



## LRF PROGRESS REPORT

<b>Reporting UN Organization</b>	: United Nations Development Programme
<b>Country</b>	: Lebanon
<b>Project No.</b>	: 00073450
<b>Project Title</b>	: Monitoring & Evaluation Team for the LRF
<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>	: 2011-Q3: July –September 2011

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### List of acronyms

M&E: Monitoring and Evaluation  
 LRF: Lebanon Recovery Fund  
 UNRCO: United Nations Resident Coordinator’s Office  
 FAO: Food and Agriculture Organization  
 UNIDO: United Nations Industrial Development Organization  
 UNDP: United Nations Development Programme  
 UNFPA: United Nations Population Fund  
 ILO: International Labour Organization  
 UNESCO: United Nations Educational, Scientific and Cultural Organization  
 MPTF: Multi-Partner Trust Fund  
 PAG: Project Approval Group  
 NSC: National Steering Committee

### ***I. PURPOSE***



### ***Project Summary***

The M&E unit was designed to enhance the LRF monitoring mechanism by incorporating the below activities into a more coherent and efficient framework and by expanding overall oversight management. The M&E unit aims at enhancing the efficiency, preventing unnecessary expenditures and avoiding project delays. 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.

Effective oversight management of the LRF projects is time-enhancing and cost-efficient to both donors and beneficiaries. And 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 activities. Furthermore, any revisions made in the outstanding projects-such as a no cost time extension, a budget reevaluation or change in scope is effectively assessed and evaluated by the M&E team and hence, improving the cost-efficiency and decision making outcomes of those projects by the PAG team and LRF committee.

### ***Project Objectives***

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:

1. Support Project Managers in achieving their pre-set deadlines in a timely manner, thus working in favor of the beneficiaries of each project, and
2. 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 Implementing Partners and roles***

- Ministry of Economy and Trade: Chair of the LRF Steering Committee
- Prime Minister's Office: member of the LRF Steering Committee
- UNRCO: member of the LRF Steering Committee



- Ministry of Finance: member of the LRF Steering Committee
- UN Agencies (UNIDO, UNDP, FAO, UNFPA, ILO, UNESCO): implement the funds

## II. RESOURCES

<b>Total budget approved</b>	USD 200,000.00
<b>Total disbursements as of September 2011</b>	USD 72,945.78
<b>Commitments for next quarter</b>	USD 26,000.00
<b>Available Balance</b>	USD 127,054.22

<b>CATEGORY</b>	<b>TOTAL BUDGET (USD)</b>	<b>TOTAL EXP (USD) to Date</b>
<b>1. Personnel</b> (Incl. staff and consultants)	145,101.00	54,349.78
<b>2. Contracts</b> (Incl. companies, professional services)		
<b>3. Training</b>		400.00
<b>4. Transport</b>		
<b>5. Supplies and commodities</b>	5,010	979.7
<b>6. Equipment</b>	9,515	13662.49
<b>7. Travel</b>	-	58.00
<b>8. Miscellaneous</b>	27,289	3495.81
<b>9. Agency Management Support</b>	13,085	
<b>TOTAL</b>	<b>200,000</b>	<b>72,945.78</b>

## III. RESULTS

### *Progress in Project Implementation*

(Narrative description of activities planned to be implemented during reporting period and the progress of these activities)

### Reporting

Progress reports on the results achieved by the on-going LRF projects during the third quarter of 2011 have been received and reviewed by the M&E Unit.

Coordination with the program/project managers on improving the reporting quality as per the MPTF instructions has been actively set up.

Completion reports of the operationally closed LRF projects were received, reviewed and edited by the M&E Unit. Close coordination with the concerned UN agencies in this regard is being undertaken. The completion reports are expected to be posted on the MPTF website by the end of November.



### **LRF National Steering Committee - Recommendations**

The LRF Steering Committee was held on August 9<sup>th</sup> at the Ministry of Economy and Trade. Major discussion topics tackled the overview of the progress made by the LRF projects, the extension requests, the LRF future outlook and the final recommendations made by the SC Members. Details are in the attached minutes in Annex I.

