



## 2010 – Annual report

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| <b>Reporting UN Organization</b> | : | United Nations Development Programme                |
| <b>Country</b>                   | : | Lebanon   |
| <b>Project No.</b>               | : | 00073450  |
| <b>Project Title</b>             | : | <u>Monitoring &amp; Evaluation Team for the LRF</u> |
| <b>LRF Signature date</b>        | : | December 15, 2009                                   |
| <b>Project Start date</b>        | : | December 15, 2009                                   |
| <b>Project Timeframe</b>         | : | Three years until December 2012                     |
| <b>Reporting Period</b>          | : | January – December 2010                             |

### I. PURPOSE

#### Project Summary:

The M&E unit was designed 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:

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

#### Project Objective:

The development goal of the M&E Team is to generate a framework whereby the operation and delivery of current and prospective projects approved under the LRF are able to improve efficiency, recognize and prevent unnecessary expenditures and project delays that may arise over the present time frame of each individual project.

The immediate objective of establishing an M&E Team is to strengthen the existing LRF monitoring mechanism by improving the timeliness, cost efficiency and reliability of the current LRF project activities.

### **Project Outputs:**

Main outputs include:

- Support Project Managers in achieving their pre-set deadlines in a timely manner, thus working in favor 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.

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

Until mid 2010, representatives from the Project Approval Group (PAG) have been carrying out all aspects of the M&E framework under LRF. These include follow ups made on the submission of quarterly reports by UN participating agencies, the conduct of field visits and the regular scheduling of monitoring meetings. In addition, since projects are required to provide final narratives and financial reports upon completion in accordance with the MOU for provisions related to M&E of the LRF, the representatives of the PAG have also been overseeing the evaluation of these reports.

Within the framework of the Lebanon Recovery Fund (LRF), the PAG recommends the formation of a Monitoring & Evaluation (M&E) Team, to further strengthen the existing LRF M&E mechanism by improving compliance with timeliness, cost efficiency and reliability of the current LRF project activities.

### **Project Implementation Partners and roles:**

- Ministry of Economy and Trade: member of the Steering Committee
- Prime Minister's Office: member of the Steering Committee
- UNRCO: member of the Steering Committee
- Ministry of Finance: member of the Steering Committee
- UN Agencies (UNIDO, UNDP, FAO, UNFPA, ILO, UNESCO): implement the funds

## II. RESOURCES

Total budget approved : USD 200,000

Total disbursements as for : USD 33,763.05  
31 December 2010

Available Balance : USD 166,236.95

| CATEGORY  | TOTAL BUDGET (USD) | TOTAL EXP Jan-Dec 2010 (USD) |
|---|--------------------|------------------------------|
| 1. Personnel (Incl. staff and consultants)            | 145,101.00         | 26,532.9                     |
| 2. Contracts (Incl. companies, professional services) |                    | 3,198.8                      |
| 3. Training   |                    | -                            |
| 4. Transport  | USD                | 58                           |
| 5. Supplies and commodities                           | USD 5,010          | 882.77                       |
| 6. Equipment  | USD 9,515          | 2,966                        |
| 7. Travel   | -                  | -                            |
| 8. Miscellaneous                                      | USD 27,289         | 124.58                       |
| 9. Agency Management Support                          | USD 13,085         | -                            |
| <b>TOTAL</b>  | <b>USD 200,000</b> | <b>33,763.05</b>             |

### III. RESULTS

#### **Progress in Project Implementation:**

An M&E strategy was developed and had established internal reporting formats for routine field visits, regular follow up and project review meetings. The adopted formats aim to improve the communication system, increase monitoring efficiency and will allow for a closer follow up on the project's progress and impacts. These reporting formats include draft templates for the external evaluation and will be used as a standard format by all UN agencies supported by the LRF to ensure consistency in the evaluations of projects. As well and to highlight the LRF results, outcomes and impact the M&E unit developed a TOR for the production of a documentary aiming to promote LRF achievements.

The M&E unit also supported project managers in achieving their pre-set objectives, by identifying the project constraints and limitations and recommending complementary measures when possible to face certain challenges and obstacles. As well, this unit had assisted the LRF team in the in the preparation of the LRF donors' meeting and the achievement and lessons learned workshop.

