



## **FINAL PROGRAMME REPORT FORMAT**

### **EXECUTIVE SUMMARY**

The Monitoring and Evaluation (M&E) team for the LRF strengthened existing monitoring mechanisms by improving the timeliness, cost efficiency and reliability of LRF activities. The M&E team has also supported project managers in achieving their deadlines and in evaluating revisions made by other LRF projects (e.g. no-cost time extensions, budget re-evaluations or changes in scope). The M&E team also served as the fund secretariat and provided overall technical and advisory support to the steering committee. The M&E team also supported joint resource mobilization in support of national priorities through the LRF particularly for support to Lebanese host communities in the health, social stability and livelihoods sectors as well as for productive sectors development in Lebanon.

#### **I. Purpose**

- The project was designed to enhance the LRF monitoring mechanism by incorporating M&E activities and by expanding overall oversight management. The project aims at enhancing the efficiency, preventing unnecessary expenditures and avoiding project delays. Effective oversight management of the LRF projects is time-enhancing and cost-efficient to both donors and beneficiaries. The project oversaw all aspects of the project activities, Project Managers are supported in achieving their pre-set deadlines in a timely manner. This was advantageous to the benefactors since it helped 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 was effectively assessed and evaluated by the project and hence, improving the cost-efficiency and decision making outcomes of those projects by the PAG team and LRF Steering Committee.
- The project supported the effective and efficient management of the LRF providing UN support to the country in line with national priorities. Originally, the LRF was central to rapid UN support to the recovery from the 2006 conflict in Lebanon and following 2011, the LRF has also supported the UN response to the Syria crisis focused on supporting Lebanese host communities in line with the UNDAF and the Humanitarian response plan in country. Following 2017, the LRF was also a key financing instrument for UN joint programmes under the UN Strategic Framework in Lebanon.

#### **II. Assessment of Programme Results**

##### **Monitoring of LRF projects**

The M&E team monitored the progress of 33 LRF projects in relation to the planned outcomes in the projects' documents approved by the steering committee. This monitoring entailed a review of narrative and financial reports of the ongoing projects in close cooperation with the implementing agencies. In collaboration with the concerned UN agencies, the reports were revised in order to highlight on the results and the impact of the LRF initiatives. The final versions of the reports have been uploaded on the MPTF gateway. In addition, the M&E team conducted field/office visits to projects' regions and staff to better assess the projects' progress and to obtain feedback of beneficiaries and local stakeholders where possible.

Additionally, the M&E team supported the SC and PAG in review of extension requests submitted for LRF projects and coordinated the operational closure of LRF projects in close collaboration with the government counterparts as well as the recipient UN organizations. The project also ensured all final narrative reports are posted on the MPTF gateway.

### **Visibility of the LRF**

The M&E team provided guidance and support to the participating agencies on adhering to the visibility guidelines for LRF projects during outreach activities and public events and in the case of distribution of materials highlighting the support of the trust fund and the donors.

### **Support to the LRF resource mobilization:**

The M&E team continued to market the LRF as a flexible channel that enables donors to pool their resources and rapidly provide funding to Lebanon in support to short- and medium-term projects in line with national priorities. This entailed consultations and follow up with bilateral donors and partners on common priorities including marketing of the fund and increasing visibility of the trust fund's donors and partners.

The project supported a review of the LRF in 2016 and supported the steering committee to re-launch the LRF as a funding mechanism for joint programming of key priorities articulated in the UN Strategic Framework.

The M&E team has also been working with key government stakeholders and UN agencies to develop a pipeline of flagship joint programmes for funding through the LRF particularly focused on peace & security, environment and productive sectors. The M&E team has led wide consultation of the pipeline with Government, UN, and donors in an effort to ensure joint programmatic priorities and matched ambitions.

Additional USD 7.3 million were successfully mobilized to the LRF in support of host communities, particularly in support of the health, livelihoods and social stability. Also, the M&E team has successfully supported the development a flagship joint programme in support of productive sectors and mobilization of USD 7.4 million through the LRF to support Lebanon's productive sectors namely agriculture and agrofood sectors.

