul 2008);
- Organization of field missions and stakeholder meetings;
- Daily follow-up with site engineers and project staff;
- Coordination with all national stakeholders and beneficiaries; and
- Provision of technical and policy advice to decision-makers and UNDP Country Office on renewable energy issues.

**b) Implementation of end-use energy efficiency and renewable energy demonstration projects for public sector buildings and facilities**

- Preparation of targeted assessment and identification of beneficiary sites, including:
  - Carried out detailed field visits and stakeholder meetings to assess the compatibility of potential building types with envisaged EE/RE applications, following through the Needs Information Form (NIF) filled out in 2008. 307 sites filled the NIF form, and almost 40 percent of these sites were physically visited by CEDRO Team to verify the information obtained;
  - Coordination with LCECP on ongoing energy audits;
  - Carrying out of outreach and coordination including a project coordination committee meeting and one-on-one meetings;
  - Completion of 33 beneficiary sites project, both in PV (and PV street lighting) and SHW sites (see individual project report for map of sites and short description)
  - Preparation of the list of beneficiary sites for anemometer wind reading (for microwind sites), PV sites and thermal insulation (10 microwind sites, 15 PV sites, and 10 thermal insulation sites were expected); and
  - Five new sites for SHW projects selected and contracts signed;
- Development of technical specifications and tender documents for the envisaged implementation sites, and launching of the bidding and procurement process for the supply and installation of EE/RE equipments/systems, including:
  - Preparation and posting of a second Expression of Interest (EOI) for 2010; evaluation of the received EOIs and announcement of the short-listed companies; and
  - Launching of a Request for Proposal (RFP) for the supply and installation of solar water heater systems for five public hospitals;

**c) Setting an enabling environment for the conversion of public sector buildings and facilities into energy efficient modalities**

- Issuing of newspaper releases and magazine articles (national coverage);
- Networking and coordination with national project partners and stakeholders, including the Lebanese Order of Engineers, Ministry of Energy and Water, Ministry of Public Works;
- Synergy with the on-going UNDP project at the Ministry of Energy and Water, Lebanese Centre for Energy Conservation project (LCECP), on ongoing energy audits and activities to build on the project's technical know-how, experience on the ground, and lessons learnt during the implementation of energy efficiency and renewable energy activities;
- Completion of two workshops related to SHW (October 2009) and PV technologies (December 2009);
- Preparation to launch country wide awareness campaign on all schools that have had PV system installed (to be implemented in 2010); and
- The CEDRO website ([www.cedro-undp.org](http://www.cedro-undp.org)) is running and is being continuously updated with new events and projects as they happen.

**d) Assisting the establishment of a sustainable Energy Strategy for Lebanon**

- The Request for Proposal to conduct the study for the national bio-energy strategy for Lebanon was prepared to be launched in 2010;
- Wind Atlas for Lebanon was launched, and the awarded party will be contacted in 2010 and work should be completed in 2010; and
- Coordination with the Ministry of Finance to initiate work on SES at the policy level work was initiated.

***Challenges***

CEDRO I experienced some delays related to two major issues; the technical backstopping agency and the security situation in Lebanon. Initially, some delays were experienced in undertaking the necessary procurement clearances from UNDP headquarters for contracting the technical backstopping agency. Later in the year, additional delays were experienced in the delivery of the required technical tender documents for the procurement of equipment from the technical backstopping agency. On the other hand, the security situation in Lebanon and related UN security requirements caused delay in identifying a project office that met security standards while clearances for site visits and field missions of the international consultants had to be rescheduled numerous times as a result of the unstable security situation in the country.

***Future Work Plan***

The CEDRO work plan for 2010 is aimed at three objectives:

- Maximizing the impact of the renewable energy/energy efficiency projects by initiating projects which assist in overcoming the barriers to RE/EE;
- Assisting the Internal Lebanese forces and the Lebanese army through 3 large SHW projects, and one more large SHW project; and
- Feeding into the sustainable energy strategy of Lebanon through the implementation of studies concerning renewable energy systems

Additional information on this project, including photos and detailed work plans is available in the individual project report, accessible through the MDTF Office GATEWAY (<http://mdtf.undp.org>) and on the CEDRO website ([www.cedro-undp.org](http://www.cedro-undp.org)).

**3.2.2 Support for Livelihoods and Economic Recovery – UNIDO (LRF-2, LRF-20)**

UNIDO's project "Support for Livelihoods and Economic Recovery in War-affected Areas of Lebanon" (LRF-2, \$3,000,000) was approved for funding in May 2007, with an additional allocation for a phase II of the project approved in April 2009 (LRF-20, \$1,500,000), bringing the total allocation to this project to \$4,500,000. Overall, the project is reported to be on schedule and achieving its objectives. As of 31 December 2009, the project reported a financial delivery rate of 65 percent (\$2,923,991) of the total funds received. The first phase (LRF-2) had a delivery rate of 94 percent, whereas the second phase (LRF-20) had a delivery rate of 7 percent.

***Objective***

The objective of the project is to support economic recovery and restore industrial units in war-affected areas of Lebanon and thereby generating employment and alleviating poverty in the country. Supporting this, the project's immediate objectives include: a) providing strategic support to the Ministry of Industry to monitor and implement the programme for the rehabilitation of the agro-industrial sector and b) providing technical assistance and inputs for the rehabilitation of damaged agro-processing facilities both in rural and urban areas.

The project aims to achieve its objectives through rehabilitating a number of SME agro-enterprises in South Lebanon, the Bekaa Valley Area and the Southern Suburb of Beirut. The project inputs, i.e. rehabilitation work, provision of equipment and capacity building, are based on a comprehensive action-plan. The action-plan and its ensuing activities are prepared and agreed upon by all stakeholders in accordance with the Project Document. During the reporting period, the project has made considerable strides towards meeting its objectives to support economic recovery and restore industrial units in war-affected areas of Lebanon, thereby generating employment and alleviating poverty in the country.

### ***Achievements***

While the project did face some initial delays in 2007, primarily due to the political situation in the country, during the current reporting period it has made significant progress. The project continues to support the restoration of the economic activities within micro, small and medium sized agro-industries that were damaged during the war in 2006; more specifically the project support enterprises within the food and beverage, olive oil, textile, leather and wood work sectors. The enterprises are located in South Lebanon, the Bekaa Valley and in the Southern Suburb of Beirut. The achievements made in relation to the performance indicators (as per the project document) are as follows:

#### *Restored economic activities and diversification of economic/income generating activities:*

- Support in the form of equipment, building restoration and capacity building was rendered to 85 enterprises in addition to the Ministry of Industry. As well as 60 unlisted beneficiaries, 3 Government Institutions (MOA; MOF; MOET), 4 Business Associations (SLFI; LCPC; IRI and Consumer Lebanon) and 40 university students learned about the LAISER capacity development through training activities and study tours.

#### *Increased food security in households:*

- Phase I: Equipment was installed and commissioned was completed in April 2009. Through income generation the restarted production had a positive impact on the food security of the enterprise owner's households and those of their employees.
- Phase II: Enterprises to be supported were selected; equipment to be procured was identified, selected, agreed with the enterprise owners and tendered; delivery of the equipment is expected around May-June 2010.
- In view of the cultural traditions, it is expected that the impact of the support in some cases will reach beyond the nuclear families into the adjoining family levels.

#### *Project is implemented efficiently and in accordance with the work plan:*

- Implementation of the project is on time and on schedule with some capacity building activities outstanding.
- Initially, implementation was negatively affected by the country's political situation. But the PMU has continuously taken steps to keep the project abreast with the implementation plan.

#### *Number of jobs created:*

- Equipment began arriving in October 2008 and has now been installed.
- Many of the refurbished enterprises were shown to generate new employment opportunities in their respective areas. According to a survey conducted in September 2009 among 48 enterprises, employment in the surveyed enterprises increased from 133 just after the end of hostilities in 2006 to 655 at the time of the survey.

#### *Action-plan agreed upon by all stakeholders:*

- A work plan was produced and agreed with the PSC.

- Procurement of equipment and building renovation works were formally agreed with the beneficiaries prior to their implementation.

### ***Project evaluation***

During September-October 2009, an independent evaluation of the project was carried out. The evaluation concluded that the project achieved its prime objective to get-up-and-running again war-damaged enterprises from five agro-industrial sectors in the three most war-affected regions of Lebanon. The evaluation further noted that all stakeholders agree that the performance of the project has been exceptional in providing tangible and visible support. The needs-based, impartial and transparent selection process associated with the project has been instrumental for this success.

Additional information on the project, including photos, is available in the individual project progress report, accessible through the MDTF Office GATEWAY (<http://mdtf.undp.org>).

### ***3.2.3 Assistance to Horticulture Smallholders and Livestock Keepers – FAO (LRF-3)***

FAO's project "Early Recovery Assistance for the Horticulture Smallholder" (LRF-3, \$1,370,670) was approved for funding in June 2007. The project was operationally closed in April 2009 after all activities for assisting resource-poor farmers were completed. As of 31 December 2009, FAO had reported \$1,438,865 (105 percent) in expenditure for this project, an over-expenditure that will be adjusted in the 2010 financial reporting. The project was operationally closed on 30 April 2009.

### ***Background***

Following the hostilities in Lebanon in the summer of 2006, and at the request of the Government of Lebanon, FAO conducted jointly with the Ministry of Agriculture a "Damage and Early Recovery Needs Assessment of Agriculture, Fisheries and Forestry" mission. To meet the recovery needs of the most vulnerable, war-affected horticulture farmers and respond to the national reconstruction goals of Lebanon, the project was developed in order to support farmers through the replacement of lost assets. The improved greenhouse design has contributed to an increased harvest of high quality produce. In addition, the project has introduced nurseries in remote areas, thus introducing a supply of plantlets farmers. FAO is distributing high quality hybrid vegetable seed of certified origin, in compliance with FAO international standards and registered with the Ministry of Agriculture in Lebanon. All plant protection products are registered in Lebanon. All these measures are to provide a sustainable vegetable production system in south Lebanon and introduce innovative agricultural practices that will benefit the farming community and contribute to poverty alleviation in the long term. The main implementing partners with FAO include Ministry of Agriculture, local municipalities, farmers unions and farmer cooperatives.

### ***Objective***

The overall objective of the project was to improve horticulture practices in Lebanon by improving cultivars, planting densities, greenhouse structure, Good Agriculture Practices (GAP), efficiency-use of water, fertilizers and rational use of low toxicity pesticides for the production of organic vegetables. The key immediate objective of the project was to provide support to the lives and livelihoods of 1,600 resource-poor and vulnerable horticulture farmers – with critical crop harvest losses – in south Lebanon who were severely affected by the July/August 2006 hostilities.

The project met these objectives through knowledge transfer and by: 1) enabling small-scale farmers to resume crop production activities and technical improvement of the production systems; 2) improving water and fertilizer efficiency through effective use of localized/adapted drip irrigation systems; 3) building the capacity of farmers and stakeholders regarding the needs and means to rehabilitate the horticulture sector; and 4) enhancing the design of greenhouses for improved quality harvest and higher yields. In summary, it is expected that these improvements in agriculture practices in south Lebanon will

help provide the essential nutrients for the family diet of targeted vulnerable groups and also help generate much needed household income.

### ***Achievements***

All the activities for assisting resource-poor farmers have completed. Assistance can be summarized in five key areas:

#### ***A: Distribution of seeds and fertilizers for open field farmers:***

- FAO assisted 1,752 open field farmers through the distribution of high quality, high yielding vegetable seeds for planting during the summer crop planting season. Varieties included cucumber, melon, squash, snake melon, okra and bean.
- In addition, FAO provided each beneficiary farmer with six bags of organic fertilizer. Farmers began planting in April 2008 and harvested their summer crops in late June and July. Households benefited from the availability of fresh vegetables to supplement the nutrients in the family diet and also provided additional income through the sale of surplus produce.

#### ***B: Installation of greenhouse nurseries:***

- The installation of four double span greenhouse nurseries (600 m<sup>2</sup>) was completed by 30 May 2008. Agriculture supplies for the nurseries include plantlet trays, peat and nylon to cover the flooring. The greenhouses installed by FAO are using a newly introduced and improved greenhouse design that is not commonly used in Lebanon. The design has side ventilation which aerates the greenhouse, allowing the plantlets to grow.
- In addition, the design includes a double safety door at the entrance and insect nets so insects to not enter the greenhouse, decreasing greatly pest infestation. The hooks for plant training are also removable and therefore can be cleaned at the end of the growing season and disinfected; the plastic flooring is also washable and these simple measures will help reduce the possibility of spreading plant disease during the next season, ensuring efficient use of seed for increased plantlet growth and survival.

#### ***C: Installation of 50 greenhouses:***

- The installation of the 50 crop production greenhouses (312 m<sup>2</sup>) was completed in early August 2008. The crop production benefited from the improved greenhouse design. FAO's crop production greenhouse farmers will have increased vegetable production and with the ventilated greenhouse and systems for plant disease control, the farmers will also be able to carry out two to three crop production cycles, thus providing increased availability of fresh and safe vegetables for the local market at affordable prices.
- The new greenhouses are referred to by the local population as the FAO greenhouses so the impact of the design is now commonly known and farmers are duplicating the design. Greenhouse farmers will be able to buy plantlets for their crop production greenhouses from the professional plant nurseries installed by FAO.

#### ***D: Upgrading of 40 Greenhouses:***

- FAO completed the upgrading of 40 existing greenhouses that were equipped with new, high quality, anti-drip plastic sheet covering, side ventilation, insect net, and double door system. This new design will allow greenhouse farmers to increase crop production, have less pest infestation, thus reducing the quantity of pesticides and producing safe vegetables.
- To secure high yielding, high quality crops, greenhouse farmers could buy from the professional plant nurseries installed by FAO. Training for all greenhouse farmers (plant nursery and crop production greenhouses) contributed to an increase in farmer's knowledge on Good Agriculture Practices.

*E: Low tunnels:*

- FAO distributed to farmers 1,000 low tunnels for open field crop production (10 tunnels to 100 beneficiaries). In addition to the low tunnels, farmers received vegetable seed and fertilizer for the production of summer crops.

In addition, considerable training and capacity building of farmers and stakeholders was undertaken. In order to have the greatest impact on farmers, training sessions on Good Agriculture Practices and plant grafting was conducted in September 2008 during the planting season. The practical training gave farmers the opportunity to have hands-on training and trained as trainers in order to strengthen the capacity and knowledge of other farmers on these new technologies. The four plant nursery farmers received training on plant grafting during the month of September and October 2008 in order to prepare the plantlets for the autumn cropping cycle.