#### Adopted Strategy:

The M&E unit focus was on the LRF implementation progress and challenges following a particular priority to monitor the LRF projects based on the following criteria:

- (1) High priority projects;
- (2) Closing dates;
- (3) Projects with multiple non cost extensions;
- (4) Slow disbursement or under spending;
- (5) Multi-phased and problematic projects.

The M&E unit is steered and managed by a Technical Steering Committee (TSG) represented by the MOF, MOET, the UNRC and M&E unit. The TSG meets every six weeks to provide strategic advice and technical support to the unit.

| Project outputs   | Outcomes   | Indicators  |
|---|--|---|
| <p><b>Output 1:</b><br/>Support Project Managers in achieving their pre-set deadlines in a timely manner, thus working in favor of the beneficiaries of each project.</p> | <ul style="list-style-type: none"> <li>• Strengthened LRF project managers and staff acquaintance to the LRF reporting mechanism. 30 project managers and staff participated in the informative session held on the 8<sup>th</sup> of September 2010.</li> <li>• Supported LRF projects in improving their reporting mechanism.</li> <li>• Progress achieved was monitored, beneficiary feedback was assessed, and project linkages promoted within and among LRF projects as and highlight overlap and duplication.</li> <li>• Ensured transparency and visibility of the LRF projects through: (1) support the upload of the LRF project reports on the MDTF web-site and (2) brief the Technical Steering Group (TSG) every six weeks to ensure the full coordination and coherence of the LRF efforts among the team.</li> <li>• Project documents, progress reports and relevant documentation of the 25 projects were updated on the MDTF Gateway.</li> <li>• The M&amp;E has completed the desk review (Project documents and Progress reports) to the 18 on-going projects</li> <li>• LRF project managers and staff were acquainted to LRF requirement to improve communication and accountability</li> </ul> | <ul style="list-style-type: none"> <li>• Held periodical and informal meetings with program/project managers to follow up on project progress. The meetings focused on the efficiency in project implementation with particular attention to the timely implementation; resources and time available as well as proper coordination with line ministries and governmental agencies.</li> <li>• 18 progress reports (16 Quarterly reports for the third quarter 2010 and two final reports) were submitted to the MDTF Office.</li> <li>• Organized 4 field visits to project sites in Akkar, South Lebanon, Bekaa and Beirut Southern Suburbs.</li> <li>• The UNRCO has been supporting the annual reporting process for 2009; guarantying the timely submission of LRF reports trough the MDTF Gateway <a href="http://mdtf.undp.org/">http://mdtf.undp.org/</a> and as such: <ul style="list-style-type: none"> <li>➤ 23 Annual Reports were uploaded successfully by the 31<sup>st</sup> March, 2010.</li> <li>➤ 23 Quarterly reports for Q4 2009 were submitted to the MDTF Office by the 31<sup>st</sup> March, 2010.</li> <li>➤ 23 Annual Reports were uploaded successfully by the September 30th, 2010.</li> <li>➤ A total of 18 reports (16 Quarterly reports for the third quarter 2010 and two final reports) were submitted to the MDTF Office</li> <li>➤ 2010, Q1 (January- March) Reports were uploaded successfully in April 2010.</li> </ul> </li> <li>• Eight Quarterly Monitoring Meetings held with Project Managers of the following LRF projects: <ul style="list-style-type: none"> <li>➤ CEDRO (LRF-1 Phase 1), (LRF-10 Phase II) and (LRF-16 Phase III)</li> <li>➤ Flood Risk Management (LRF- 9)</li> <li>➤ Digital documentation of world heritage sites (LRF-</li> </ul> </li> </ul> |