A balance of US\$ 2 M is currently available in the LRF. The SC agreed to open the door for new project proposals with emphasis made on socio-economic development and environmental issues. The RCO is to communicate the call for proposal for the eligible UN agencies. In this regard, a document summarizing all the requirement documentation and data for the new proposals was drafted and revised by the PAG Members and made available to the eligible UN agencies.

The SC approved the extensions requested by the LRF 17, 23 and 24 with few comments and recommendations on each of the mentioned projects. (Please refer to minutes for details). The M&E unit is to conduct close follow up with the concerned UN agencies on monthly basis to evaluate the progress made by the project and monitor the field activities to meet the projects' initial objectives. A monthly report is to be requested from the concerned UN agencies addressing the progress made in line with a detailed work plan with time frame for each of the project's activities. The M&E unit is to conduct sites visits periodically to assess the results.

The SC agreed on developing a summarized document for resources mobilization by the PAG Members and to set up an action plan to approach the potential donors with focus on the socio-economic development approach and the environmental priorities.

### **LRF Video Documentary**

The aim of the video is to portray the LRF's achievements as well as its future outlook. The 12 min film as well as the 53 seconds spot have been finalized and reviewed by the PAG Members who had few adjustments that will be implemented by the production Director.

A new round of video shooting sessions will be undertaken with the General Directors of the Ministries of Agriculture, Industry and Social Affairs, to be included in the final version of the documentary with the aim reflect the government role in the whole concept.

The video will be used as a tool for resources mobilization for a second phase of the LRF.

### **LRF Website and Newsletters**

Joint efforts between the M&E unit and the Information unit at the RCO lead to the production of the first issue of the LRF newsletter and an updated LRF webpage. The newsletter included success stories from different LRF projects, in addition to the major events, a summary of the LRF progress and financial status as well as pictures from the field.

The webpage's layout has been modified in an attractive way to reflect achievements done by the closed projects, the on-going ones and the future outlooks. It was designed to include specific sections for the up-coming events and parts from the LRF documentary in addition to a detailed matrix of the 25 LRF projects and their relevant data and links.

### **LRF Events**

FAO conducted two events in North and West Beqaa for distributing milk collection stainless steel



jars to the farmers in the area, in a preliminary step to support the dairy sector in Lebanon in collaboration with the Ministry of Agriculture. In fact, FAO succeeded in establishing new farmers' cooperatives and initiating public private partnerships with the local private milk industry in a step to support the milk farmers' in the potential areas. This strategy is being adopted by the Ministry of Agriculture and is pushing to disseminate the lessons learnt through the project into other areas of Lebanon.

UNFPA conducted an event to honor 130 women beneficiaries from the LRF 12 microloans component. The beneficiaries were able to initiate small and medium enterprises in their home town and generate fixed incomes to support their families. This event came as a practical evaluation exercise of the impact made by the project on the socio-economic situation in the targeted areas.



Project Outputs	Activities	Indicators
<p><b>Support Project Managers in achieving their pre-set deadlines in a timely manner, thus working in favor of the beneficiaries of each project</b></p>	<ol style="list-style-type: none"> <li>1. The M&amp;E Unit has been supporting the Q3 progress reports of 2011; guarantying the timely submission of LRF reports through the MPTF Gateway <a href="http://mdtf.undp.org/">http://mdtf.undp.org/</a> and as such:               <ol style="list-style-type: none"> <li>a. Twelve progress reports were reviewed, amended and uploaded on the MPTF gateway.</li> <li>b. Six completion reports were received, reviewed edited and submitted for amendment to the concerned UN agencies (LRF 2, 20, 19, 7, 6, 22)</li> </ol> </li> <li>2. Completion of ten video shooting sessions related to the production of the LRF documentary. Accompany the video team to the field for interviews with the beneficiaries and the program/project managers. Coordination between the video crew and the MoET's Media Office on the major details concerning the production process.</li> <li>3. Supported the NSC meeting of August 9<sup>th</sup>, to discuss major issues related to the progress achieved by the on-going LRF projects, the future outlooks of the program, the extension requests of LRF 23, 24 and 17, in addition to the progress made by the LRF video crew.</li> <li>5- The M&amp;E unit 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> </ol>	<p>Reports uploaded to the MPTF website</p> <p>The amended versions of the completion reports are being reviewed by the M&amp;E unit</p> <p>Ten shooting days have been completed. First draft of the documentary is being shared by the MoET's Media Office for final decision before production.</p> <p>NSC meeting held. Decisions towards the proposed topics have been taken. Extension requests have been approved with special recommendations for each of the projects. (please refer to the attached minutes)</p> <p>Reporting quality improved according to the MPTF instructions. Frequency of the M&amp;E unit sites visits and improvement of the LRF visibility.</p>