All seeds, organic fertilizer and greenhouse equipment had been procured from suppliers within Lebanon, thus contributing to the local economy and supporting local knowledge and experience. Inputs arrived on time and all seeds and fertilizers were distributed to open field farmers in time for the summer planting season.

***Challenges***

Due to security concerns related to the conflict and ensuing political instability in Lebanon during the months of May and early June 2008, suppliers were unable to reach project sites during these periods. The completion of all greenhouses was therefore delayed.

***3.2.4 Assistance for the Resource-Poor Livestock Keepers in South Lebanon – FAO (LRF-4)***

FAO's project "Early Recovery Assistance to War-affected Resource-Poor Livestock Keepers in South Lebanon" (LRF-4, \$1,900,000) was approved by the LRF Steering Committee in June 2007, though the majority of project implementation took place during 2008, with some activities in 2009. All activities of the project were completed and the project was operationally closed on 30 April 2009. As of 31 December 2009, FAO reported an expenditure rate of 102 percent (\$1,944,198) under this project. The over-expenditure will be adjusted in the 2010 financial reporting.

***Background***

Livestock smallholders in South Lebanon had little resources prior to the hostilities and in the aftermath of the 2006 conflict. These farmers saw their income decrease dramatically or disappear due to the loss of their livestock. Many farmers who fled their villages came back to find their livestock dead from starvation or thirst. FAO's project for livestock keepers aimed to help kick-start activities and assist in the reconstruction their livelihoods through the restocking of cattle, female baladi goats, male shamee goats, and animal feed. The current project is the outcome of the joint FAO-Ministry of Agriculture (MOA) "Damage and Early Recovery Needs Assessment of Agriculture, Fisheries and Forestry" completed in November 2006. The exercise evaluated the overall damage caused to the farming and fishing communities and elaborated an early recovery programme for the immediate needs of the most vulnerable farming and fishing communities in the affected areas. The main implementing partners with FAO included MOA, local municipalities, farmers unions and farmer cooperatives.

***Objective***

The overall objective of the project was to improve the food security, nutritional and economic status of low-income rural families by initiating comprehensive recovery measures to support the war-affected livestock smallholders, mainly by restocking and distribution of animals (dairy cattle, goats, and animal

feed). The immediate objective was the improvement of the lives and livelihoods of 715 war-affected livestock owners with special emphasis on female-headed households, through restocking of animals.

### ***Achievements***

The project met its objective, leading to the improvement of the lives and livelihoods of 750 war-affected livestock owners (benefiting 4,550 people - average of seven members per household). The project focused on female headed and low income households through restocking of animals, veterinary drugs, feed, and artificial insemination.

All FAO planned inputs were delivered to beneficiaries and include 202 dairy heifers originating from Holland and Germany, 99 male shamee goats from Cyprus, 200 animal feed concentrate from Holland and 190 alfalfa pellets from local supplier in Lebanon, and 1,500 local baladi goats and 1,500 kids was completed on 10 July 2008.

*Pregnant heifers:* 202 heifers were delivered to farmers in 2008 and the heifers had begun calving in October 2008. FAO conducted on-site training to dairy farmers on improved milk production and processing techniques in the first quarter of 2009. The resumption of dairy activities has helped enable dairy farming households to generate income, provide milk and dairy products on the market at affordable prices, thus adding to the food security of the community.

*Shamee Bucks:* The 99 pure-bred Shamee bucks originating from Cyprus were delivered to all project beneficiaries in June 2008 and farmers continued to receive veterinary support and animal production training during the first quarter of 2009.

*Baladi Goats:* Prior to FAO's assistance to livestock farmers, local "baladi" had a low milk production, not exceeding 150 to 200 litres per lactation. Genetic improvements for milk production using pure breeding Shamee bucks was highly appreciated by farmers for mating goat flocks. FAO completed distribution of 1 500 baladi goats together with 1 500 kids in late July 2008 and continued to offer veterinary assistance and training to farmers during the first quarter of 2009.

*Animal feed:* The animal feed concentrate provided by the FAO livestock project will support the livestock beneficiaries receiving pregnant heifers. Therefore, 200 war-affected livestock owners who received pregnant heifers (one pregnant heifer / household) will be supplied, shortly before distribution of animals, with one ton of feed concentrate.

FAO delivered 200 tonnes of animal feed concentrate and 190 tonnes of alfalfa pellets to beneficiaries. Each beneficiary of a dairy heifer received a three-month supply of feed concentrate and alfalfa pellets to ensure the heifers are adequately fed and maintain their strength and health during the last phase of their pregnancy and immediately following calving to ensure maximum milk production during lactation period.

Training to livestock farmers was conducted up to the end of the project (April 2009). The purpose of the training was to help increase the impact of the distribution of animals to livestock farmers and sustain improvements in the different components of animal production. FAO gave a comprehensive training programme to facilitate substantial improvements to the lives of many low-income rural families in war-affected areas of south Lebanon. Two training modules were given targeting both the dairy cow and goat keepers on the proper techniques for milking livestock keeping including:

- Dairy cattle and goat husbandry and farm management
- Improved milking shed design
- Milk handling and hygiene



- Feeding management and ration formulation
- Forage production
- Rational use of locally available crop residues and agro-industry by-products
- Manufacture and utilization of multi-nutritional feed blocks as feed supplements

The training in September and October 2008 focused mainly on technologies for milk processing, and feed resources. The second training was planned for July 2008 but due to the intense selection of baladi goats, it was delayed.

### ***Challenges***

Fluctuation of livestock and animal feed prices, with prices significantly increasing since the inception of the project, forced FAO to reduce quantities in the procurement plan.

### ***3.2.5 Local Socio-Economic Recovery – ILO (LRF-5, LRF-22)***

The ILO project “Local Socio-economic Recovery in War-affected Areas in South Lebanon” (LRF-5, \$1,183,108) was approved for funding in June 2007. A second phase of the project was approved in April 2009 (LRF-22, \$1,500,000) bringing the total funded amount to \$2,683,108. As of 31 December 2009, the project reported an overall expenditure rate of 53 percent (\$1,422,655) of the total funds received. The first phase (LRF-5) had a 93 percent delivery rate, whereas the second phase (LRF-22) had a delivery rate of 21 percent.

### ***Objective***

Through its participatory approach, the project is implementing socio-economic recovery activities in war-affected areas of South Lebanon. It is coordinating with and supporting efforts of governmental bodies, local institutions, employers’ and workers’ organizations and civil society groups present in South Lebanon, for the development of strategically planned, locally-driven and locally implemented livelihoods recovery projects, to generate permanent and temporary employment. The project takes into consideration socio-economic assessments and recovery initiatives adopted by the Government of Lebanon, its partners, the UN Country Team, and nongovernmental organizations, in addition to the key elements of the Social Action Plan Towards Strengthening Social Safety Nets and Access to Basic Social Services and the United Nations Development Assistance Framework.

It is primarily working towards:

- Enhancing the implementation capacities of local institutions and major implementing partners in South Lebanon in managing livelihood projects through application of acquired tools and methodologies.
- Strengthening the capacity of the local institutions in South Lebanon, so they can maintain and replicate participatory methodologies in promoting local economic development initiatives.

The project is partnering with municipalities, local cooperatives, relevant ministries at both central and local levels, micro-credit institutions (e.g. Al Majmoua, ADR), academic institutions, Social Development Centers, syndicates, workers’ and employers’ organizations present in the South. It is also establishing strategic partnerships with international institutions, including the Italian ROSS programme and INTERSOS.

### ***Achievements***

Since its inception in August 2007, the project has utilized a participatory approach to address the local socio-economic needs of the Bint Jbeil caza. This approach relies on the active involvement of local stakeholders involved in the Olive Oil and Beekeeping sectors to design and implement recovery projects.

A bridging phase for the project (January-April 2009) was approved and financed by the ILO to ensure the achievement of all planned results and to put together an exit strategy that will ensure the sustainability of the project beyond its completion date. The project's sustainability relies on the capacity building of local institutions to design and raise the funds for the implementation of additional projects in Bint Jbeil – a programming methodology that will be replicated in other districts and governorates nationwide. The strategy will analyze the potentialities of the olive oil and beekeeping sectors on the Lebanese market.

This bridging period allowed the continuity of the project's interventions and the implementation of the following activities:

- Production of Replication Guidelines which illustrated the contributions of the ILO project in recovery activities.
- Organization of a sustainability workshop that ensured the smooth handover of the project's findings and achievements to the local community and a firmer transition from the first phase of the project to the second.
- Training of trainers (TOT) session for extension workers in cooperative management was offered to the local cooperatives, in collaboration with the Directorate General of Cooperatives.
- Reorganization of the local economic fora to formalize sectoral coordination and evolve into Economic Sectoral Associations
- Booklet of People with Disabilities' component which illustrated the project's experience in integrating people with disabilities from the Bint Jbeil district in the market.

Moreover, the promising results achieved in the implementation of the first phase of the project paved the way for the identification of new areas of intervention, created possibilities for expansion in scope and prompted a shift in focus from short-term recovery to longer term development. A long-term development focus will lead to greater institutionalization, coordination and organization of local actors in the key economic sectors of South Lebanon, while addressing the lack of technical skills, coherent marketing plans, productive equipment and infrastructure and adequate financing to expand existing small businesses.

The following activities were implemented during the reporting period:

Capacity building:

- In order to promote the participatory approach of the project, and to apply the evaluation's recommendation, two training of trainers' workshops were held to train the project staff and the local stakeholders on the PVCA methodology. The workshops aimed at increasing the capacities of the ILO staff on one hand, and the local stakeholders, on the other hand, in facilitating and contributing to the process of Local Economic Development planning.
- As was initially planned in the first phase of the project, a PVCA workshop was held for the Livestock sector. Twelve public and civil society institutions contributed in the organization and the facilitation of the training, while approximately 80 institutions were involved in the process. The workshop included a hypothesis session to introduce newcomers to the adopted methodology, and five mini-workshops tackling the components of the dairy value chain: milk as raw material, production process, packaging and storing, training of labor, and marketing.
- As a follow-up to the Training of Trainers for Cooperative Extension workers, a work plan was drafted to strengthen the capacities of cooperatives in South Lebanon. Nine of the trained extension workers were contracted to assess the capacities of 24 cooperatives, and provide training to their members on the weak aspects detected through the assessment.

Micro-finance and small enterprise development:

- 49 additional beneficiaries received micro-loans from Al Majmoua (total: 559 including eight people with disabilities).

Partnerships with local institutions:

- A number of partnerships were established, including with the Social Development Center of the Ministry of Social Affairs of Bint Jbeil; Agricultural Cooperative of Bint Jbeil; Regional; Cooperative Union in South Lebanon; Cooperative Union for Development in the South; Chamber of Commerce of Saida; Syndicate of Agricultural Laborers in South Lebanon; the Labor Union for the Syndicates of the Employees and Laborers of the South; Lebanese Association for Development, Rehabilitation and Care; Cooperative of Agriculture and Beekeeping in Maroun Ar-Ras; Hicham Fahes Institute for Vocational Training; Cooperative of Tobacco Planting and its Productivity Enhancement in the South; Rmeich Cooperative for Agricultural and Livestock Development; Municipalities of Ein Ebel, Ayta As-Shaab; Jihad Al Binaa Development Association; Istituto per la Cooperazione Universitaria; Cooperative Association for Jabal Amel Beekeepers; The Association of Environment Friends; Cooperative Association for Agriculture of Mahrouna; Cooperative Association of Production and Processing of Agricultural Products/Deir Kanoun; Ras El Ein; Cooperative Association for Agricultural and Livestock Development/Haloussieh; and the Agricultural Cooperative of Ain Tenta.

In summary, activities undertaken during the reporting period contributed to:

- Local institutions in targeted economic sectors demonstrating enhanced managerial capacities so as to effectively plan design and implement socio-economic projects;
- Beneficiaries in the targeted economic sector in South Lebanon demonstrating enhanced technical capacities in order to improve businesses;
- Local institutions, entrepreneurs, and marginalized groups in the targeted economic sectors in South Lebanon being supported through provision of financial services;
- Capacities of local stakeholders in exchanging practices was enhanced via the establishment/strengthening of existent fora related to the selected socio-economic sectors; and
- Local stakeholders capacities being enhanced to replicate, plan and coordinate socio economic initiatives.

### ***Challenges***

Some of the challenges faced, and reported on, during project implementation included:

*UN joint project integration:* Integrated UN projects demand regular dialogue within the teams and with partner organizations. The pace of work in South Lebanon is fast and often offers limited opportunities for a systematic knowledge sharing and collaborative initiatives. However, the common location of key partners, i.e. UNDP and FAO and a number of existing collaborative initiatives favors regular information sharing, cost efficiencies and programmatic coherence.

*Capacity of local institutions:* The conflict-affected South Lebanon region has suffered from weak local institutions in both the governmental and non-governmental sectors. There are a number of civil society organizations, universities and research organizations. Unfortunately, these organizations are operating with inadequate coordination arrangements and face competing demands for services, while having limited technical and organizing capacity. The ILO LSER Project has made significant efforts to involve these local partners in its programme planning, design, implementation and evaluation work and invested considerable resources in capacity development initiatives. There are also significant gaps in existing assessments and statistics for the agriculture sector.

*Vocational Training Infrastructure:* The limitations of the vocational training infrastructure make it difficult to refer farmers and other workers in that direction to improve their technical skills. As regards other vocational training areas, the ILO will be launching soon a large project focusing on the development of vocational skills and relevant institutional support for the construction sector with special geographical emphasis in South Lebanon.

### ***Lessons Learned***

A number of lessons learned have been identified during the implementation of the project. These include:

*Community engagement requires significant time and energy, but this can pay significant dividends. When the ILO gains the trust of partners and community stakeholders, it can increase its engagement with national and local stakeholders' and impact on job creation and poverty reduction. The work undertaken involves a broad range of outcomes and a broad representation of local actors to reach these outcomes. While this initiative is aimed at creating more and better jobs and a stronger local community, there are other outcomes that are produced as well.*

*Development in the LED sense is a participatory process, which strengthens social cohesion through local public-private partnerships, fosters skills development, provides institutional capacity building and lays the foundations for a sustainable development process.*

*Close collaboration with formal and informal community leaders ensures transparency in the distribution of benefits and encourages accountability among the community for its own development. As a result, it helps in identifying beneficiaries most in need of, and best able to use, their support.*

Furthermore, an independent evaluation of the project was carried out by a team of external consultants, including an international and a national evaluator. The initial findings of this evaluation, including the “Lessons Learned” were provided to the LRF Steering Committee, disseminated during a stakeholders’ workshop, carefully reviewed during the “Sustainability Workshop” and adopted as guidelines in the implementation of the second phase of the project.

