



PROGRESS REPORT

Reporting UN Organization	: United Nations Development Programme
Country	: Lebanon
Project No.	: <u>LRF 7-00058325</u>
Project Title	: <u>Enhance Performance of the Social Sector</u>
LRF Signature date	: October 2007
Project Start date	: April 2008
Project Timeframe	: Extended till end of March 2011
Reporting Period	: Jan – March 2011

I. PURPOSE

Project Summary:

The Project “Enhance the Performance of the Social Sector” 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. The Project 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.

Project Objectives and outcomes:

1. Elaborate a national social development policy, strategy and related implementation plan
Outcomes
 - National comprehensive and integrated social strategy elaborated
 - Implementation plan designed (including time frame, budget and performance indicators)
 - Consensus around the plan built
2. Enhance effectiveness in social service delivery and implementation of social programs between public agencies
Outcome
 - Duplication in the delivery of social services among the social ministries reduced
3. Enhance effectiveness in the implementation of local development initiatives
Outcomes
 - Exhaustive mapping of local development initiatives completed
 - Framework of national needs and priorities defined
 - Consensus around needs and priorities built

Project Linkages to National Priorities and Reconstruction Goals:

The Project is actually the implementation tool of many of the Social Action Plan recommendations. The Social Action Plan that was prepared submitted by the government to the Paris III donors' conference back in January 2008 called for a number of initiatives to enhance the performance of the social sector. 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.

Project Implementation Partners:

International Partners: United Nations Development Program
National Partners: Ministry of Social Affairs and the Inter-Ministerial Committee for Social Issues

Under the specific management arrangement of the "support to national implementation" (previously known as Support to NEX/national execution), MOSA supported by the UNDP "Capacity Building and Poverty Reduction Project" is implementing the project and all related activities; as such it is ensuring the proper management of the project by liaising with the Ministry of Social Affairs through the project manager of the mentioned project and direct support by UNDP. This team liaises closely with UNDP Country Office for the development of project work plan, monitoring the progress and substantively reviewing progress towards achievements. Moreover, the project is steered by the Inter-Ministerial Committee for Social Issues which encompass seven ministries whose mandate relates in different aspects to the objectives and planned activities of the project. The inter-ministerial committee is also supported by a technical team which includes a technical representative from each of the seven ministries. The role of the technical team is to provide technical support to the project and ensure utmost cooperation and coordination in the implementation of the three activities

II. RESOURCES

As of March 31st, 2011

Total budget approved	\$270,000.00
Disbursements	\$270,000.00
Available Balance	\$0
Commitments for next quarter	N/A

CATEGORY	TOTAL BUDGET (USD)	TOTAL EXP. TO DATE (USD)
Personnel	180,000.00	93,002.00
Training	35,000.00	154,958.00
Miscellaneous	36,100.00	3,140.31
Agency Management Support (7%)	18,900.00	18,900.00
Total	270,000.00	270,000.00

III. RESULTS

The project "Support to the Social Inter Ministerial Committee" through its life duration has fulfilled almost all its objectives in coordination with the Ministry of Social Affairs and direct support from the United Nations Development Programme.

The project objectives listed below:

- Elaborate a national social development policy, strategy and related implementation plan
- Enhance effectiveness in social service delivery and implementation of social programs between public agencies
- Enhance effectiveness in the implementation of local development initiatives

Has been achieved however, due to the unstable political situation and delays for the government formation for two times during the life time of the project, the implementation of the above objectives faced several delays. It is worth mentioning that inter-ministerial committee for Social Issues will remain operational even after the implementation of the aforementioned activities is completed and responsible for the sustainability of the achieved results.

The social strategy document was produced in both Arabic and English which included a general overview of the socio-economic conditions in the country, a justification and rationale for a national social development strategy, the working methodology adopted in the preparation of the document as well as the strategy structure which is composed of two transversal pillars (inclusion and development) and six elements with their relevant sub-elements and objectives as the following:

- Element 1: Achieve Better Health
- Element 2: Strengthen Social Protection Mechanisms
- Element 3: Provide Quality Education
- Element 4: Improve Opportunities for Equitable and Safe Employment
- Element 5: Revitalize Communities and Encourage the Development of Social Capital
- Element 6: Encourage Socio-Economic Development

The aim of the portal is to provide the different stakeholders with a user-friendly and easily accessible coordination tool/framework in the form of map-enabled on-line portal to be able to better assess, design and implement local development initiatives in the country. The on-line portal includes the following information and data in both Arabic and English:

1. Socio-economic indicators, developmental needs and overview of socio-economic conditions (by sector and region)
 2. Distribution and basic information on active development organizations (NGOs, schools, hospitals, etc.),
 3. Description of developmental projects and initiatives under implementation by different organizations (since 2005 till present)
- Arabia GIS, a competent IT firm, was recruited to undertake the task of developing the portal and initiate the process.
 - More than 50 institutions/bodies were contacted for various types of data whether related to indicators, studies, reports, projects, organizations, or other.
 - Huge sets of data were organized, structured and re-arranged according to the different templates and forms required by the portal.
 - Different versions of the portal and of the requirement documents were revised and commented on.

