



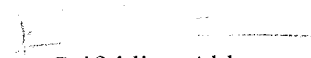
25 September 2007

Your Excellency,

I refer to our last discussion during the LRF Steering Committee meeting held on 11 September regarding the approved project "Enhance performance of the Social Sector". As indicated during our meeting, UNDP and MOSA agree to remove from the original proposal of the above mentioned project (US\$ 470,000 original budget) the "school rehabilitation" component (budget USD 200,000) as it is not considered a priority any longer. The scope of the project will therefore focus on the other project component: support to the Inter-Ministerial Committee on Social Issues for a total budget of USD 270,000 (including the project indirect cost). I am sending you herewith for your signature the revised proposal reflecting those changes.

We remain available for any further clarification you may wish to have.

Please accept, Your Excellency, the assurances of my highest consideration.

  
Seifelding Abbardo  
Resident Representative, a.i.

H.E. Mr. Sami Haddad  
Minister of Economy and Trade  
Ministry of Economy and Trade  
Beirut

Cc: H.E. Mrs. Nayla Mouawad, Minister of Social Affairs  
Ms. Mona Hammam, UN Resident Coordinator  
Ms. Sawsan Masri, MOSA / UNDP project  
Mr. Fernando Heraldo, Recovery and Coordination Advisor, UNRCO



**Submission Form**  
**To**  
**The Lebanon Recovery Fund Steering Committee**

| To be completed by the Recovery and Reconstruction Cell (RRC) |                   |
|---|-------------------|
| Meeting No:   | Date of Meeting:  |
| Item No:  | Programme/project |

*(To be completed by the Participating UN Organisation  
and endorsed by Working Group Chair)*

|   |  |
|---|--|
| To: Lebanon Recovery Trust Fund Steering Committee  | Date of Submission:<br>April 2007  |
| From: United Nations Development Program  | Contact: Telephone number, email<br>Mona Hammam<br>UNDP Resident Representative<br><a href="mailto:mona.hammam@undp.org">mona.hammam@undp.org</a><br>Tel: 961-01981107   |
| Through: Working Group<br><br><input type="checkbox"/> Endorsement<br><input type="checkbox"/> Comments   | Contact: Telephone number, email   |
| Proposed submission, if approved would result in:<br><br><input checked="" type="checkbox"/> Continuation of existing programme/project<br><input type="checkbox"/> New programme/project<br><input type="checkbox"/> Other (explain) | Proposed submission resulted from:<br><br><input checked="" type="checkbox"/> National Authorities initiative within national priorities<br><input type="checkbox"/> UN Agency initiative within national priorities<br><input type="checkbox"/> Other (explain) |
| Programme/project title: <b>Enhance Performance of the Social Sector</b>  |  |
| Amount of funds requested for proposed programme/project: <b>USD 270,000</b>  |  |
| Estimated number of beneficiaries: direct --- indirect : <b>300,000</b>   |  |
| Request against specific earmarking or unearmarked: <b>USD 270,000</b>  |  |
| Amount of indirect costs requested: (%) <b>USD 18,900</b>   |  |



**1. Background**

The Social Action Plan that was submitted to Paris III called for a number of reforms in the social sector. The reforms include mainly improving the government's performance to enhance social protection and promote social development through the establishment of an inter-ministerial committee (IMC) with the main task of devising a social development strategy, building consensus around it and coordinating efforts related to social protection and social and local development. Besides its coordinating role, the IMC will be concerned with monitoring and evaluating social safety nets programs as well as reducing overlapping among ministries.

**2. Purpose of Proposed Programme/Project**

The key objectives include:

- To elaborate a national social development policy, strategy and implementation plan (including a national anti poverty strategy).
- To enhance effectiveness in social service delivery between public agencies, including on disability in line with the law 220 and the recommendations of the Social Action Plan.
- To enhance effectiveness of local development initiatives through increased coordinated between stakeholders, in line with the recommendations of the SAP