### ***3.2.6 Capacity-Building of Human Resources for Digital Documentation of World Heritage Sites – UNESCO (LRF-6)***

The UNESCO-executed “Building of Human Resources for Digital Documentation of World Heritage Sites Affected by the War” (LRF-6, \$767,226) was approved for funding in May 2007, but finalised and signed off on – and submitted for transfer of funds – only at the end of August 2007. The project is well underway with the implementation in accordance with the project document and work plans. As of 31 December 2009, UNESCO reported an expenditure rate of 59 percent (\$449,229) under this project. The project has been extended until 31 December 2010.

### ***Background***

In the aftermath of the July-August 2006 conflict, UNESCO fielded an assessment mission for war damages on World Heritage Sites of Lebanon, and expressed concern regarding the routine maintenance of those sites and recommended to prioritize the establishment of an integrate action plan for tangible cultural heritage conservation all over the country.

UNESCO, as the Participating Organization executing this project, believes that the expressed urgent need for capacity building of Lebanese human resources in the field of conservation and management of heritage sites is beneficial for the reconstruction of Lebanon. The assessment mission recommended that a the digital documentation for heritage sites and its risk mapping could be launched by a limited operation

on one selected World Heritage Site of Lebanon and be considered as a pilot experience that in the future would be extended to other sites. It is further envisaged that the establishment of a training tool concerning the digital documentation of heritage site with most advanced and sophisticated techniques, a tool, which should be disseminated as an on-line course, and an on-site training of DGA staff and potential sites managers, students of the University of Lebanon, will contribute to the development of the country. Furthermore, the promotion of new information technology with the purpose of heritage management, conservation and daily maintenance will ensure the impact of heritage components in Lebanon; a country rich in heritage and strong tourism potential.

The project is implemented by the UNESCO Beirut Office in collaboration with the Directorate General of Antiquities and the Ministry of Culture of Lebanon, the beneficiary of the project.

### ***Objective***

The main objective of the project is to respond to the concerns raised by above-mentioned UNESCO assessment mission. The assessment raised concerns regarding the routine maintenance of sites, and recommended to prioritise the establishment of an integrated action plan for tangible cultural heritage conservation all over the country through the establishment of risk maps and exhaustive digital technical documentation for World Heritage Sites, as well as building the capacity of human resources able to ensure the enhancement of tangible cultural heritage in the country.

### ***Achievements***

The activities of the first phase of the project (2009) are summarized as follows:

- Jan. 2009: Preparation of the contract of the International Consultant (University of Leuven) that will undertake the training on laser scanning;
- Feb. 2009 Negotiations of the ToR related to the contract with the University of Leuven, and finalization of the schedule of the activities of the laser scanning of the international consultant the national contractor and the trainees;
- Mar 2009: ToR with Leuven University approved and finalized, the establishment of the list of the participants to the training sessions, and the re-advertisement for the prequalification of a local contractor, having experience in the documentation of cultural heritage;
- Apr 2009: Meeting of the evaluation committee at the DGA office for the pre-selection of the local contractor, Implementation phase on site in presence of the international consultant and the DGA staff;
- May 2009: Training for DGA staff by the international consultants and fee contract with the Local Contractor finalized and signed;
- Jun 2009: Identification of technical problems with the laser scan, and postponement of the delivery of the final report for 30 September 2009 instead of end July 2009 due to technical problems with laser scan, Leica delivered the replacement scanner; scanning work was finally resumed, beginning of the documentation work in Baalbek, amendment of the contract of the International Consultant and the Local Contractor for September instead of July, purchase of additional needed equipment as suggested by the international consultant, interim report submitted by International consultant, the laser data gathered during the first week was checked for consistency;
- Jul 2009: Mid-term evaluation, evaluation on site, mid-term report, the local scanning team consists of 3 DGA and 2 local contractor persons. Scanning activities continues on site;
- Aug 2009: End of Scanning activities on site 80 percent of site scanned, final evaluation, project postponed for one month to scan the remaining parts, preparation of the phase II Risk Mapping
- Sept 2009: Establishment of the TOR of the International Consultant of the phase II, laser scanning activities continues after interruption, registration, meeting and presentation of the results to the DGA/UNESCO, submission of report the final is to be submitted in November;

- Oct 2009: Final review of the project of laser scanning with the international consultant, collecting the data of the laser scanning executed by the local contractor.
- Nov 2009: Submission of the Final Report by the international consultant, preparation of the Contract for the signature of the risk mapping (phase II), submission of addenda for extension of the program until 2010, extension of project until 31 December 2010, contract negotiation with the International Consultant for the risk mapping (phase II)

### **Future Work Plan**

In 2010, the project will launch the second component of the project: risk mapping and training session.

### **3.2.7 Enhancing the Performance of the Public Sector – UNDP (LRF-7)**

The UNDP project “Enhance Performance of the Social Sector” (LRF-7, \$270,000) was approved in October 2007 and initiated in November 2007. As of 31 December 2009, the project had an expenditure rate of 37 percent (\$99,128). The project has been extended until 31 December 2010.

#### ***Background***

The Social Action Plan that was submitted by the Government of Lebanon to the Paris III Donors Conference in January 2007 called for a number of initiatives to enhance the performance of the social sector. This project is the implementation tool of many of the Social Action Plan recommendations. The initiatives include the elaboration of a social strategy which represents the government’s vision and policy to improve the social conditions of the population and to push the social development forward. In addition to the social strategy, the Social Action Plan emphasized the need for increasing coordination and synchronization in the delivery of social services and programs and the implementation of local development initiatives; both are crucial to improve efficiency in public social spending and implementation of social interventions.

#### ***Objective***

The main objectives of the project include developing a national social development policy, strategy, and related implementation plan to enhance the effectiveness in social service delivery and implementation of social programs between public agencies and to enhance the effectiveness in the implementation of local development initiatives. The project aims at supporting the implementation of a number of reform initiatives that were called upon in the Social Action Plan to be undertaken by the inter-ministerial committee for Social Issues. It supports the Inter-Ministerial Committee to enhance the performance of the Social Sector in the country through increased coordination in the implementation of social programs and provision of social services as well as in devising and building consensus around a social development strategy.

#### ***Achievements***

The project is on track for achieving the planned outputs contributing to enhancing the performance of the Social Sector at the three main instances:

- Proper mapping of the social services rendered by different ministries which will reduce the duplication between these various ministries and consequently decrease the public spending;
- The development of the first social strategy in Lebanon for better targeting projects, for better development of poverty reduction strategies, and better planning of relevant socio-economic interventions according to the needs and priorities; and
- Mapping of local development initiatives for better coordination mechanisms among various actors and donors

The project has identified three outputs and achievements have been made against all three:

*Output 1: A national social strategy and related work plan developed:*

- Completed: Develop the social strategy – conduct desk review and situational analysis
- Completed: Elaborate vision statement, pillars and elements of social strategy and share with technical team
- Almost completed: Consult with stakeholders including government officials, international organizations, experts, and CSOs on elements, priorities and activities for social strategy

*Output 2: Provision of Social Services and implementation of programs coordinated between MoSA, MoPH and MEHE:*

- Almost completed: Identify duplicated programs between ministries of Social Affairs, Public Health, and Education and Higher Education
- Completed: Organize/coordinate working sessions/ meetings to discuss and reach consensus on actions to reduce duplication

*Output 3: Implementation of local development initiatives better coordinated and synchronized with needs and priorities:*

- Completed: Coordinate/support the establishment of national database of local development initiatives
- Completed: Elaborate a framework of needs and priorities / regional profiles

**Challenges**

The constraints in implementation are in the component related to eliminating duplication in the delivery and implementation of social services and programs. The team faced difficulties in obtaining relevant reliable data from concerned ministries; however, a first draft has been developed utilizing available information to be presented to the technical team of inter-ministerial committee. As for the Social Strategy, it is anticipated that it might face delays in the completion given the importance of national consensus building on the identified priorities and the discussions to be held with the stakeholders and government representatives before the official endorsement by the government.

**Future Work Plan**

Projects implementation in 2010 will include activities under the following components: social strategy, duplication and the framework of development needs and priorities

**3.2.8 Increasing Integration of the Poor Disabled – UNDP (LRF-8)**

The UNDP project “Increased Integration of the Poor Disabled” (LRF-8, \$1,400,000) was approved in October 2007. As of 31 December 2009, the project had an expenditure rate of 100 percent (\$1,403,147). The over-expenditure will be adjusted in the 2010 financial reporting. The project was operationally closed in December 2009.

**Background**

The Social Action Plan that was submitted to Paris III International Donor Conference in January 2007 highlighted the need to implement projects with immediate positive impact on improving the lives of the poorest and most vulnerable groups in Lebanon. Within this framework, the Government of Lebanon is keen to put into action around 14 safety net programmes, one of which is targeting, directly or indirectly, the disabled through the increase of allocations for “the Right and Access Programme” to cater for the chronic needs of the disabled and to cover the emerging requests of the newly disabled people as a result of the war. Within this context, the project “Increased Support to Disabled People” was conceived and developed to

provide proximity services to the disabled as both corrective and preventive measure as it often precludes the development of chronic or longer term treatments that are usually costly, time consuming and more painful.

### ***Objective***

The project aims at expanding and improving access of the people with disabilities, considered as marginalized and vulnerable population that was most affected by the war, to proximity services. The key objective of the project is to increase the integration of the disabled within the society and increase their independence through the provision of the needed proximity services and disability aids in order to better perform their regular roles in the community which will ensure their participation in the social, professional and economic life. It intends to do so by extending the provision of good quality, reliable, and suitable aids to persons registered as disabled and by catering for the new disabled groups that emerged as a result of the war. The project makes use of the systems and procedures established by the Ministry of Social Affairs (MOSA) Rights and Access programmes that have proven to be efficient and reliable during the past years.

### ***Achievements***

The project implementation process went very smoothly and in good manner to meet the project's objectives and to finalize all the activities within the project period. On a detailed scheme, the project outputs and activities progressed as follows:

- Needs assessment for more than 5,502 persons, 43.65 percent female, and 56.35 percent male, were assessed by authorized medical staff;
- Technical aids were distributed among 5,695 persons according to pre-determined needs;
- 784 war-injured persons (52.85 percent male and 47.15 percent female) were supported;
- 18,765 vouchers were delivered by the administrative R&A staff, duly signed by the authorized MOSA responsible;
- 41 Requests for Direct Payment (RDP) were issued by the project coordinator, after supervision of all documentation, and all supporting documents were delivered annexed to the RDPs to the UNDP and all NGOs were reimbursed for the amount of delivered services through 39 bank transfers to the NGO's accounts effectuated by the UNDP; and
- The services were served over the entire Lebanese region through the 6 Rights and Access centres.

The types of services provided included:

- Orthopaedic shoes
- Special chairs (special seats, attendant propelled chair, bathroom chair)
- Self propelled wheelchairs
- Mobility aids (crutches, canes, walkers)
- Other technical aids (medical beds, hangers, bed sides, standing frame)
- Aids for bedsores (water mattresses, pneumatic and gel cushions)
- Aids for incontinence and colostomy (pads, catheters, colostomy aids)

The project addressed all people with disabilities equally in all over Lebanon through the six centers on condition that the beneficiaries hold the invalidity card. All categories of the civil society were covered equally: elderly, males and females and youth. The overall percentage of the people served is the following: 43.65 percent female and 56.35 percent male; 30.77 percent were under eighteen.

### ***Challenges***

The two main constraints faced during project implementation were:

- The decision of the Minister to change the location of the main centre of Rights and Access, as well as the location of the administrative centers in charge of all Beirut and East Suburb.
- Another decision, related to the organization of the elections of the national committee for the disabled that requested almost a full time of the R&A staff.



In response to the above challenges, the staff had to set a plan in order to ensure the continuity of the process, from a very temporary, non adapted and very small location. The R&A could manage so that all persons registered or addressing this centre were taken care of. The elections worked well, a 100 percent all computerized operation- as well as the move from the 2 centers, and the re-connection of the network with the regions. A system was put as to re-orient the persons with disabilities to the new location with the less trouble possible. It is important to mention that the project results were attained as planned and within the project duration.

### **3.2.9 Flood and Water Management for Livelihood Recovery – UNDP (LRF-9, LRF-17)**

The UNDP-executed project “Flood and Water Management for Livelihood Recovery in Baalback-Hermel” (LRF-9, 2,843,880) was approved in October 2007. In September 2008, the LRF Steering Committee approved a second phase of the project (LRF-17, \$3,800,000) bringing the total funding to the project to \$6,643,880. As of 31 December 2009, the overall project had an expenditure rate of 28 percent (\$1,855,907), based on the total amount funded. The first phase of the project had a delivery rate of 62 percent, whereas the second phase had a delivery rate of 2 percent. The project is expected to end in February 2011.

#### ***Objective***

The project aims at assisting the Government of Lebanon in its recovery efforts in the conflict-affected and desertification-prone region of Baalback – El Hermel through better land management practices, namely: flood risk reduction, restoration of vegetation cover and improved availability of irrigation water needed to increase crop productivity and improve standards of living. This will be achieved through the construction of stone walls, check dams and water collection reservoirs to prevent runoff water from reaching villages and farms and through the restoration of land cover to reduce soil erosion. The objectives related to water management will be achieved through construction of several membrane-lined reservoirs to collect unused water from springs, rainfall and snow melts and through installation of water-use efficient irrigation networks and systems that will be used by local farmers to improve their crop diversity and productivity.

The project objectives will be met through the following outputs:

- Coordination and linkage with on-going projects established and strengthened;
- Risks and damages caused by floods in target area managed and reduced;
- Water for irrigation harvested, managed and made available to farmers;
- Land cover in risk areas increased and soil erosion reduced; and
- Sustainability, capacity building and public awareness.

The expected outcomes from the current project, particularly those related to water harvesting, increased vegetation cover and higher productivity, will serve very well the national efforts and plans aiming at combating desertification and alleviating poverty in North Bekaa. They will also serve the recovery efforts made by the Lebanese government in normalizing the living conditions of rural communities and in restoring the basic needs and infrastructure for practicing sound and profitable agriculture in the affected area.