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|   |   | <p>6)</p> <ul style="list-style-type: none"> <li>➤ Flood Risks Prevention and Management in Baalbeck – Hermel (LRF-17)</li> <li>➤ ART GOLD Lebanon (LRF-19)</li> <li>➤ Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (LRF-20)</li> <li>➤ Project Recovery and Rehabilitation of Dairy Sector in Bekaa Valley and Hermel-Akkar Uplands (LRF-21)</li> <li>➤ Early Recovery of Nahr el Bared Surrounding Lebanese Communities (LRF-24)</li> </ul> <ul style="list-style-type: none"> <li>• One Monitoring Field Visit to the LRF-21 Project Recovery and Rehabilitation of Dairy Sector in Bekaa Valley and Hermel-Akkar Uplands undertaken with the participation of representatives from the Ministry of Economy and Trade, UNRCO and UNDP’s Expert.</li> <li>• 30 LRF project managers and staff, participated in the informative session held on the 8th of September 2010, to acquaint the staff on the LRF Reporting requirement to improve communication</li> </ul> |
| <p><b>Output 2:</b><br/>Revisions made for the outstanding projects - such as no cost time extension, budget re-evaluation or change in scope - will be effectively assessed and evaluated by the M&amp;E team. This will improve all decision making outcomes and will ensure compliance with the above revisions.</p> | <ul style="list-style-type: none"> <li>• The Ministry of Economy and Trade, Prime Minister’s Office, the Ministry of Finance and the UNRCO have supported during the first quarter the review and approval process for no-cost time extension of the following projects: <ul style="list-style-type: none"> <li>➤ LRF-7 “Enhance Performance of the Social Sector” (UNDP-MoSA)</li> <li>➤ LRF-11 “Strengthening the Dairy Production Channel in North Lebanon” (UNDP-RMF)</li> <li>➤ LRF-12 “Women Empowerment: Peaceful Action for Stability and Security” (UNFPA-NCLW)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Two PAG Meetings were held in the reporting period (1st and 30th June 2010) in order to discuss the project extensions requested</li> <li>• One National Steering Committee Meeting was held in June. Third Consolidated Annual Report for 2009</li> <li>• A template draft was developed for the external evaluation</li> <li>• 2 meetings with the Technical Steering Committee to brief the PAG on the progress achieved</li> <li>• A field visit was conducted on the 9<sup>th</sup> of August 2010 to follow up on LSER Phase I and II by meeting with stakeholders, acquiring feedback on project activities and visits to ILO field interventions.</li> <li>• Held 10 meetings -to discuss the implementation</li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>➤ LRF-13 “Youth Mobilization &amp; Development in Beirut &amp; its Suburbs” (UNDP-HF)</li> <li>➤ LRF-1, LRF-10, LRF-16 CEDRO</li> <li>➤ LRF-9 Flood Risk Management</li> <li>• The Ministry of Economy and Trade, Prime Minister’s Office, the Ministry of Finance and the UNRCO have supported during the third quarter the review and approval of the requests of the following projects: <ul style="list-style-type: none"> <li>➤ The no cost extension for the LRF-19 “Socio-Economic Rehabilitation Programme in the framework of the ART GOLD Programme” (UNDP);</li> <li>➤ The no cost extension for the LRF-18 “Recovery Coordination Support” (UNRC);</li> <li>➤ The no cost extension for the LRF- 21 “Recovery and Rehabilitation of Dairy Sector in Bekaa valley and Hermel-Akkar Uplands” (FAO) and,</li> <li>➤ Transfer of funds from LRF-5 savings (\$30,000) to LRF-22 LRF-22 “Support Local Socio-Economic Development in War Affected Areas South Lebanon” (ILO)</li> </ul> </li> </ul> | <p>progress, project challenges and constrains, changes in project, no cost extension rationale, project status, upcoming plans- with LRF project managers of the following projects:</p> <ul style="list-style-type: none"> <li>➤ LFR 22- LSER Phase I and II</li> <li>➤ LRF 20- LAISER Phase I and II</li> <li>➤ LRF 22- LSER Phase I and II</li> <li>➤ LRF 1, 10, 16- CEDRO I, II, III</li> <li>➤ LRF 21- FAO dairy project</li> <li>➤ LRF 19- Art Gold project</li> <li>➤ LRF 14- FAO</li> <li>➤ LRF 23- Hydro</li> <li>➤ LRF 9, 17- Flood</li> <li>➤ LRF 7- MOSA</li> </ul> <ul style="list-style-type: none"> <li>• Conducted a workshop in September 2010; on the different LRF Achievements and Lessons Learned in supporting recovery projects in areas directly affected by the war in July 2006 where the M&amp;E unit, the RC office and the ministers’ offices and the LRF project managers closely worked the following project areas: <ul style="list-style-type: none"> <li>- Achievements</li> <li>- Success</li> <li>- Challenges</li> <li>- Lessons Learned</li> <li>- Knowledge Sharing Tools</li> </ul> </li> </ul> |
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## Implementation Constraints