**3. Evaluation of Proposals by the Working Group**

*Provide concise summary evaluation of proposal against:*

| <i>General principles and selection criteria</i>                 |  |   |
|--|--|---|
| (a)  | Must be explicitly based on Lebanon's national priorities and needs, as noted in the public domain.  | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (b)  | Must fall with the UN's mandate, and must address the Millennium Development Goals, directly or indirectly through a human rights-based approach.                              | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (c)  | Must promote and ensure national ownership.  | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (d)  | Must be at an acceptable level of risk, within UN parameters.  | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (e)  | Must fall within the areas of UN's comparative advantage.  | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (f)  | The UN must be an appropriate system to deliver the intervention.  | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (g)  | The UN response must be properly designed for and within the Sector setting, must be effective, coherent, context-sensitive, and cost-efficient and the outcomes, sustainable. | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (h)  | Must avoid duplication of and significant overlap with the activities of other actors.   | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (i)  | Must build on existing capacities, strengths and experience.   | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| (j)  | Must promote consultation, participation and partnerships.   | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| If one or more of the above criteria is not met, please explain: |  |   |

*Implementability*

|                                     | <b>2007</b> | <b>2008</b> | <b>2009</b> |
|-------------------------------------|-------------|-------------|-------------|
| <i>Estimated commitments (\$)</i>   |             |             |             |
| <i>Estimated disbursements (\$)</i> | 50,000      | 110,000     | 110,000     |

Does the project correspond to national priorities? Yes  No

The Project has been the key issue in the Social Action Plan that was submitted to the Paris III Donors' Conference. The Social Action Plan called for the establishment of an inter-ministerial committee to ensure effectiveness in the performance of the social sector through reducing duplication in the delivery of social services, increasing coordination in the implementation of local development initiatives and ensure those initiatives are corresponding to the developmental needs and priorities, and elaborate a social strategy that reflect the Government's social policy.

Project approved by Line Ministry: Ministry of Social Affairs on April 2007



To be completed by the Steering Committee Support Office

**4. Review by Recovery and Reconstruction Cell (RRC)**

*Check on Programme/Project Proposal Format Contents*

- |  |       |                             |
|--|-------|-----------------------------|
| <input type="checkbox"/> Cover sheet (first page)                  | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Logical Framework                         | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Programme/Project Justification           | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Programme/Project Management Arrangements | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Risks and Assumptions                     | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Budget                                    | Yes x | No <input type="checkbox"/> |
| <input type="checkbox"/> Support Cost                              | Yes x | No <input type="checkbox"/> |

*Overall review of programme submission  
Recommendations*

Elaborate

**5. Decision of the LRF Steering Committee**

- X **Approved for a total budget of \$270,000.**
- Approved with modification/condition**
- Deferred**

**Reason/Comments**

Elaborate: the amount approved represents a US\$ 200,000 reduction from the original budget as per note attached to this proposal.

*af. 3.2007*  
.....  
**Date**

**6. Follow-up action taken by the Administrative Agent**

- Project consistent with provisions of the Letter of Agreement with donors (if applicable)

.....  
**Signature**

.....  
**Date**

**Lebanon Recovery Fund Programme/Project Proposal Format and Guidelines**

**Contents:**

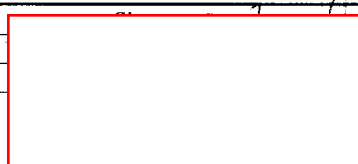
1. Cover sheet and description of programme/project document (Appendix A)
2. Logical Framework (Appendix B)
3. Programme/Project Budget (Appendix C)
4. Progress Report (Appendix D)