The Ministry of Agriculture is the main national project partner responsible for the supervision and execution of the project through the National Action Programme to Combat Desertification project already established at the Ministry. The local municipalities and communities in the region are the project stakeholders and will be involved in the project activities. The Ministry of Energy and Water and the German Agency for Technical Cooperation (GTZ) will be involved in technical information sharing and

coordination of the project, while the Arab Centre for Studies in Arid Zones and Drylands (ACSAD) will have a technical backstopping role for the flood management component of the project.

### ***Achievements***

During the current reporting period, procurement was undertaken for the required experts and contractors, flood management structures for Phase I were finished and modelling and design works for Phase II were initiated.

Progress against specific project-outputs

#### ***Project Management and Coordination***

- An international bidding process was launched for the modeling of the watershed in phase II and the contract was awarded to and signed with Earth Links and Advanced Resources Development;
- A communication strategy was initiated by the Flood Project;
- A new project manager was recruited starting November 2009; and
- A tripartite review meeting was undertaken in the presence of concerned stakeholders and the Minister of Agriculture.

#### ***Flood Risk Management and Reduction***

- Selection of land for the excavation of reservoirs and the construction of walls, check dams, gabions was done with the participation of the municipality and local community;
- The municipality of Aarsal was provided with funds by the Flood project in order to pay compensations for the land owners where ponds will be excavated;
- Hands on capacity building for flood risk management was done by the ACSAD team;
- Modifications of the original flood management plan were undertaken due to constraints in land ownership and access;
- The construction of 8 reservoirs of a total of 330,000 m<sup>3</sup> capacity and 161 walls were contracted to two contractors with works completed by end-2009;
- A Caterpillar 320 DL excavator was purchased through a process of international bidding and will be provided to the Municipality of Aarsal in a media covered handover event involving the Minister of Agriculture and all concerned stakeholders. The excavator will allow the Municipality of Aarsal to undertake maintenance works on the flood structures;
- An estimation of the reduced damage was done by the project staff. The cost of each flood event in Fakeha and Aarsal is around 2.5 M US\$. The project will help reduce considerably the costs for the Lebanese government;
- Flood modeling, design of reservoirs and walls for phase II was initiated; and
- A decision was made to allocate funds for a national assessment of flash floods with estimation of costs for management of risks

#### ***Water harvesting for extending irrigation periods***

- Rafik Khoury and Partners were selected as consulting firm for the design of the water harvesting works.
- Final designs and contractual documents were prepared for two sites
- The construction of a reservoir in Deir el Ahmar with a capacity of 33,000m<sup>3</sup> was contracted to Farhat Group works were initiated on site

#### ***Land Cover Increase and Soil Erosion Reduction***

- A soil erosion susceptibility map was developed by the project team and provided to the Aarsal Municipality, ARDA and the Ministry of Agriculture

- Site selection for planting was based on the erosion map, the possibility for protection from grazing by the municipality and land ownership.
- 20,000 seedlings were produced by ARDA and planting was initiated. Delays are encountered due to land selection and possibility for protection from grazing.
- Selection of lands suitable for reforestation was initiated for Phase II.
- Work on a soil erosion map for Phase II was initiated.

#### *Capacity building and awareness raising*

- An informative calendar including the flood project was designed, printed and distributed
- Continuous meetings and hands on training was done by the project team for all stakeholders
- Meetings regarding Phase II were initiated with the municipality of Ras Baalback
- Cooperation has been initiated with universities

#### **Challenges**

Challenges faced during the implementation of the project included:

*Land ownership:* Land ownership is a serious problem in North Bekaa region. Selection of land areas for planting trees has been affected by land ownership.

*Overgrazing:* The selection of planting sites has been strongly influenced by the capacity of the municipality of Aarsal to protect the planted areas from grazing herds. Aarsal has the largest herd of sheep and goats in Lebanon. Overgrazing is a major problem. Plots were selected close to Aarsal with a possibility to be viewed from the village. Far areas could not be planted because the municipality did not have enough capacity to guard the planted trees.

### **3.2.10 Strengthening Dairy Production – UNDP (LRF-11)**

The UNDP project “Strengthening the Dairy Production Channel in North Lebanon” (LRF-11, \$1,000,000) was approved in November 2007, but submitted for funding in January 2008. As of 31 December 2009, the project had an expenditure rate of 59 percent (\$590,385). The project duration has been extended and is expected to end in May 2010.

#### **Background**

The July/August 2006 conflict resulted in massive destruction of infrastructure and services. Agriculture workers already rated among the poorest in the country, suffered from huge losses resulting from the interruptions in harvesting, difficulty of marketing and destruction of facilities. This has resulted in a decline in living conditions and loss of income and revenues for a significant group of the population in North Lebanon. The Rene Moawad Foundation (RMF), given its extensive experience in the North and the agricultural sector, had the comparative advantage to develop and implement this specific project, prioritizing war affected agricultural workers/farmers/small industries; thus leading to economic development through job creation in SMEs. Although the project upgrades the production capacity of three dairy centres located in North Lebanon, however a larger number of cooperatives were targeted by the capacity development and technical assistance components. These centres, once operational in their full capacity, they will contribute to the reinforcement of this channel ultimately leading to restoring the war losses. Furthermore, supporting the forage production will help improve the quality of the milk and reduce the costs of production of milk. The project meets the priorities set by the Government in a region where agriculture and agro-food processing are major sectors to promote social and economic development in North Lebanon.

### ***Objective***

The main objective of the project is to promote social and economic development in North Lebanon, one of the most deprived regions as indicated in the poverty report, where social and economic indicators show high levels of illiteracy, especially among women, high rates of unemployment beside low incomes and lesser access to services. In spite of many factors that impede agricultural development such as lack of extension services, difficulty to access credits, high costs of production, there are few niches of production with high potential. By strengthening the integrated channel (breeding/dairy products) including downstream and upstream activities and targeting not only breeders but also small-scale industrialists involved in the processing phase, the project aims at improving quality of local productions and increasing competitiveness.

### ***Achievements***

During the reporting period, technical assistance was provided to farmers, training to university students, products from farmers were marketed, one-day dairy sessions were implemented, dairy units were rehabilitated, constructed, updated and equipped, and four dairy units were established.

More specifically, the following activities had been implemented by the end of the reporting period:

- Design of educational material, sessions' outlines and training activities completed.
- Establishment of the technical committee completed
- Field visits and needs assessments for nine small scale dairy industries were conducted.
- A project management unit was set up and carried out activities throughout the reporting period.
- Numerous evaluation and recommendations conducted.
- Eighteen (of fifty-two planned) intensive one-day session (cows housing, feeding, veterinary care) were conducted
- Technical assistance was provided in the areas of establishing new dairy farm buildings, farm construction, creation of veterinary pharmacies and the provision of artificial insemination practices
- Provision of storage facilities, including small tanks in four villages to collect the milk produced in order to be transported to RMF dairy unit for processing
- Organization of meetings with the various stakeholders conducted
- Visits on sites for breeders (milk collect centers, coops specialized in forage production, lab and dairy units) done on a weekly basis
- Technical assistance and maintenance support provided on rehabilitation, construction, update and equipment of dairy units to seven small-scale dairy units and two cooperatives
- Twelve (of 112 planned) intensive one-day sessions conducted for four small-scale dairy industries and university students in dairy processing in RMF.
- Research and development to develop new products conducted, including akkawi check and braided mozzarella
- Feasibility and technical study of the implantation of an integrated risk and quality management system (HACCP) on the production line of laban product conducted.

### ***Challenges***

Delaying factors reported on vary from the political instabilities of May 2008 in Beirut to programmatic challenges. The implementation phase of the project was affected by the critical political and security conditions Lebanon is passing through. This has imposed on RMF restrictive measures especially that the subject project targets North Lebanon where many clashes had erupted. The repercussions of the unfortunate May 2008 incidents echoed throughout the following months and halted the operations for at least two months. The rainy weather had also impeded the construction of the upgraded milk processing unit.

### **3.2.11 Women Empowerment – UNFPA (LRF-12)**

The UNFPA project “Women Empowerment: Peaceful Action for Stability and Security (WE PASS)” (LRF-12, \$994,858) was approved in November 2007, but submitted for funding in January 2008. As of 31 December 200, the project had an expenditure rate of 60 percent (\$596,059).

#### ***Background***

As part of the post war recovery initiatives, UNFPA pursued the partnership with the National Commission for Lebanese Women (NCLW) to seek funding for the third phase of the project “Women Empowerment: Peaceful Action for Security and Stability (WE PASS)” through the LRF. The first phase of the project was funded by the Government of Norway and the second phase by the Government of Italy. The idea started initially as a pilot project that aims to promote the implementation of the UNSCR 1325 (Women, Peace, and Security) relative to its context in Lebanon targeting selected communities that suffered from the war of July/August 2006. It was launched in cooperation with municipal councils and Social Development Service Centres (SDSC) of the Ministry of Social Affairs in selected communities. One of its main results was the establishment of WE PASS Women Committees (WWC) that act as beneficiaries of capacity building programs and partners to conduct community activities. The project complements United Nations programmes on women empowerment through transparent fund administration and project implementation in line with the Government reform agenda. The activities are executed by national partners with the aim of transferring ownership to beneficiaries to ensure sustainability. The project also abides by transparency and accountability principles and is implemented with efficient utilization of donor funds.

#### ***Objective***

Further to the above, the focus of the project is to accomplish the following objectives:

- Support institutional building of women machinery entities for advocacy and policy dialogue for mainstreaming gender in peace and security related programmes, initiatives, strategies and policies.
- Promote advancement of women and youth in citizenship, democracy, decision making, leadership, literacy programmes, and reduced vulnerability to violence.
- Promote and support protection of and respect of women and girls human rights.
- Promote and support protection of women and girls from gender based violence as well as other forms of violence in various initiatives and interventions.
- Promote and support the full participation of women and youth in the peace process and conflict prevention at community and national levels.
- Promote and fully support the empowerment of women in economic development.
- Promote and support creation and operationalization of solidarity and coalition networks within and between the targeted villages as well as with national entities.

#### ***Achievements***

Results achieved during the reporting period included activities and interventions in the following areas:

- creation and building of capacities of women committees in new villages;
- training of WE PASS Women Committees towards sustainable entities;
- launching of “the Women NGO in Ras Baalback”;
- convening literacy programmes;
- awareness sessions on reproductive health services;
- organization of focus groups on healthier relations between mothers and teenagers and on women roles and relations with violent adolescent kids;
- organization of solidarity activities among youth promoting gender equity, local meetings for promoting CEDAW and events celebrating International Women Day, Mother's Day and events

- to honour elderly women;
- community mobilization iftars
- forum theatres on gender-based violence
- support groups for women
- WE PASS Day, celebrating women empowerment as a theme
- training and building capacities of women on family and personal budgets
- focus group discussions on economic empowerment
- market studies carried out in selected villages in order to help finding out the occupation and marketable products that match the need in those areas.
- training of women on economic components, including business management training, vocational training, study tours (entrepreneurial trip to Amman, access to market-marketing forum at Souk el Tayeb).

Numerous other initiatives were implemented through the project, including provision of micro credit to women who have the capacity to sustain an income generating project; the distribution of equipment and tools as grant to women entrepreneurs of different categories; the coaching beneficiaries of economic empowerment to increase participation in a national marketing; the establishment of women cooperatives; the identification of areas of intersection and proper mechanism of action between the project and the youth peer to peer project; the revision and updating of the 1997 “Woman National Strategy” through a consultative and participatory approach in process; and the documentation of best practices of the WE PASS project.

### ***Challenges***

No major implementation constrains at the national level were reported on. On the local level of implementation, however, constrains were summarized as follows:

- The project has been cautious in prioritizing the training needs, to support women committees towards sustainability especially given the lack of experience of the women committees in social and development work;
- In communities where there is a high need for similar initiatives, it has been difficult to limit the number of participants to most activities, which affect the effectiveness of such activities especially training. This is the specific case of the cluster of Beit Lahyia which lead to dividing the work per village to increase chances for participation and outreach.
- The high interest rate of micro credit, and expectations of most community that credits are in form of grants affected the enthusiasm of women to engage in loans; this is decreasing as a challenge with the increased self trust gained by the women and the exposure to marketing opportunities and other women entrepreneurs;
- Tobacco growing season and olive cultivations delay certain activities and slow the process;
- The limited ability to write and read of most of the members of the women committee in Beit Lahyia cluster is imposing an additional challenge during the activities, especially that this was not a declared issue from the beginning.
- Women are beginning to talk openly about their fears. Indeed, during the conflict resolution training in Kfeir, a group of the WWC expressed in a sensitive way their fear that the political group of the rest of the committee would interfere in the decision making of the women cooperative. It was the first time that women would discuss such sensitive topic when usually they would elude it because it might generate a conflict between the two communities of Kfeir village.

### ***Lessons Learned***

A number of lessons learned have also been identified, including:

- The economic empowerment is a challenge to the building of the committee as a group especially the establishment of cooperatives because they require skills that the members of the group do not sufficiently have.
- The resistance and hesitancy of women to take loans due to high interest rate suggests finding support mechanisms to encourage women to engage more in micro credit.
- The importance of targeting youth and involving them in the project is an essential aspect for women empowerment. By involving this generation the issue of gender equity would gain more allies and potential for sustainable interest;
- WWC in new villages have a need for organizing big and successful events in their communities to increase their credibility and show a concrete aspect of the kind work they are doing. It is very essential to keep on using interactive and participatory methods in sensitizing the community and transmitting the messages;
- Changes in work plan proposed by the WWC should reach a stage where it is implemented without lots of changes because it affects their self confidence and ownership. Yet this require a consolidated effort from project staff as well as the committees;
- Regular field visits during courses (like computer, vocational training, business development services, literacy) are essential for monitoring purposes and visibility of project;
- Approaching local municipal elections is starting to create or emphasize tensions among groups, which sometimes affect the success of the committees in carrying on its work, or sustaining its effort beyond the scope of the project. This is clearly the case in the villages where the women committees did not gain enough skills and reached ownership of the project.
- The economic empowerment component is implemented by training sessions that improve the leadership perspective of business management.