- The M&E officer positions was delayed and re-advertised several times due to lack of qualified candidates that will fulfill the ToRs requirements, especially regarding M&E experience
- The set up of the M&E Team has been delayed. It has been very difficult to recruit a qualified Admin and Finance Clerk candidate due to the fact that this vacancy is a part time position. The LRF M&E Admin and Finance Clerk post was advertised twice, unfortunately, each of the selected candidates rejected the job offers.
- Coordination and synergy between projects with common interest and targets and implemented within the same geographical area is weak.
- Complementarily with other recovery and reconstruction projects/programmes funded by government or other non-LRF donor and non-governmental resources is pronounced and requires a better coordination mechanism.
- Starting up the implementation of a project, setting up the office is requiring more time than expected (i.e. the process to recruit the an assistant is requiring too much time, thus reducing the efficiency of the office)
  - o Reporting format and mechanism
- In most cases progress reports need to provide more details on the progress achieved and the challenges faced.
- Most projects are aware about the LRF reporting format but do not use it efficiently. In many cases, the reporting process is more descriptive and does not provide critical analysis of the progress in project implementation to achieve the desires results and impacts
  - o Project implementation
- Projects kick-off is time demanding and affect the proper implementation of the project activities. It is therefore suggested to consider a 6 months pre-implementation phase for each project. This will allow the implementing agencies to set-up the office recruit the project team, undergo the needs assessment before actual implementation of the activities at the field level.
  - o Implementing agency level
- Despite the multiple efforts of the project team, the LRF is still facing some difficulties in communicating/coordinating with the implementing agencies.
  - o Field level
- LRF visibility at the field level is lacking. Local community usually considers support provided by the LRF projects as a contribution from the implementing agencies.

## Lessons learned

- Multiple phased projects will have higher impact and ensure a better sustainability. Phase II usually builds on the success and achievements of the 1<sup>st</sup> phase (established administrative, management structure and trust at the community level).
- Cooperation among LRF projects and with Governmental agencies is in most projects weak. Project managers shall be encouraged by LRF to involve the concerned ministries at the technical levels.
- Building a good relationship with project managers is highly essential to establish an appropriate M&E system and ensure a two way communication channel.
- Reports do not always reflect the real progress. Increasing the number of field visits by the M&E Team is important to have a clearer picture.



- The coordination efforts of the M&E unit shall not be limited to LRF project managers/coordinators. It is important to ensure that government representatives and agencies are aware of the progress and involved in decision making.
- Creating an information sharing platform will strengthen the coordination mechanism among the UN agencies and create a link with the concerned line ministries. Such a platform could include LRF project studies and assessments (such as strategies, territorial diagnosis and institutional mapping, etc.)
- Increasing cooperation and interaction among LRF projects will reduce overlapping and increase experience sharing. Government interaction and involvement in project implementation is variable in different projects and needs to be strengthened. The participation of the ministries and government agencies in project implementation has shown to increase the government ownership (case of the Ministry of Agriculture) and has proven to ensure a better sustainability.

#### **IV. FUTURE WORK PLAN**

**The future work plan of the M&E unit is expected to include the following activities:**

- Establishment of a coordination mechanism with the implementing UN agencies on the progress made by each project on quarterly basis;
- Design of a reporting template reflecting impact made by the projects' activities and the linkage between activities, outputs and outcomes;
- Design and implementation of a coordination meeting on improving the M&E mechanisms and tools for the on-going LRF projects;
- Follow up on the progress achieved by each of the LRF projects through sites visits assessing obstacles and constraints and convenient solutions for better results;
- Review of quarterly, annual and completion reports pertaining to the LRF projects;
- Contributing to the TSG periodic meetings aiming at assessing the status of each of the LRF projects, reviewing and advising on the extension requests;
- Contributing to the PAG periodic meetings and providing substantive support to the preparation of the meetings in terms of preparing relevant updated data on the on-going LRF projects;
- Assisting the UNRCO in raising additional funds for the up-coming new phases of the LRF.