**LEBANON RECOVERY FUND  
PROJECT DOCUMENT COVER SHEET**

|   |   |
|---|---|
| <b>Participating UN Organisation:</b><br>United Nations Development Program (UNDP)  | <b>Sector:</b><br>Social Recovery   |
| <b>Programme/Project Manager</b><br><b>Name:</b> Zena Ali-Ahmad<br><b>UNDP Beirut</b><br><b>Telephone:</b> 961-03240029<br><b>E-mail:</b> zena.ali-ahmad@undp.org   | <b>Working Group Chair</b><br><b>Name:</b><br><b>Address:</b><br><b>Telephone:</b><br><b>E-mail:</b>  |
| <b>Programme/Project Title:</b><br>Enhance Performance of the Social Sector<br><b>Programme/Project Number:</b>   | <b>Programme/Project Location:</b><br>Lebanon   |
| <b>Programme/Project Description:</b><br><br>The project aims at post-war social recovery through providing support to the Inter-ministerial Committee on Social Issues to develop a social strategy for the country, eliminate duplication in delivery of social services and improve coordination in implementation of local development initiatives.<br><br>The project will also target the reform process outlined in the Paris III document, through increased efficiency of public sector social interventions, and enhanced coordination among the major stakeholders (MoSA, MoPH and MEHE through the Inter-ministerial Committee for Social Issues).  | <b>Total Programme/Project Cost:</b><br><b>LRF: USD 270,000</b><br><b>Government Input:</b><br><b>Other: Ministry of Social Affairs USD 27,000</b><br><b>Total: USD 297,000</b><br><br><b>Programme/Project Duration:</b><br>year |
| <b>Development Goal and Key Immediate Objectives:</b><br>The project proposal calls for supporting 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.<br><br>The immediate objectives include the following: <ol style="list-style-type: none"> <li>a. Elaboration of a national social development policy, strategy and implementation plan (including a national anti poverty strategy).</li> <li>b. Enhanced effectiveness in social service delivery and implementation of social programs between public agencies.</li> <li>c. Enhanced effectiveness of local development initiatives through increased coordinated between stakeholders, in line with the recommendations of the SAP</li> </ol> |   |
| <b>Outputs and Key Activities:</b><br>The project proposal aims at supporting an urgent issue that is part of the post-war reform and reconstruction programme of the Government of Lebanon as included in the Social Action Plan. The issue is support to the inter-ministerial committee for social issues (outputs and activities are detailed in the attached log frame).   |   |
| Working Group Review Date: _____<br>RRC Review Date _____<br>Steering Committee/Project Approval Group Approval Date: _____   |   |

On behalf of:

UN Participating Organisation  
Chair, LRF SC

Date

27/07/07

Name/Title

UNDP Rec. Rep

## 2. Logical Framework

| Objectives   | Measurable indicators   | Means of verification | Important assumptions   |
|--|---|-----------------------|---|
| <b>Development Objective</b><br>Improved social services delivery in post-war era for the poor and vulnerable  |   |                       | - Effective functioning of the Inter-ministerial Committee<br>- Political Stability   |
| <b>Immediate Objectives:</b><br>1. Elaboration of a national social development policy, strategy and implementation plan (including a national anti poverty strategy).   | - social strategy and implementation plan devised   | Direct observation    | - Effective functioning of the Inter-ministerial Committee<br>- Political Stability<br>- acquiring needed capacities (national and international) |
| <b>OUTPUTS:</b><br>1.1 Social Development Strategy elaborated<br>1.2 Implementation Plan elaborated<br>1.3 Consensus around the Plan built to ensure implementation  | - social strategy devised<br>- implementation plan devised<br>- minimum consensus reached                         |                       |   |
| <b>ACTIVITIES:</b><br>- Compile available studies and sectoral strategies related to Social Development<br>- Initiate process of drafting a social development strategy based on available studies and outcomes of discussions<br>- Organize roundtables and workshops to reach consensus on components of social development strategy and implementation plan     | <b>INPUTS:</b><br>- International social development expert<br>- National consultants<br>- Miscellaneous expenses |                       |   |
| <b>Immediate Objectives:</b><br>2. Decreased duplication in delivery of social services between public agencies, including on disability in line with the law 220 and the recommendations of the Social Action Plan  |   |                       |   |
| <b>OUTPUTS:</b><br>2.1. Analysis of data on social service provision provided by social ministries finalized<br>2.2 identification of areas of duplication<br>2.3 a plan to address duplication elaboration for implementation<br>2.4 Revision to mandates in line with decided revisions  | - areas identified and implementation plan devised<br>- mandates revised  | Direct observation    | - Effective functioning of the Inter-ministerial Committee<br>- Political Stability<br>- acquiring needed capacities (national and international) |
| <b>ACTIVITIES:</b><br>- 2.1.1 Compile data of social services (distribution, cost, coverage, etc.) provided by social ministries<br>- 2.2.1 Organize bilateral meetings to discuss duplication and overlapping and consider coordination modalities in provision of social services and implementation of social programs<br>- Agreement on concrete actions to be | <b>INPUTS:</b><br>- National consultants<br>- Miscellaneous expenses  |                       |   |