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#### IV. Implementation Constraints and Lessons Learned

##### Constraints

- a- Dependence on clarity of objectives and availability of indicators within the project documents;
- b- Bureaucratic procedures within the UN and the Government systems;

##### Lessons Learned

- a- Periodic and continuous meetings with project/programme managers facilitates the monitoring & evaluation of the projects;
- b- Extensive field visits greatly enhance familiarity and understanding of projects objectives and actual progress; through the sites visits the M&E Team was able to liaise with the project managers to assess the obstacles faced and address them with convenient solutions.
- c- Close follow up with the implementing UN agencies and the Government counterparts to meet the projects timelines;

#### V. FUTURE WORK PLAN

KEY MILESTONES	October				November				December			
	1	2	3	4	1	2	3	4	1	2	3	4
Coordinate with the implementing UN agencies on the progress made by each project on quarterly basis	X	X	X	X	X	X	X	X	X	X	X	X
Reflect projects impact made and the linkage between activities, outputs and outcomes;	X	X	X	X	X	X	X	X	X	X	X	X
Follow up on the progress achieved by each of the LRF projects through site visits assessing obstacles and constraints and convenient solutions for better results;	X	X	X	X	X	X	X	X	X	X	X	X
Review of quarterly, annual and completion reports pertaining to the LRF projects;	X	X	X	X	X	X	X	X	X	X	X	X
Contribute to the PAG periodic meetings and provide substantive support to the preparation of the meetings in terms of preparing relevant updated data on the on-going LRF projects;				X				X				X
Assist the UNRCO in raising additional funds for the up-coming new phases of the LRF	X	X	X	X	X	X	X	X	X	X	X	X
Cooperate with the RCO information unit to design and produce the LRF newsletter and update the LRF webpage				X				X				X
Contribute to the promotion of the LRF outcomes through the local media tools in cooperation with the communication unit at the RCO								X				X
Finalize the LRF documentary in 3 versions in line with the PAG recommendations	X	X	X	X	X	X	X	X	X	X	X	X
Review and evaluate the new project proposals to be funded by the LRF									X	X	X	X





Contribute to the LRF projects events						X					X	X	X
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## Annex I

### **Twelfth Steering Committee Meeting LEBANON RECOVERY FUND**

*Tuesday August 9<sup>th</sup> 2011*

*3:15 pm at the Ministry of Economy and Trade*

- **Chairman: Minister of Economy and Trade;**  
*H.E. Minister Nicolas Nahas*
- **Members:**
  - **Ministry of Finance;**  
*H.E. Minister Mohammad Safadi*
  - **Prime Minister's Office;**  
*Mr. Samir El-Daher, Advisor to the Prime Minister*
  - **United Nations Resident Coordinator's Office;**  
*Mr. Robert Watkins, Resident Coordinator*
  - **Representative of Spain;**  
*H.E. Mr. Juan Carlos Gafo, Ambassador*  
*Ms. Mariana Figueroa, First Secretary*
  - **Representative of the EU Delegation;**  
*Mr. Bruno Montariol, Task Manager of Local and Social Development*
  - **Representative of United Arab Emirates;**  
*Mr. Salem Al-Jaberi, Chargé d'Affaires*

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#### **Proposed Agenda**

##### **1. Welcome Note by H.E. Minister Nicolas Nahas**

The LRF chair welcomed the steering committee members present at the meeting and launched the meeting with emphasis on how to proceed with the Lebanon Recovery Fund forward.