### ***3.2.12 Socio-Economic Rehabilitation and Recovery of Beirut and its Suburbs – UNDP (LRF-13)***

The UNDP-executed project “Socio-economic Rehabilitation and Recovery of War-affected Beirut and its Suburbs” (LRF-13, \$996,919) was approved in November 2007, but submitted for funding in January 2008. As of 31 December 2009, the project had an expenditure rate of 54 percent (\$537,014). The project duration has been extended and is expected to end in June 2010.

#### ***Background***

Whereas most of the recovery projects that were approved in the post July/August-war period concentrated on areas outside Beirut, this project places emphasis on Beirut as it has been greatly affected by the war and the recent hostilities and hence, is in need of attention from the on-going development initiatives, especially for youth employment and mobilization. The importance of including the capital of Lebanon, Beirut, in the development programmes resided in the fact that besides being the most densely populated area, it also encompasses high levels of social and economic injustices, crimes, abuses and social gaps.

Youth unemployment increased as a result of the 2006 war and its aftermath effect on tourism and economic sectors. Unlike the previous wars, the July war has severely impacted the private sector and hindered its capability to respond and contribute to the recovery, rehabilitation and revitalization of the country. In this context, the project addresses reviving the human potential, especially youth, as well as mobilizing the local non-governmental organizations.

The project is executed by the Hariri Foundation for Sustainable Development which is designated as the NGO Executing Agency for this project.

### ***Objective***

The main objective of the project is to promote social equity and local stakeholders' empowerment through local employment recovery and livelihood opportunities projects in Beirut and its suburbs. The project is tailored to address three main outputs:

- Enhancing the implementation capacities of local stakeholders (NGOs and CSOs) in identifying and providing direct services to recover sustainable livelihoods. Local stakeholders can then select and implement community projects for recovery of livelihood.
- Providing skills training for unemployed youth and support job creation through employment/ job search centre matching demand and supply. The centre will act as the enabling structure to create, enhance and develop skills and competencies of the youths.
- To rehabilitate two underserved areas in Beirut with a focus on the poor and multi-cultural neighborhoods after providing the youth with the proper training on how to enhance the socio-economic capacities for local communities.

### ***Achievements***

The project is on track for achieving the planned outputs. Major achievements include:

- A network of qualified youths belonging to neighborhood committees and to Greater Beirut NGOs trained to participate in local community development projects.
- A training manual serving as a reference for all members of CSOs on how to design, manage and evaluate development projects and programmes along with the methods of implementation developed.
- A labor market study developed to decide on the skills needed in the market and help in matching labor supply and demand.
- A database for the youth unemployed and jobs needed to try to match demand and supply is formed.
- An employment creation center established to help unemployed youth find a job and meet the labor supply market, and provide them with the adequate skills and competencies when needed.
- A participatory study developed to determine the 2 areas/ neighborhoods to be upgraded
- Two underserved Beirut neighborhoods rehabilitated by the trained youth (not completed).

Based on the implemented activities, the project has reached out to the following beneficiaries:

- Unemployed youth from Beirut and Dahiyeh inhabitants.
- Local Beirut and Dahiyeh Non-Governmental organization (NGOs) working in the community development fields.
- Leaders of Beirut and Dahiyeh local communities and field workers in development projects
- Government agencies including Beirut Municipalities.

### ***Challenges***

Challenges faced during the implementation of the project included both socio-political factor, as well as programme implementation issues. The rehabilitation work (in both neighbourhoods Sabra and Karm El Zeytoun) is taking a lot of time, though the process of implementation is being done in a professional way and the youth involved (whether the AUB students or the volunteers in the projects) are gaining a set of skills and experience on how the community development approach should be conducted, how to deal with the inhabitants, how to collect information, present themselves to the different concerned parties and ensure their approval/motivation for intervention and their mobilization for the implementation and ownership of the project. The delay in the implementation is due to some issues related to the work with the chosen subcontractors: the time to get the approval from the municipalities (since it needs to follow certain procedures..), the delicateness of dealing with the people, taking into consideration the different cultural, educational, economic, social and professional backgrounds they are coming from. This explains slow and smooth mode of progress. Furthermore, the consent of the inhabitants and their willingness and



ability to carry on and preserve the work being done after the project's completion ensure the sustainability of the project after its completion.

### **3.2.13 Integrated Forest Fire Management – FAO (LRF-14)**

The FAO-executed project “Forest Fires Management – Forest Fires Prevention, Forest Fires Fighting (Control) and Damaged Forests Assessment and Rehabilitation” (LRF-14, \$2,600,000) was approved in November 2007, but submitted for funding in February 2008. As of 31 December 2009, the project had an expenditure rate of 47 percent (\$1,217,676). The project duration has been extended and is expected to end in February 2011.

#### **Background**

The programme is part of the Ministry of Environment's (MoE) National Campaign for the management of forests in Lebanon (prevention, control and rehabilitation) that has been recently launched in cooperation with the various partners and stakeholders.

#### **Objective**

The objective of the project is to create an enabling environment for the Government of Lebanon to address through its early recovery efforts: 1) the prevention of future forest fires; 2) the efficient fighting of fires when they occur; 3) updating the assessment of the ecological and socio-economic damage resulting from the July/August 2006 war as well as by the enormous fires that were erupted simultaneously and repeatedly during October 2007 in different parts of the country; and 4) the rehabilitation of forests that were damaged during the July 2006 war and recent environmental disasters to allow for re-access of rural communities to their land resources (woodlands, forests, etc.) through the alleviation of obstacles, such as demining.

The main implementing partner for the project is the Association for Forests, Development and Conservation (AFDC). FAO's partners include MoE, AFDC, Ministry of Agriculture and the Lebanon Agriculture Research Institute.

In line with the project document and the project outcome to support early recovery and alleviating poverty through improved forest fires management (prevention, control, assessment and rehabilitation), and their associated benefits to environment and rural communities, five immediate objectives have been set:

- i) Adoption and implementation of preventive measures aiming at forests protection from fires and other risks. Adoption and implementation of control measures aiming at efficient forest fire fighting.
- ii) Adoption and implementation of control measures aiming at efficient forest fire fighting.
- iii) Assessment of the cost of environmental degradation from forest fires.
- iv) Assessment and rehabilitation of forests in areas that suffered from the July 2006 war and October devastating fires.
- v) Restoration of livelihoods generated from the sound and sustainable use of forested trees (long term).

#### **Achievements**

The project has reported a number of results during the reporting period. These include:

- *The establishment of the tree nursery in Andket village:* The tree nursery was established during the reporting period in Andket village. The nursery had grown 100 000 bags of tree seedlings. Reforestation activities are planned to take place during the rainy season in Dec 2010.

- *Training and public awareness including publication and dissemination:* FAO's partner AFDC had carried out four different training sessions in 2009, training 70 people on forest fire techniques and fire response coordination. Subject areas covered during the training include forest fire causes and outcomes, pre fire plans, civil defense tools and techniques, forest law, first aid techniques, forest fire fighting management and techniques. The Incident Command System training developed by the United States Forest Service (USFS) was provided to ensure proper communication between different agencies in case of huge forest fires.

### **Challenges**

As numerous other projects funded through the LRF, this project also refers to the current general political and security situation in Lebanon as creating challenges for project implementation.

### **3.2.14 ICT in Education – UNESCO (LRF-15)**

The UNESCO-executed project "Enhancing ICT in Education" (LRF-15, \$820,000) was approved by the LRF Steering Committee in August 2008. UNESCO reported \$22,170 (3 percent) in expenditure on this project as of 31 December 2009. The LRF Steering Committee has requested the project to be terminated and any unspent funds be returned to the LRF Account for re-programming. Any return of unspent funds will be reported on in the 2010 Annual Progress Report.

### **Background**

The Ministry of Education and Higher Education (MEHE) made a commitment, documented in the Strategic Plan, to improve the quality of education utilizing ICT tools and methods. Several projects were developed and started to provide infrastructure in the schools to meet two of the four strategic goals, namely; a) Education for a Knowledge Society and b) Governance of Education. However, due to the July/August 2006 war, this effort was delayed. Nevertheless, MEHE managed to put it back on track and the Strategic Plan has been delivered to the Council of Ministers. In parallel to this, in the aftermath of the 2006-war, MEHE has been the recipient of significant aid to reconstruct schools, its equipment as well as the entire educational system with a big portion of this aid going to ICT equipment.

### **Objective**

As a result and to help achieve the above, the objectives of the current project include building up the MEHE capacity for strategic planning as well as supporting and ensuring the maintenance for all MEHE ICT infrastructures, guaranteeing the creation of a modern organisation that is able to drive the education system towards information age and setting up an Information Management Unit (IMU) able to perform a wide mandate related to the management of all ICT projects in MEHE.

The main target and partner in the project is the MEHE, providing full cooperation and full support of all activities related to the project, full political support and logistics according to its capacities. It will also host the IMU and its antennas in the regions and provide it with premises, furniture and logistical support. In addition, CERD will be a main contributor for data on schools, curricula and training.

### **Achievements**

During the reporting period, the following activities and processes were undertaken:

- The project document was revisited and certain activities were merged;
- UNESCO presented ICT in Education toolkit as an option to help MEHE in its strategy;
- Agreement reached on the importance of recruiting project coordinator and 12 technicians for various Lebanese regions;
- UNESCO presented a six months action plan integrating ICT in Education workshop to help MEHE drive its own ICT strategy;

- MEHE decided that the workshop on ICT in Education Toolkit isn't needed at this stage due to an initiative undergoing as part of Partnership for Lebanon;
- UNESCO presented a draft plan of action, taking into consideration recruiting, job commencement, and surveys;
- The committee explored the possibility of integrating the staff recruited by the project within MEHE at a later stage for sustainability.
- Project Coordinator post was filled
- A new contract has been agreed upon between the Ministry and UNESCO to delegate the ministry to employ the technicians as it facilitate the work (in particularly, from the security point of view)
- After agreeing on the tasks to be fulfilled, an activity finance contract, between UNESCO and MEHE, couldn't solve the problem we are facing in regards to recruiting personnel and their security implication;
- Collaboration with MEHE and UNESCO HQ to resolve the agreement matter;
- Ministry provided initial information on the existing ICT related projects and in particularly, Microsoft initiative that its execution will assist in the project outputs. Ministry promised to give an updated and final report about it within a month;
- Assessment followed by an operation plan for the Information Management Unit (IMU) at the Ministry of Education and Higher Education (MEHE);
- Development of a training plan for Educators;
- Initial ICT school survey developed.

### **3.2.15 Recovery Coordination Support – UNDP (LRF-18)**

The UNDP-executed project “Recovery Coordination Support in Lebanon” (LRF-18, \$747,122) was approved by the LRF Steering Committee in October 2008. UNDP reported \$354,937 (48 percent) in expenditure on this project as of 31 December 2009. The project duration has been extended and is expected to end in December 2010.

#### ***Objective***

The project aims at strengthening the coordination capacity of the UN Resident Coordinator sub-offices in the north and south of Lebanon to ensure a more effective and efficient delivery of recovery interventions in the most affected areas of the country.

More specifically, the project aims at:

- *Enhancing coordination at the field level through the RC sub-offices:* The primary function of the sub-offices is to facilitate and promote coordination of recovery 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 (decentralized units of line ministries and government agencies, NGOs, civil society organizations etc.).
- *Providing support to Data Management and GIS functions:* One of the key coordination functions that can help make a difference in the recovery 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.

The ultimate goal of the coordination support structure is two-fold: i) to establish a coordination mechanism and information management system that allows the UN Resident Coordinator to ensure a smooth and coordinated implementation of recovery efforts and provide information to national and

international actors involved in the recovery effort; and ii) to ensure the coordination support structure strengthens national capacity and ownership, in order for national authorities to better coordinate and plan their own reconstruction and development.

### ***Achievements***

Achievements under the project are clustered in two areas; coordination at the field level and the level of comprehensive information collection system, both in relations to results for the RC sub-office in the north and the south.

#### *Coordination at the field level:*

For the RC sub-office in the north:

- The North Sub-Office continued liaising with Lebanon Support through meetings and uploading information to ensure an accurate update of all recovery operations information on the NBC website.
- The Sub-Office continued its field visits to civil society, national and international NGOs in both NBC and Beddawi Camps to enhance the participation of local and international NGOs in the clusters meetings
- The Sub-Office continued liaising with LPDC and the latter has a field officer that regularly participates in the cluster meetings.
- Eight Early Recovery Inter-Cluster meetings took place during this reporting period. Of particular relevance, the 26 November 2009 meeting gathered all cluster leads to discuss the crosscutting issue of Protection and its renewed integration into the activities of all operating clusters. The cluster leads agreed to work with the new UNRWA Protection Unit to find practical steps to address Protection issues in the areas of Health & Mental Health Psycho-Social, Education, Shelter/Watsan as well as Livelihoods.
- One hundred cluster meetings took place during the reporting period January-December 2009: 27 Shelter/Watsan, 17 Education, 13 Livelihoods, 10 Protection, 13 Health, 7 FI/NFI, and 5 Mental Health Psycho-Social.
- Cluster and inter-cluster minutes of meeting were disseminated to all participants and posted online at [www.lebanon-support.org/nbc](http://www.lebanon-support.org/nbc)
- All clusters' action plans are updated on a regular basis.
- A situation report was regularly produced and disseminated to all UN agencies working in the North covering the latest updates on activities.
- The North Sub-Office has also been holding meetings with stakeholders active in the area gauging the feasibility of setting up additional coordination mechanisms.

For the RC sub-office in the south:

- The Tyre RC sub-office continued to work in 2009 according to its work plan, though the number of UN agencies with active presence has been reduced to: UNDP, ILO, FAO, UNICEF and UN-Habitat.
- General and Sector Coordination meetings have continued to take place regularly with the participation of a wide range of actors, including local authorities, UNRWA and UNIFIL representatives and NGOs, both national and international (23 Inter-agency meetings, 23 General Coordination Meeting, 5 Sector East, 5 Livelihoods, 2 Health and 2 Water Sector meetings).
- As a result of the Coordination Meetings in Tyre and in Sector East, and regular liaisons and meetings held with local authorities, ministries and local stakeholders, development actors became more aware of all types of development interventions occurring in the Southern region.
- General Coordination Meetings are held every two weeks in Tyre with representatives of UN agencies, local and international NGOs, civil society and local authorities.

- Sector East meetings are held monthly not to duplicate the “Tyre GCM” but to capture the missing information specific to the sector east region.
- On the other hand, coordination with UN agencies is taking place on a regular basis, through the weekly Inter Agency meetings and through frequent contacts with UNIFIL different civilian and military components and UNRWA.