*Thylo Neumann*

|  |  |  |   |
|--|--|--|---|
| taken in order to reduce duplication in the delivery of social services (transfer of certain services, closing of centres, establishment of coordination setups).  |  |  |   |
| <b>Immediate Objectives:</b><br>3. Local development initiatives coordinated for increased efficiency  |  | <ul style="list-style-type: none"> <li>- Direct observation</li> <li>- New contracting guidelines in MoSA</li> </ul> | <ul style="list-style-type: none"> <li>- Effective functioning of the Inter-ministerial Committee</li> <li>- Political Stability</li> <li>- acquiring needed capacities (national and international)</li> </ul> |
| <b>OUTPUTS:</b><br>3.1 An exhaustive mapping of local development initiatives completed<br>3.2 Needs, priorities and areas for targeting (regionally) defined<br>3.3 Consensus built around priorities   | <ul style="list-style-type: none"> <li>- mapping finalized</li> <li>- resources, needs and priorities identified</li> <li>- areas identified and implementation plan devised</li> <li>- consensus built</li> </ul> |  |   |
| <b>ACTIVITIES:</b><br><ul style="list-style-type: none"> <li>- Elaborate an exhaustive mapping of local development initiatives currently implemented by the Public sector</li> <li>- Participatory framework of needs and priorities in the regions finalized utilizing different mechanisms</li> <li>- Roundtables involving all stakeholders implemented</li> </ul> | <b>INPUTS:</b><br><ul style="list-style-type: none"> <li>- International expert in monitoring and evaluation</li> <li>- National consultants</li> <li>- Miscellaneous expenses</li> </ul>                          |  |   |

### 3. Programme/Project Justification

The Social Action Plan that was submitted to Paris III called for a number of reforms in the social sector. The reforms include mainly improving the government's performance to enhance social protection and promote social development. As stated in the Social Action Plan, social outcomes in Lebanon are weak and are not commensurate with the level of spending on social sectors – which is comparable to the level of spending in developed countries. For this purpose, the Social Action Plan recommended that an inter-ministerial committee (IMC) be established with the main task of devising a social development strategy, building consensus around it and coordinating efforts related to social protection and social and local development. Besides its coordinating role, the IMC will be concerned with monitoring and evaluating social safety nets programs as well as reducing overlapping among ministries.

### 4. Management Arrangements

The Inter-Ministerial Committee has already been established through a decree issued by the Prime Minister on 22 January 2007. The decree outlines composition, roles, and terms of reference of the technical team. The Committee is an important entry point to move forward with putting proper coordination mechanisms for improving performance of the social sector and implementing the recommended safety net schemes. The IMC will be supported by a technical team including technical representatives from the concerned ministries in addition to representatives from international organizations, CSOs, experts and academicians. The joint UNDP-MoSA project on poverty reduction has been appointed as technical secretariat to the IMC to provide the needed back up technically and administratively. In this capacity, the objectives of the project will be implemented by this project.

### 5. Analysis of risks and assumptions

The overall security situation in the country needs to be stable for the implementation of any initiative. The IMC needs to become operational with commitment for reform.



## 6. Programme/Project Budget

| CATEGORY   | ITEM   | UNIT COST | Number OF UNITS | TOTAL COST        |
|--|--|-----------|-----------------|-------------------|
| - <b>Personnel</b><br>Incl. staff and consultants                            | ○ International social development experts           | \$ 550/WD | 125 WD          | \$ 68,750         |
|  | ○ International experts in monitoring and evaluation | \$ 550/WD | 40 WD           | \$ 22,000         |
|  | ○ Local experts in social development                | \$ 350/WD | 70 WD           | \$ 24,500         |
|  | ○ Local experts in Local development                 | \$ 350/WD | 45 WD           | \$ 15,750         |
|  | ○ National consultants                               | \$ 350/WD | 140 WD          | \$ 49,000         |
| - <b>Contracts</b><br>Incl. companies, professional services, grants         |  |           |                 |                   |
| - <b>Training</b><br>Staff training, workshops...                            |  |           |                 | \$ 35,000         |
| - <b>Transport</b>   |  |           |                 |                   |
| - <b>Supplies and commodities</b>  |  |           |                 |                   |
| - <b>Equipment</b>   |  |           |                 |                   |
| - <b>Travel</b>  |  |           |                 |                   |
| - <b>Miscellaneous</b><br>Printing reports, proposals, pamphlets, decrees... |  |           |                 | \$ 36,100         |
| - <b>Agency Management Support*</b>  |  |           |                 | \$18,900          |
| <b>Total</b>   |  |           |                 | <b>\$ 270,000</b> |