Progress in Project Implementation:

	Activities	Status	Indicators
<p>Project Outputs Output 1: A national social development strategy and related work plan developed.</p>	<ul style="list-style-type: none"> Develop the social strategy – conduct desk review and situational analysis 	Completed	<p>The preparation of the strategy was done in close coordination and under the supervision of the technical team of the inter-ministerial committee for social issues (IMC).</p> <ul style="list-style-type: none"> Four drafts of the strategy were prepared, reviewed and thoroughly discussed by the project team, IMC, independent consultants, and various stakeholders and partners. Interviews and focus groups to discuss suggested objectives and recommendations on specific issues. Moreover, periodic meetings were also organized gathering the IMC team to stand on their views during the different phases of the preparing the strategy. A national workshop with the aim of discussing the proposed draft of the strategy was organized gathering a wide spectrum of stakeholders including representatives from the government, civil society, donor and international agencies, academia, political parties and the private sector. A strategy document was produced in both Arabic and English which included a general overview of the socio-economic conditions in the country, a justification and rationale for a national social development strategy, the working methodology adopted in the preparation of the document as well as the strategy structure which is composed of two transversal pillars (inclusion and development) and six elements with their relevant
	<ul style="list-style-type: none"> Elaborate vision statement, pillars and elements of social strategy and share with technical team 	Completed	
	<ul style="list-style-type: none"> Consult with stakeholders including government officials, international organizations, experts, and CSOs on elements, priorities and activities for social strategy 	Completed	
	<ul style="list-style-type: none"> Elaborate draft social strategy 	Completed	
	<ul style="list-style-type: none"> Present draft strategy to the technical team of the Inter-ministerial committee for comments and feedback 	Completed	
	<ul style="list-style-type: none"> Organize national workshop to present and discuss strategy 	Completed	
	<ul style="list-style-type: none"> Update strategy based on workshop outputs and comments of IMC 	Completed	
	<ul style="list-style-type: none"> Produce strategy document in both Arabic and English 	Completed	

	<ul style="list-style-type: none"> Submit strategy document to Council of Ministers 	On going by Minister's office (90%)	<p>sub-elements and objectives as the following:</p> <p>Element 1: Achieve Better Health</p> <p>Element 2: Strengthen Social Protection Mechanisms</p> <p>Element 3: Provide Quality Education</p> <p>Element 4: Improve Opportunities for Equitable and Safe Employment</p> <p>Element 5: Revitalize Communities and Encourage the Development of Social Capital</p> <p>Element 6: Encourage Socio-Economic Development</p> <ul style="list-style-type: none"> A complete and elaborated version of the strategy (120 pages) was also developed which is an expanded version of the strategy document that provides a detailed situational analysis of major challenges, issues and conditions for each sector/element. The action plan was not finalized due to the latest political situation.
Output 2: Provision of Social Services and implementation of programs coordinated between MoSA, MoPH and MEHE	<ul style="list-style-type: none"> Identify duplicated programs between ministries of Social Affairs, Public Health, and Education and Higher Education 	Completed	The report on duplicated programs was prepared and shared with MoSA, under the supervision of number of advisors at MoSA and the direct supervision of the Minister of Social Affairs.
	<ul style="list-style-type: none"> Organize/coordinate working sessions/ meetings to discuss and reach consensus on actions to reduce duplication 	Completed	
Output 3: Implementation of local development initiatives better coordinated and synchronized with needs and priorities – an electronic portal to coordinate local development initiatives	<ul style="list-style-type: none"> Coordinate/support the establishment of national database of local development initiatives 	Completed	The aim of the portal is to provide the different stakeholders with a user-friendly and easily accessible coordination tool/framework in the form of map-enabled on-line portal to be able to better assess, design and implement local development initiatives in the country. The on-line portal includes the following
	<ul style="list-style-type: none"> Contract website/portal developing company 	Completed	

developed and functioning	<ul style="list-style-type: none"> • Compile data on social indicators, projects, and concerned organization from different ministries and public institutions 	Completed	<p>information and data in both Arabic and English:</p> <ol style="list-style-type: none"> 1. Socio-economic indicators, developmental needs and overview of socio-economic conditions (by sector and region) 2. Distribution and basic information on active development organizations (NGOs, schools, hospitals, etc.), 3. Description of developmental projects and initiatives under implementation by different organizations (since 2005 till present) 4. Arabia GIS, a competent IT firm, was recruited to undertake the task of developing the portal and initiate the process. 5. More than 50 institutions/bodies were contacted for various types of data whether related to indicators, studies, reports, projects, organizations, or other. 6. Huge sets of data were organized, structured and re-arranged according to the different templates and forms required by the portal. 7. Different versions of the portal and of the requirement documents were revised and commented on. <p>The electronic portal has been finalized and a demonstration was submitted to the Minister and the IMC technical team to be indorsed by the ministry.</p>
	<ul style="list-style-type: none"> • Prepare first skeleton of portal 	Completed	
	<ul style="list-style-type: none"> • Prepare final version of portal and share with IMC team 	Completed	

Implementation Constraints and Lessons Learned:

The endorsement of the strategy faced serious delays for reasons beyond the capacity of the project. The strategy need to be endorsed by the Council of Ministers, which is currently inactive given the political context the country is going through.

The electronic portal faced delays in implementation due to the fact that the UNDP-MoSA Project "Capacity Building for Poverty Reduction" (which is the working body of the LRF project) closed by end of February 2011, whereas the end date of the LRF project activities is end of March 2011 and require

on-going follow up for maintenance and updating. To overcome this risk, the project handed over the electronic portal to another department (or project) at MoSA to follow up and maintain all portal-related activities.

IV. FUTURE WORK PLAN

N/A

Adjustments to strategies, outcomes or outputs:

No adjustments have taken place