#### *Comprehensive information collection system*

For the RC sub-office in the north:

- Documents such as minutes of meetings, datasets, action plans, maps reports and figures have been regularly uploaded to the Lebanon Support NBC website. Throughout the reporting period, the website has recorded a steady increase in the number of visits.
- The North Sub-Office maintains an updated contact list of all active stakeholders in both Nahr el-Bared and Beddawi Camps and shares it with partners on a regular basis.

For the RC sub-office in the south:

- The sub-office maintained Data Entry of various information related to the NGO matrix, cooperative assessment, UNDP projects and provided information to the Map unit, the UNRC website and stakeholders.
- Mainly, it maintained the update of the UNRC contacts list and NGO matrix; the livelihoods matrix containing information about all the stakeholders and participants in the Sector Working Group in addition to their activities; the cooperatives assessment; UNDP’s databases and extracted these information in terms of excel sheets and charts tables.
- Mapping: during 2009, the sub-office with the support of the GIS staff, was continuously updating the Operational Organizations Map and the Protection Map by referring to the information provided by UNMACC.
- The sub-office also responded to over 300 requests for maps: recovery maps, sector interventions maps, area maps, and administrative maps in support of the activities carried out by the recovery partners.
- GIS produced new maps related to the development phase of intervention: activities in Beirut Southern Suburb, activities in Southern Lebanon, Youth Project; Social and Economic Empowerment Cluster Bomb Affected Communities Map in Southern Lebanon, Early Recovery Activities in Southern Lebanon, Water Management Map, Functioning Health Facilities in Southern Lebanon, and posters and promotional material to UN agencies.

#### ***Challenges***

Although 2009 was a relatively calm period which included successful elections in June, areas within Lebanon including the South remain volatile with the potential to escalate without much warning.

Coordination meetings are witnessing a new dynamic, from information sharing to enhanced consultation, to active collaboration. In this context, the pressure for a greater integration is likely to grow dictated by the pressure of the financial crisis and the decreasing interest of donors and international agencies and NGOs, particularly regarding the South. Therefore, the role of the coordination sub-office is even more crucial in terms of providing mechanisms for a better and more focused implementation of projects and resources.

The only delays experienced in 2009 were due to security incidents in the North. During such times UN agencies postponed meetings and delayed the implementation of some of their activities.

### **3.2.16 Socio-Economic Rehabilitation in the Framework of ART GOLD Lebanon – UNDP (LRF-19)**

The UNDP project “Socio-Economic Rehabilitation Programme in the Framework of ART GOLD Lebanon” (LRF-19, \$2,391,450) was approved by the LRF Steering Committee in March 2009. As of 31 December 2009, expenditure reported under the project was \$1,022,989 (43 percent). The project duration has been extended and is expected to end in December 2010.

#### ***Objective***

The ART GOLD Lebanon’s overall objective is to support the Lebanese national government and the local communities in elaborating and implementing Strategic Development Plans, within the programme’s target areas while focusing on the most disadvantaged people, towards the achievement of the Millennium Development Goals (MDGs).

Most specifically, the programme aims to:

- Increase access to primary public health care services
- Increase sustainable income generation and job opportunities
- Enhance the preservation of the environment
- Increase youth participation in local development and enhance their social integration

UNDP AGL adopts a multi-scale development approach, which relies on three main components:

- *Participatory Approach and Working Groups Component:* which aims at improving skills and capacities of local authorities and administrations to plan, manage, execute, monitor and evaluate human development interventions in a wide ranging partnership with the private and civil society sector through the establishment of Local, Regional and Thematic Working Groups which are participative and consultative structures, used to build or reinforce the relational and social capital in the target territories.
- *Local Economic Development Component* which aims at promoting balanced and inclusive local economic development through the establishment of Local Economic Development Agencies (LEDAs) promoting sustainable socio-economic development, reinforcing local competitive systems, and creating inclusive markets for the disadvantaged people.
- *Decentralized Cooperation Component* which aims to establish long-term partnerships between North and South partners, and will allow access to technical assistance and financial resources from a wide-range of international partners.

The programme adopts the strategic planning approach to build an agreement on shared goals among territorial stakeholders towards the achievement of a balanced and sustainable development

#### ***Achievements***

The year 2009 marked AGL’s second phase that was centred on a sustainable development oriented approach. Accordingly, all implemented projects for 2009 were coherent with AGL strategic objectives, outcomes and outputs. Moreover, projects were implemented in partnership with the working groups, line ministries, relevant municipalities, local stakeholders and DC partners.

At national level, the programme, in collaboration with the Council for Development and Reconstruction (CDR), coordinated with relevant ministries such as the Ministry of Public Health and the Ministry of Interior and with 300 Municipalities, of which ART GOLD had established partnerships with more than 100. At international level, the programme objectives and activities were promoted to European donors and DC partners through the ART Coordination Office based in UNDP Geneva and in collaboration with ART Antennas in Rome and Seville. Also, technical visits were exchanged between Lebanese and European local institutions facilitating the transfer of knowledge, best practices and experiences on issues

of common interests. More specifically, the programme in Lebanon mobilized and attracted a number of Decentralized Cooperation partners. To date 45 partnerships have been established with local European partners, of which 10 were newly established in 2009, representing a 20 percent increase from last year's.

The key results that AGL achieved in 2009 are identified across the programme's three main components:

*Participatory Approach and Working Groups:*

- The strengthening of local, regional and thematic working groups facilitated.
- Capacity building to WGs provided.
- Increased levels of coordination and cooperation between municipalities realized.
- Leadership role of Municipalities facilitated. (Municipalities are the ones responsible for the projects sustainability and for the mobilization of the community to support AG interventions.)
- WGs meetings involved different stakeholders to work together, create synergy among them and avoid duplication of projects.
- International exposure and intercultural relations built through the various missions conducted to and from Lebanon

*Local Economic Development*

- ART GOLD ensured that the 2009 LRF contribution is focused on Local Economic Development activities.
- The LEDA mandate developed and discussed with the working groups, municipalities and line ministries.
- Four Local Economic Development Offices established and equipped in the four areas. Two persons recruited in each of these offices (Local Economic development Expert, and Business Development Officer). Staff empowerment on Local Economic development conducted.
- Technical assistance provided to 100 farmers for the creation of cooperatives and to 15 cooperatives on organization and management, outreaching 100 beneficiaries
- The Bank managing the Guarantee Fund has been selected. As an instrument to facilitate access to credit for micro, small and medium enterprise partners of AGL, the GF will be operational before the end of the year 2009.

*Decentralized Cooperation*

- A DC strategy paper for Spain developed to help identify DC partners and coordinate their actions in line with the territorial priorities for greater impact.
- A set of criteria developed to facilitate the DC management. These include: Knowledge on the ART GOLD Methodology, Coherence with the Strategic Objectives and Outcomes of the AGL Program, Following the standard form and templates, When possible, promote the DC coalitions, Promoting economies of scale and synergies, and Ensure communication and visibility)
- Network with DC partners promoted through the participation in workshops, meetings, networking for the establishment or strengthening of local partnerships (for example preparation of ENPI proposals) and through the DC missions conducted to and from Lebanon and to Spain.

*Challenges*

Few constraints were identified. These include the following:

- Political instability and security conditions make long-term planning difficult.
- Significant gaps in data and statistics due to the lack of coordination among ministries.
- Delays in implementation incurred due to the upcoming municipal elections.

### ***Lessons Learned***

Lessons learned were identified under each of the programme's three main components:

#### ***Participatory Approach and Working groups:***

- Moving from numerous local working group (WG) towards regional working group (RWG)
- Local ownership more obvious whenever a bottom-up approach is used

#### ***Decentralized partnerships:***

- The DC Partnerships are sometimes more fruitful if the partners experience similar challenges and contexts
- Working groups' efficient and effective cooperation with decentralised cooperation partners has contributed to sustainable local development
- DC is a learning opportunity for a country such as Lebanon with a strong centralized administration, moving towards administrative decentralization

#### ***Local Economic Development:***

- Innovative solutions: LEDOs instead of LEDAs

### ***3.2.17 Recovery and Rehabilitation of the Dairy Sector in Bekaa Valley and Hermel Akkar Uplands – FAO (LRF-21)***

The FAO project “*Recovery and Rehabilitation of the Dairy Sector in Bekaa Valley and Hermel Akkar Uplands*” (LRF-21, \$2,500,000) was approved by the LRF Steering Committee in April 2009. FAO reported \$214,553 (9 percent) in expenditure on this project as of 31 December 2009. The project is expected to end in April 2011.

#### ***Objective***

The objective of this project is to enable the recovery-rehabilitation and assistance to the livelihoods of vulnerable livestock keepers (almost one-third of whom are female-headed families) from Central Bekaa Valley, North Akkar and Hermel-Akkar Highlands, who are currently unable to keep up with the serious competition in the sub-sector. Farmers will draw indirect benefits from the project through veterinary and artificial insemination services as well as training sessions. The project therefore aims to provide the basic needs for livestock keepers and farmers to resume production and income-generation activities

#### ***Achievements***

The current project plans to begin its main activities, particularly procurement, during the first quarter of 2010. In the last quarter of 2009, animal feed and milk collection equipment was purchased and distributed to farmers. During the reporting period, the CTA and animal production officers conducted surveys in project sites to finalize beneficiary needs. These surveys were carried out with the full collaboration of the Ministry of Agriculture to determine typology of project sites and farmers, identification of project beneficiaries and project priority activities, taking into consideration farmer's requirements and MOA priorities. In addition, distribution of 41.5 tons of forage seeds to plant during the current planting season. The seeds were distributed to farmers in order to grow forage crops to produce animal feeds for their livestock.

The procurement of all project inputs will take place during the 2010 reporting period, which includes dairy processing equipment, veterinary drugs, artificial insemination, feed concentrate and forage. FAO has procured 41.5 tons of forage seeds and distributed to farmers for the current planting season (October 2009). Types of seeds include 35 tons of oats, 15 tons of common vetch, 1 ton of Italian Ryegrass and 500 kg of mixture of grasses and legumes. The harvest of forage will provide livestock farmers with high quality, vitamin rich and nutritious animal feed. A proper animal diet will help safeguard the health of the animal.



### 3.2.18 Hydro Agricultural Development for Maryeyoun Area – UNDP (LRF-23)

The UNDP project “Hydro Agricultural Development for Mareyoun Area” (LRF-23, \$2,000,000) was approved by the LRF Steering Committee in May 2009. UNDP reported no expenditure on this project as of 31 December 2009. The project duration has been extended and is expected to end in October 2011.

#### **Objective**

The project aims at assisting local communities in Marjeyoun area to benefit from a main canal supplying water to South Lebanon from West Bekaa. The project will show the advantages and efficiency of modern irrigation techniques, will propose the new cropping patterns in the region, and will support the establishment of a very much needed Water Users Association. The project will have a direct impact on the livelihood of at least 1,250 households within five communities affected by the July 2006 conflict through extending the areas suitable for agriculture, and will provide direct assistance to the farmers in the area. The project will produce topo-cadastral maps which are the bases for designing the irrigation distribution networks, will establish a land classification database as a prerequisite for the development of the hydrant implementation plans, and will execute land reclamation for an area of 522 ha setting up the infrastructure for the water distribution network.

The project’s national partner is the Litani River Authority (LRA), an autonomous public establishment which is under the tutelage of the Ministry of Energy and Water. The LRA’s covers a larger scope than just the Litani River, it includes the execution of works for irrigation, studies and construction of dams and hydroelectric power plants and the management of both surface and ground water resources. Amongst its responsibilities is the implementation of irrigation schemes in South Bekaa and South Lebanon (law 221 -Water Authorities Law).

The project will be implemented in close technical coordination with the Association of the Friends of Ibrahim Abd El Al (AFIAL). The Association works on awareness and advocacy on water issues for both decision makers and the general public. It has successfully implemented several water projects and continues to raise funds and lobby for the promotion of integrated water resource management at the national level.

The project is in line with the Millennium Development Goals, namely Goal 7 – Ensure Environmental Sustainability. It works towards the target of proportioning total water resources used in each country. It further meets national priorities on water resource management of the Ministry of Energy and Water and is in line with the water reform programme set by the Lebanese Government.

#### **Achievements**

During the current reporting period, the progress on the outputs is listed as follows for relevant objectives and activities, namely the establishment and implementation of the Water Users Association (WUA), the development of land database and hydrant plans, the execution of the land reclamation works and the establishment of the PMU.

- *Establishment of the Water Users Association (WUA):* The activities involved are drafting the required legislation to establish the WUA financial management and lobbying with policy makers to pass the required legislation. Two coordination meetings were held with AFIAL to date. A review of the legislation is expected during 2010.
- *Project Management:* The UNDP project document has been drafted and signed in September 2009, the project manager has been recruited to start on the 1st of January 2010. The project offices within the LRA were identified, prepared and furnished. The ToRs for project team were developed and a Local Project Appraisal Committee meeting was held on the 27th of September

2009. The project team positions will be announced in early 2010 and recruitment of staff will follow shortly.

### **Challenges**

Implementation constraints identified include: political & security situation south of the blue line, the presence of cluster bombs and explosive remnants of war, delays in launching the project.

### **3.2.19 Early Recovery of Nahr el Bared Surrounding Lebanese Communities Affected by 2006 and 2007 Conflicts – UNDP (LRF-24)**

The UNDP project “*Early Recovery of Nahr el Bared Surrounding Lebanese Communities Affected by 2006 and 2007 Conflicts*” (LRF-24, \$2,500,000) was approved by the LRF Steering Committee in August 2009. UNDP reported \$161 (0 percent) in expenditure on this project as of 31 December 2009. The project duration is expected to end in February 2011.

### **Objective**

The project is designed to restore livelihoods of 2,000 vulnerable households (13,400 individuals) in 28 communities of North Lebanon who have sustained significant direct or indirect losses related to the conflict of July - August 2006 and/or the Nahr el Bared conflict in 2007. Additionally, the project aims to provide a solid platform for development efforts in the area, by increasing local capacities of participatory planning, management and implementation of development programmes, as well as, promoting local level dialogue.