##### **2. Overview of LRF Governance Structure and Status by UN Resident Coordinator's Office**

The UNRC Office presented an overview of the LRF status, governance structure adopted, financial progress and projects highlights:

- Out of the 25 LRF projects approved to-date by the LRF Steering Committee, 16 projects have been completed, 5 are ongoing and 3 are requesting no-cost time extensions and 1 project terminated
- All LRF reporting as of March 2011 is completed
- 2,098,481 USD are available for programming including the \$797,830 returned from participating U.N. organizations
- The LRF websites are updated and online ([www.un.org.lb](http://www.un.org.lb) & [www.mdtf.undp.org](http://www.mdtf.undp.org))

Following the recommendation of UNRCO; the SC members decided to make the Project Approval Group represented by the relevant technical staff corresponding to the PAG members to undergo and coordinate the more technical work.

##### **3. LRF Future Outlook**

###### **– Next steps in Resource Mobilization**

- The SC decided to keep the name and structure of the LRF as it is for the upcoming phase that is planned to be more focused on development to be titled LRF-phase 2



- The Resident Coordinator, Mr. Watkins recommended to separate between the LRF (recovery focus) and the LRF (development focus) to make a distinction between the two and to close all financial accounts and related matters
- The SC decided to go for the top down approach for the resources mobilization for the next phase of the LRF
- The LRF chair recommended to prepare a list of potential donors (past & new) as well strategically plan what to ask those donors and how
- The LRF chair also recommended to channel the new objectives as per the related donors' and to put clear objectives to be sought through the LRF
- The ambassador of Spain informed the SC that Spain's current funding focus is related to environment, energy and water projects and that there is possibility and interests to channel funds to the MDTF for the LRF upcoming phase
- The SC requested supporting facts, documents and audiovisual (LRF video, publications, achievements...) materials that could contribute to the request for funding in the phase 2 of the LRF

#### – Call for Proposals

- The SC decided to channel the remaining 2m USD to the LRF phase 1 and initiate the call for proposals following the already set guidelines and open to all focus but with a priority to support SMEs (to go green) and Agro-industry, Forest Fires Management, Economic & Industrial Zones development

#### 4. LRF Project Extension Requests and Evaluation Results by M&E Unit

- The bidding processes for the upcoming LRF 17 activities are completed but pending the extension approval to be finalized
- UNDP sent updated project work plans for the LRF 17

#### – NBC Lebanese Surroundings project – UNDP/ Prime Minister's Office

##### – Greenhouses component

- Extension approved for 7 months

##### – Waste Water Treatment component

- Preliminary extension approved for 2 months to complete the following tasks:
  - Assessment of possible alternatives for the targeted area in cooperation between UNDP and the municipality of Bkarzala
  - Evaluation of the financial situation of the municipality of Bkarzala to operate and maintain the facility
  - Feasibility study and Environmental Impact Assessment (EIA) to assess the environmental and socio-economic aspects of the intervention.

Upon the findings of the above tasks, the SC will provide a final decision on the extension request

##### – Flood Risk Prevention & Management in Baalbeck-Hermel (Phase II) – UNDP/ Ministry of Energy & Water

- Extension approved for 18 months with the following conditions:
  - Get confirmation from the subcontractor of the feasibility of the set work plan (18 months)
  - Acquire a monthly detailed work plan form the subcontractor prior to the start of work
  - A close monthly monitoring of the project work by the M&E unit as recommended by the evaluator



– **Hydro Agricultural Development for Marjeyoun Area – UNDP/ Litani River Authority**

- Extension approved for 18 months with the following conditions:
  - Get confirmation from the subcontractor of the feasibility of the set work plan (18 months)
  - Acquire a monthly detailed work plan from the subcontractor prior to the start of work
  - A close monthly monitoring of the project work by the M&E unit as recommended by the evaluator

**5. Request to Transfer Funds from LRF-14 to LRF-21**

- The SC approved the transfer of funds from the LRF-14 to LRF-21
- The LRF chair requested an external evaluation to be conducted for the LRF 21 to highlight its impact and outcomes

**6. LRF Communication and Visibility Strategy and Procedures**

- **Video Documentary**
- **Second Coordination Workshop**

The LRF chair requested all communication materials that could support the LRF new quest for funding