The specific objective of the project is to promote the social cohesion through restoring and improving livelihoods, capacity building and local level dialogue, whereas the project outputs include:

- Livelihoods of farmers, fishermen and SME owners improved through socio-economic interventions targeting training, technical and asset needs
- Living conditions and livelihoods of communities improved through small scale infrastructure projects
- Dialogue improved through local level interventions, particularly targeting youth

### **Achievements**

Although the Project Document was signed in May 2009, the LRF Steering Committee did not approve the project until August 2009 and funds eventually arrived in Lebanon in October 2009. This meant a later start in the implementation of the project, which has focused on the recruitment of the team and the base-lining process. Work planning was initiated during the reporting period and project activities are expected to get underway in 2010.

### **3.2.20 Monitoring and Evaluation Team for the LRF – UNDP (LRF-25)**

The UNDP project “*Monitoring and Evaluation Team for the LRF*” (LRF-25, \$200,000) was approved by the LRF Steering Committee in mid-December 2009. UNDP reported no expenditure on this project as of 31 December 2009. The project is expected to end in December 2011.

### **Objective**

The proposal to establish an M&E Team was made on the basis of enhancing the efficiency, preventing unnecessary expenditures and avoiding project delays. It is expected to address these issues by expanding overall oversight management. Specifically, it is expected to enhance the LRF monitoring mechanism, currently being carried out by PAG representatives, by incorporating the aforementioned activities into a more coherent and efficient framework. This framework will consist of:

- An increased frequency of field trips and monitoring meetings;
- Closer and more technical follow ups on project implementation and financial activities;
- A continuous evaluation and objective re-assessment of project achievements against pre-set targets;
- A support system to meet timely completion with the objective of raising the effectiveness of projects and ensure cost-efficiency in their implementation, and
- A support system to examine the final evaluation of the projects implemented under the LRF.

Effective oversight of a project is time-enhancing and cost-efficient to both donors and beneficiaries. Hence the expected benefits of employing an M&E team will be extensive, reaching across all parties engaged with the LRF projects. Since the M&E team will oversee all aspects of the project activities, Project Managers are supported in achieving their pre-set deadlines in a timely manner. This will be advantageous to the benefactors since it will prevent the postponement of the project's objectives. Furthermore, any revisions made in the outstanding projects-such as a no cost time extension, a budget re-evaluation or change in scope- will be effectively assessed and evaluated by the M&E team and hence, improve the cost-efficiency and decision making outcomes of those projects by the PAG team and LRF committee.

The specific project objective is to extend the provision of timely, cost efficient and reliable M&E activities through an expansion in overall oversight management. Project outputs include:

- Support Project Managers in achieving their pre-set deadlines in a timely manner, thus working in favour of the beneficiaries of each project, and
- Revisions made in the outstanding projects - such as a no cost time extension, a budget re-evaluation or change in scope - will be effectively assessed and evaluated by the M&E team. This will improve all decision making outcomes and will ensure compliance with the above revisions.

### ***Achievements***

Due to funds being transferred in late-December 2009, no narrative report was submitted for this project for the 2009 reporting period.

## 4. Financial Performance

The below table provides a financial overview of the LRF as of 31 December 2009. Subsequent tables and write-ups in this section provide additional details on the sources, uses and balance of LRF funds during the reporting period, and cumulatively as of 31 December 2009.

**Table 4 Financial Overview as of 31 December 2009 (USD)**

	Prior Years	2009	Cumulative as of 31 December 2009	% of Gross Deposit
Gross Donor Contribution	45,857,496	-	45,857,496	100.00
Total Earned Interest (Fund and PO)	1,516,909	113,624	1,630,533	3.56
Less:				
Administrative Agent Fee	458,575	-	458,575	1.00
Direct Cost	-	-	-	0.00
Funds Transferred to POs:				
From Donor Contributions	33,426,023	11,972,898	45,398,921	99.00
From Earned Interest	-	618,552	618,552	1.35
Bank Charges	-	-	-	0.00
Other Expenditure from Earned Interest	-	-	-	0.00
<b>Balance of Funds with Administrative Agent</b>	<b>13,489,807</b>	<b>-12,477,826</b>	<b>1,011,981</b>	<b>2.21</b>

	Prior Years	2009	Cumulative as of 31 December 2009	% of Funds Transferred
Funds Transferred to POs	33,426,023	12,591,450	46,017,473	
POs' Expenditure	9,239,715	8,914,250	18,153,965	39.45
<b>Balance of Funds with POs</b>	<b>24,186,308</b>	<b>3,677,199</b>	<b>27,863,508</b>	<b>60.55</b>

### 4.1 Sources, Uses, and Balance of LRF Funds

As of the end of the reporting period ending on 31 December 2009, \$45,857,496 was deposited into the LRF Account. Of this amount, \$45,398,921 had been transferred to six POs by 31 December 2009. In addition, \$618,552 had been transferred from interest earned. Table 4.1, below, provides an overview of the overall sources, uses, and balance of the LRF as of 31 December 2009.

Apart from Donor contributions, the other source of funds for the LRF is interest income. The two sources of interest earned income are Administrative Agent (Fund) earned interest, which is the interest earned by the MDTF Office as the Administrative Agent on the balance of funds remaining in the LRF account, and agency earned interest, which is the amount earned by the POs on the undisbursed balance of LRF funds. As of the reporting period, the fund earned interest of \$1,487,605 and the POs refunded interest earnings of \$142,928. Additional information relating to interest earnings is given in section 4.3.

The Administrative Agent fee was charged at the approved rate of 1 percent on deposits and amounted to \$458,575 as of 31 December 2009. As no deposits were made in 2009, no AA-fee was deducted in 2009.

**Table 4.1 Sources, Uses, and Balance of Funds as of 31 December 2009 (USD)**

	Prior Years	2009	Total as of 31 Dec 2009
<b>Source of Funds</b>			
Gross Contributions	45,857,496	-	45,857,496
Fund Earned Interest Income	1,394,961	92,644	1,487,605
PO Earned Interest Income	121,948	20,980	142,928
<b>Total - Source of Funds</b>	<b>47,374,405</b>	<b>113,624</b>	<b>47,488,028</b>
<b>Use of Funds</b>			
Transfers to POs			
From Donor Contributions	33,426,023	11,972,898	45,398,921
From Earned Interest	-	618,552	618,552
Refund of Unutilized Balances on Closed Projects by POs	-	-	-
<b>Sub-total - Transfers to POs</b>	<b>33,426,023</b>	<b>12,591,450</b>	<b>46,017,473</b>
Administrative Agent Fees	458,575	-	458,575
Direct Costs (Steering Committee, Secretariat ... etc.)	-	-	-
Other Expenditures from Earned Interest	-	-	-
Bank Charges	-	-	-
<b>Total - Use of Funds</b>	<b>33,884,598</b>	<b>12,591,450</b>	<b>46,476,048</b>
<b>Balance of Funds Available</b>	<b>13,489,807</b>	<b>12,477,826</b>	<b>1,011,980</b>

## 4.2 Donor Contributions

Table 4.2 gives the breakdown of the total contribution received amounting to \$45,857,496 as of the end of the reporting period, 31 December 2009. The largest contribution was made by Spain (\$35,400,000), followed by Sweden (\$9,797,465) and by Romania (\$659,531)

**Table 4.2 Donor Deposits as of 31 December 2009 (USD)**

Donors	Gross Donor Deposits				Grand Total
	2006	2007	2008	2009	
Romania	658,762	769	-	-	<b>659,531</b>
Spain	-	19,909,500	15,491,000	-	<b>35,400,500</b>
Sweden	9,797,465	-	-	-	<b>9,797,465</b>
<b>Grand Total</b>	<b>10,456,227</b>	<b>19,910,269</b>	<b>15,491,000</b>	<b>-</b>	<b>45,857,496</b>

### 4.3 Interest Earned

There are two kinds of interest earned under the LRF; fund-earned interest, which is managed by the Administrative Agent in the LRF Account, and PO-earned interest, which may be returned to the LRF Account by individual POs. Table 4.3, below, provides an overview, by reporting period, of the interest earned under both these.

#### *LRF-Administrative Agent (Fund) earned interest*

- The LRF earned interest income of \$92,644 during the reporting period (2009). In total, the LRF has earned \$1,487,605 in fund earned interest.

#### *Interest earned by Participating Organizations*

- All interest earned by the POs is expected to be credited to the LRF account unless the governing bodies of the said organizations have approved decisions that govern the specific use of interest earned on Donor contributions. Interest earnings of \$20,980 were reported by FAO in 2009. Cumulatively, POs have credited \$142,928 to the LRF Fund Account as of 31 December 2009.

Both the Fund earned interest as well as the interest earned by POs duly transferred to the AA will be used to augment the availability of funds for project funding. During the reporting period, \$618,552 was allocated from interest earned to project funding.

**Table 4.3 Earned Interest as of 31 December 2009 (USD)**

<b>Administrative Agent</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Total</b>
Fund Earned Interest	832,748	562,213	92,644	1,487,605
<b>Total</b>	<b>832,748</b>	<b>562,213</b>	<b>92,644</b>	<b>1,487,605</b>

<b>Participating Organizations</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Total</b>
FAO	-	40,778	20,980	61,758
UNDP	-	74,191	-	74,191
UNESCO	-	6,979	-	6,979
<b>Total</b>	<b>-</b>	<b>121,948</b>	<b>20,980</b>	<b>142,928</b>
<b>Grand Total</b>	<b>832,748</b>	<b>684,161</b>	<b>113,624</b>	<b>1,630,533</b>

### 4.4 Transfer of Approved Funding to Participating Organizations

As of 31 December 2009, the LRF had transferred funds to six POs for approved projects for a total of \$46,017,473. In addition, \$618,552 was transferred from interest earned. The distribution of approved funding, consolidated by PO and reporting period, is summarized in Table 4.4.

FAO, ILO, UNDP, UNESCO, UNFPA and UNIDO were the six implementing agencies that received funding for twenty-five projects approved by the LRF Steering Committee as of 31 December 2009. UNDP received the bulk of the funding (\$27,881,611; 60.59 percent of total funds transferred to POs), followed by FAO (\$8,370,670; 18.19 percent), UNIDO (\$4,500,000; 9.78 percent), ILO (\$2,683,108 percent), UNESCO (\$1,587,226; 3.45 percent), and UNFPA (\$994,858; 2.16 percent).

**Table 4.4 Transfer of Funds by Participating Organization as of 31 December 2009 (USD)**

Participating Organization	Prior Years			2009		Cumulative as of 31 Dec 2009	
	Funds Transferred	Refund of Unspent Balance	No. of Projects	Funds Transferred	Refund of Unspent Balance	Funds Transferred	Total No. of Projects
FAO	5,870,670	-	3	2,500,000	-	8,370,670	4
ILO	1,183,108	-	1	1,500,000	-	2,683,108	2
UNDP	20,790,161	-	10	7,091,450	-	27,881,611	14
UNESCO	1,587,226	-	2	0	-	1,587,226	2
UNFPA	994,858	-	1	0	-	994,858	1
UNIDO	3,000,000	-	1	1,500,000	-	4,500,000	2
<b>Total</b>	<b>33,426,023</b>	<b>-</b>	<b>18</b>	<b>12,591,450</b>	<b>-</b>	<b>46,017,473</b>	<b>25</b>

#### 4.5 Expenditure

Despite the continued difficult situation on the ground, the pace of programme activities increased in 2009 and the POs reported a cumulative financial delivery rate of 39.5 percent. All expenditure reported for the year 2009 were submitted by the headquarters of the POs via the MDTF Office Reporting Portal (UNEX), and extracted and analyzed by the MDTF Office. Table 4.5a, below, shows total expenditure, by category and reporting period. Reviewing the period 2007-2009 as a whole, the highest percentage of expenditure was incurred on Supplies, Commodities, Equipment and Transport (35.43 percent), followed by Contracts (30.71 percent), Personnel (22.44 percent), Other Direct Costs (9.23 percent) and Training of Counterparts (2.19 percent). The indirect support costs are at 6.80 percent, which is below the 7 percent specified in the MOU and LOA.

**Table 4.5a Expenditure by Category and Reporting Period (USD)**

Category	Expenditure				
	2007	2008	2009	Total Expenditure	% of Total Programme Costs
Supplies, commodities, equipment & transport	96,643	4,369,599	1,555,504	<b>6,021,746</b>	35.43
Personnel	186,760	1,470,449	2,156,511	<b>3,813,720</b>	22.44
Training of counter	11,811	249,268	111,949	<b>373,027</b>	2.19
Contracts	-	1,699,149	3,520,813	<b>5,219,961</b>	30.71
Other direct costs	27,833	538,924	1,003,008	<b>1,569,765</b>	9.23
<b>Total Programme Costs</b>	<b>323,047</b>	<b>8,327,389</b>	<b>8,347,785</b>	<b>16,998,221</b>	<b>100.00</b>
Indirect costs	22,614	566,665	566,465	<b>1,155,745</b>	6.80
<b>Total Expenditure</b>	<b>345,661</b>	<b>8,894,054</b>	<b>8,914,250</b>	<b>18,153,965</b>	

Table 4.5b, below, shows expenditure, by PO, with breakdown by reporting period. As shown in the table, measured in financial delivery rate from 2007 to 2009, UNIDO reported the highest expenditure (65.0 percent), followed by FAO (61.4 percent), UNFPA (59.9 percent), UNESCO (29.7 percent) and UNDP (27.3 percent). Expenditure by PO, broken down by category, is shown in Table 4.5c. In absolute amounts, UNDP reported the highest expenditure (\$7,598,560), followed by FAO, UNIDO, ILO, UNFPA and UNESCO.

**Table 4.5b Expenditure, by Participating Organization and Reporting Period (USD)**

Participating Organization	Funds Transferred	No. of Projects	Expenditure by Reporting Period				Financial Delivery Rate %
			2007	2008	2009	Total	
FAO	8,370,670	4	127,577	4,099,993	913,731	5,141,301	61.4
ILO	2,683,108	2	78,202	919,381	425,072	1,422,655	53.0
UNDP	27,881,611	14	36,830	1,670,739	5,890,991	7,598,560	27.3
UNESCO	1,587,226	2	-	314,696	156,702	471,398	29.7
UNFPA	994,858	1	-	142,459	453,600	596,059	59.9
UNIDO	4,500,000	2	103,052	1,746,785	1,074,154	2,923,991	65.0
<b>Total</b>	<b>46,017,473</b>	<b>25</b>	<b>345,661</b>	<b>8,894,054</b>	<b>8,914,250</b>	<b>18,153,965</b>	<b>39.5</b>

Table 4.5c, below, shows cumulative expenditure, by PO with breakdown by category.

**Table 4.5c Expenditure by Participating Organization, with Breakdown by Category, cumulative as of 31 Dec 2009 (USD)**

Part. Orgs.	Funds Transferred	Cumulative Expenditure by Category							Total Expenditure
		Supplies, Comm., Equipment & Transport	Personnel	Training	Contracts	Other Direct Costs	Total Programme Cost	Indirect Costs	
FAO	8,370,670	2,310,466	1,126,835	79,023	1,001,773	286,858	4,804,955	336,347	5,141,301
ILO	2,683,108	86,789	638,633	74,904	354,776	177,286	1,332,388	90,267	1,422,655
UNDP	27,881,611	2,067,139	1,128,464	-	2,943,560	985,633	7,124,796	473,765	7,598,560
UNESCO	1,587,226	252,784	20,717	9,652	157,199	207	440,559	30,839	471,398
UNFPA	994,858	25,638	202,410	66,162	188,993	73,861	557,065	38,995	596,059
UNIDO	4,500,000	1,278,930	696,662	143,287	573,660	45,920	2,738,459	185,532	2,923,991
<b>Grand Total</b>	<b>46,017,473</b>	<b>6,021,746</b>	<b>3,813,720</b>	<b>373,027</b>	<b>5,219,961</b>	<b>1,569,765</b>	<b>16,998,221</b>	<b>1,155,745</b>	<b>18,153,965</b>



Table 4.5d, below, shows expenditure incurred 1 January – 31 December 2009, by PO, with breakdown by category.

**Table 4.5d Expenditure by Participating Organization, with Breakdown by Category, 1 January - 31 December 2009 (USD)**

Part. Orgs	Funds Transferred	2009 Expenditure by Category							Total Expenditure
		Supplies, Comm., Equipment & Transport	Personnel	Training	Contracts	Other Direct Costs	Total Programme Cost	Indirect Costs	
<b>FAO</b>	2,500,000	266,149	510,609	9,217	1,773	66,207	853,955	59,777	<b>913,731</b>
<b>ILO</b>	1,500,000	4,750	308,587	-	52,196	19,394	384,927	40,145	<b>425,072</b>
<b>UNDP</b>	7,091,450	1,169,850	797,213	-	2,728,987	832,839	5,528,889	362,102	<b>5,890,991</b>
<b>UNESCO</b>	-	-15,314	19,910	8,448	133,199	207	146,450	10,252	<b>156,702</b>
<b>UNFPA</b>	-	25,193	141,060	45,662	158,956	53,054	423,925	29,675	<b>453,600</b>
<b>UNIDO</b>	1,500,000	104,876	379,133	48,622	445,702	31,306	1,009,639	64,515	<b>1,074,154</b>
<b>Grand Total</b>	<b>12,591,450</b>	<b>1,555,504</b>	<b>2,156,511</b>	<b>111,949</b>	<b>3,520,813</b>	<b>1,003,008</b>	<b>8,347,785</b>	<b>566,465</b>	<b>8,914,250</b>

#### 4.5 Balance of Funds

The Financial Overview (Table 4) provides an overall status of the LRF as of the end of the reporting period, and indicates that the balance of funds with the Administrative Agent is 1,011,981, or 2.21 percent of the total gross donor deposits (\$45,857,496). As of 31 December 2009, there was \$1,011,981 available for funding in the LRF account. The unutilized balances remaining with POs, as of 31 December 2009, was \$27,863,508, or 60.55 percent of the funding they received.

#### 4.7 Cost Recovery

The cost recovery for LRF is guided by the applicable provisions of the LRF Terms of Reference, the LOAs concluded between the MDTF Office, as the Administrative Agent of the LRF, with Donors, and the MOU concluded between the MDTF Office and POs.

For the reporting period, the actual costs were as follows:

- a) As no new donor deposits were made during the reporting period, no AA-fee was deducted. Cumulatively, for the period 2007-2009, \$458,575 has been deducted as AA-fees, charged for the entire duration of the LRF, which amounts to 1 percent of donor deposits.
- b) The cumulative average rate of indirect support costs charged by the POs to date amounts to 6.8 percent, which is below the 7 percent specified for indirect support costs in the LRF Terms of Reference, LOA and MOU. Some POs may charge indirect support costs on total project budget amounts instead of on actual expenditures, as permissible by their regulations and rules, with appropriate adjustments to be made upon project completion.

#### **4. Transparency and Accountability of the LRF**

The major vehicle for public transparency of operations under the LRF during the reporting period was the MDTF Office-maintained LRF website, ([www.undp.org/mdtf/lebanon](http://www.undp.org/mdtf/lebanon)). The website was updated regularly throughout 2009 and provided the most current information on all issues related to the LRF. Public notification of all project approvals made by the LRF Steering Committee, as well as additional information and progress updates on these projects, provided a high level of transparency to national authorities, donors, the public, and POs.

The LRF Steering Committee's Terms of Reference and Rules of Procedure, including detailed information on the decision-making process and criteria for allocation of resources as well as templates and guidance notes, are posted on the website. Additionally, project summaries and project progress updates, provided by POs, are posted regularly, providing the LRF Steering Committee, donors, and others with a tool to enable oversight and monitoring of the implementation of the projects. This M&E function will be further enhanced during 2010 through the approval of a specific LRF M&E project (LRF-25, approved in December 2009).

Building on the success of the MDTF Office website, and in an effort to increase transparency, in early-2010, the MDTF Office launched the publically accessible GATEWAY (<http://mdtf.undp.org>), an online portal providing real-time financial information from the MDTF Office accounting system. It is foreseen that with the launch of the GATEWAY, transparency and accountability under the LRF will be further enhanced. The GATEWAY is also envisaged as a management tool to be used by the LRF Steering Committee, POs, AA and other stakeholders.

Additionally, in an effort to harmonize and simplify reporting procedures, the MDTF Office developed and launched in 2009 a web-based reporting portal and online informational data upload system (UNEX) that allows POs to report expenditures electronically, including the generation of financial reports to be certified by the submitting PO. In turn, this facilitates the accuracy and timeliness of annual financial reports submitted by POs. The financial data reported by POs is displayed on the GATEWAY for public viewing. POs submitted financial reports through UNEX for all MDTFs administered by the MDTF Office, including the LRF, whereas efforts are underway to also facilitate narrative reporting through the GATEWAY.

POs' LRF Annual Progress Reports on individual projects are available on the GATEWAY, along with quarterly updates on progress throughout the year.

## Conclusion

This Third Consolidated Progress Report on Activities under the LRF reports on the implementation of the twenty-five projects approved for funding as of 31 December 2009, the third year of operations of the LRF. The Progress Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by POs to the MDTF Office. It is neither an evaluation of the LRF nor the MDTF Office's assessment of the performance of the POs.

The first project under the LRF was approved in May 2007, followed by another nine in 2007. In 2008, an additional eight projects were approved and funds transferred to POs, whereas in 2009 seven projects were approved, bringing the total projects approved for funding under the LRF as of 31 December 2009 to twenty-five.

The range of projects approved by the LRF Steering Committee continues to grow, reflecting the vast recovery and reconstruction needs in place in the country. Projects approved under the LRF as of the end of the reporting period include support to energy efficiency and renewable energy (LRF-1, LRF-10 and LRF-16); projects in support of the recovery of horticulture smallholders (LRF-3), resource-poor livestock keepers (LRF-4), livelihoods and economic recovery (LRF-2 and LRF-20) and dairy producers in North Lebanon (LRF-11), as well as a project in support of integrated forest fire management (LRF-14). Other projects include efforts to enhance the performance of the social sector (LRF-7), increased integration of the poor and disabled (LRF-8), flood management projects (LRF-9 and LRF-17), and socio-economic rehabilitation of Beirut and its suburbs (LRF-13) as well as in South Lebanon (LRF-5 and LRF-22). The LRF Steering Committee has also approved projects in support of women empowerment (LRF-12), enhancing ICT education (LRF-15), supporting the digital documentation of World Heritage Sites (LRF-6), as well as supporting the Resident Coordinators sub-offices in the North and South of Lebanon (LRF-18). During the current reporting year, new projects were approved in the areas of socio-economic rehabilitation (LRF-19 and LRF-24), recovery and rehabilitation of the dairy sector (LRF-21), hydro agricultural development (LRF-23) and LRF monitoring and evaluation (LRF-25).

Whereas POs in 2007 and 2008 reported on project start-up activities that focused on establishing project implementation and management capacities and systems, identifying and contracting implementing partners, and completing preparatory work for the procurement of critical goods and services, this 2009 increasingly reflects that a number of projects are well underway in implementing their activities.

The lessons learned during the initial start-up phases of the projects in 2007 and 2008 allowed POs to take appropriate measures in 2009 within existing projects as well as in new projects, and to ensure that improved project implementation and management arrangements are introduced, where applicable. For newly approved projects, initial start-up activities, as well as experiences from projects approved in 2007/2008, have prepared the groundwork for POs to continue the implementation of projects in 2010.

A number of projects have reported on significant achievements during the reporting period, with twelve of the twenty-five projects reporting a financial expenditure rate of 50 percent or above, and five of these projects reporting a delivery rate of over 90 percent. The overall expenditure/delivery rate is, as of 31 December 2009, 39 percent.

Comprehensive details of these achievements have been included in the report, but a notable characteristic across nearly all projects is POs' partnering with implementing partners, including national authorities, local foundations or NGOs. Across nearly all projects, Ministries, foundations, NGOs and community-based groups form a core-element of the projects.

However, POs have also report on delays caused by a challenging and volatile political environment. Coupled with various programmatic challenges, this resulted in some delays in the start-up of projects or postponement of individual activities. As of the end of the reporting period, however, most projects were reported to be on track with implementation, some having requested a no-cost project extension. Some projects were operationally closed in 2009.

The MDTF Office envisages that this Third Consolidated Progress Report on Activities under the Lebanon Recovery Fund will provide the LRF Steering Committee the basis on which to better assess the future of the LRF including its resource requirements and to advocate and mobilize additional funding in support of the recovery, reconstruction, and development process in Lebanon, as required and as appropriate.

## Annex 1: LRF Steering Committee Approved Projects as of 31 December 2009

Steering Committee Approval Date	Project Number	Project Title	Participating Organization	Approved Budget (USD)	Implementation Status (% delivery rate)
7 May 2007	LRF-1	Community Energy Efficiency and Renewable Energy Demonstration Project for the Recovery of Lebanon (CEDRO I)	UNDP	2,732,240	Ongoing (56.76)
7 May 2007	LRF-2	Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon	UNIDO	3,000,000	Ongoing (93.95)
12 Jun 2007	LRF-3	Early Recovery Assistance for the Horticulture Smallholder	FAO	1,370,670	Operationally closed (104.98)
12 Jun 2007	LRF-4	Early Recovery Assistance to War-affected Resource-poor Livestock Keepers in South Lebanon	FAO	1,900,000	Operationally closed (102.33)
12 Jun 2007	LRF-5	Local Socio-economic Recovery in War-affected Areas in South Lebanon	ILO	1,183,108	Ongoing (93.32)
7 May 2007	LRF-6	Building of Human Resources for Digital Documentation of World Heritage Sites Affected by the War	UNESCO	767,226	Ongoing (58.55)
3 Oct 2007	LRF-7	Enhance Performance of the Social Sector	UNDP	270,000	Ongoing (36.71)
10 Oct 2007	LRF-8	Increased Integration of the Poor Disabled	UNDP	1,400,000	Operationally closed (100.22)
10 Oct 2007	LRF-9	Flood and Water Management for Livelihood Recovery in Baalback-Hermel	UNDP	2,843,880	Ongoing (62.48)
10 Oct 2007	LRF-10	Country Energy Efficiency and Renewable Energy Demonstration Project for the Recovery of Lebanon (CEDRO II)	UNDP	3,500,000	Ongoing (5.26)
5 Nov 2007 (transfer in 2008)	LRF-11	Strengthening the Dairy Production Channel in North Lebanon	UNDP	1,000,000	Ongoing (59.04)
5 Nov 2007 (transfer in 2008)	LRF-12	Women Empowerment: Peaceful Action for Stability and Security (WE PASS)	UNFPA	994,858	Ongoing (59.91)
5 Nov 2007 (transfer in 2008)	LRF-13	Socio-Economic Rehabilitation and Recovery of War-affected Beirut and its Suburbs	UNDP	996,919	Ongoing (53.87)
5 Nov 2007 (transfer in 2008)	LRF-14	Forest Fires Management – Forest Fires Prevention, Forest Fires Fighting (Control)	FAO	2,600,000	Ongoing (59.37)

		and Damaged Forests Assessment and Rehabilitation			
21 Aug 2008	LRF-15	Enhancing ICT in Education	UNESCO	820,000	Terminated (2.70)
19 Sept 2008	LRF-16	Country Energy Efficiency and Renewable Energy Demonstration Project for the Development of Lebanon (CEDRO III)	UNDP	3,500,000	Ongoing (0.00)
19 Sept 2008	LRF-17	Flood Risks Prevention and Management in Baalbeck - Hermel	UNDP	3,800,000	Ongoing (2.08)
24 Oct 2008	LRF-18	Recovery Coordination Support in Lebanon	UNDP	747,122	Ongoing (47.51)
26 Mar 2009	LRF-19	Socio-Economic Rehabilitation Programme in the Framework of ART GOLD Lebanon	UNDP	2,391,450	Ongoing (42.78)
1 Apr 2009	LRF-20	Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (Phase II)	UNIDO	1,500,000	Ongoing (7.03)
15 Apr 2009	LRF-21	Recovery and Rehabilitation of Dairy Sector in Bekaa Valley and Hermel-Akkar Uplands	FAO	2,500,000	Ongoing (8.58)
15 Apr 2009	LRF-22	Supporting Local Socio-Economic Development in War-Affected Areas of South Lebanon (Phase II)	ILO	1,500,000	Ongoing (21.24)
29 May 2009	LRF-23	Hydro Agricultural Development for Marjeyoun Area	UNDP	2,000,000	Ongoing (0.00)
13 Aug 2009	LRF-24	Early Recovery of Nahr el Bared Surrounding Lebanese Communities Affected by 2006 and 2007 Conflicts	UNDP	2,500,000	Ongoing (0.01)
15 Dec 2009	LRF-25	Monitoring & Evaluation Team for the LRF	UNDP	200,000	Ongoing (0.00)
<b>Total</b>				<b>46,017,473</b>	<b>39.45</b>