### **Proposal submission and review:**

Under the leadership of the SC and in close collaboration with the PAG, the M&E team designed, developed and launched LRF calls for proposal to UN agencies that have signed MoU with the MPTF Office. The M&E team provided technical support to participating UN agencies in the submission of the project proposals and in collaboration with the relevant government counterparts. The M&E team also led the review and assessment of the calls for proposals providing technical and policy support to the LRF SC for final decision making on funding with a focus on ensuring complementarities, synergies and avoid duplication with LRF and non LRF projects as well as ensuring alignment to national priorities and response frameworks in country.

### **Partnerships:**

The project has also engaged with the World Bank to explore ways to ensure alignment and complementarities between the UN-LRF and the WB-Lebanon Syrian Crisis Trust Fund (LSCTF) to ensure coordinated support to critical Government priorities. During the reporting period, the World Bank decided to close the LSCTF, however the project has been closely coordinating with the World Bank to strengthen synergies between programmes supported through the LRF and other World Bank funding instruments.

### **Financing for national priorities:**

During the reporting period, the project has also mapped the broader financing landscape for Lebanon to inform resource mobilization efforts and exploring with partners opportunities to support key national initiatives through the LRF. In light of the recent economic and financial crisis that started in late 2019, the COVID pandemic and the Beirut port explosion in 2020, the project has also supported the government with developing a prioritized results framework for resource mobilization in line with government development priorities. This included supporting the government in the design of a stimulus package for the productive sectors and the refinement of the doing business

reforms. The project also supported the government in organizing donor Meetings to present urgent national needs and priorities and discuss common objectives.

## ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<b><u>Achieved</u> Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<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>	<ul style="list-style-type: none"> <li>Monitoring of the projects' progress conducted on continuous basis. Inquiries, comments and suggestions are shared with the project teams with regard to the obstacles faced and the alternative measures to be adopted to overcome the constraints.</li> <li>Close monitoring and evaluation have resulted in early identification of obstacles facing the projects and accelerate implementation.</li> <li>The M&amp;E Unit has been reviewing, editing and amending project reports; guarantying the timely submission through the MPTF Gateway.</li> </ul>		<ul style="list-style-type: none"> <li>Activities completed as per the projects' set up work plans</li> <li>Revised projects and updated work plans</li> <li>Reports uploaded to the MPTF website (<a href="http://mptf.undp.org/factsheet/fund/LRF00">http://mptf.undp.org/factsheet/fund/LRF00</a>)</li> </ul>

<p><b>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&amp;E team. This will improve all decision-making outcomes and will ensure compliance with the above revisions.</b></p>	<ul style="list-style-type: none"> <li>• Periodic updates to the LRF PAG and SC on the progress achieved and the obstacles faced.</li> <li>• Continuous technical and policy support to the PAG and SC on issues related to ongoing and planned LRF activities.</li> </ul>		<ul style="list-style-type: none"> <li>• PAG and SC minutes of meeting</li> <li>• Project revisions approved and posted on the MPTF Gateway</li> </ul>
<p><b>Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Agreed collaboration between the UN-LRF and the WB-Lebanon Syrian Crisis Trust Fund (LSCTF) to ensure coordinated support to critical Government priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Closure of the LSCTF</li> </ul>	<ul style="list-style-type: none"> <li>• Draft roadmap to ensure alignment and complementarities between the UN-LRF and the WB-Lebanon Syrian Crisis Trust Fund (LSCTF)</li> </ul>
<p><b>Resource mobilization</b></p>	<ul style="list-style-type: none"> <li>• Six new projects/joint programmes designed and developed in support of national priorities.</li> <li>• 3 projects and 1 joint programmes successfully funded through the LRF in support of host communities and productive sectors development</li> </ul>		<ul style="list-style-type: none"> <li>• Additional financing through new donors to the LRF since 2014.</li> </ul>

### **iii) Evaluation, Best Practices and Lessons Learned**

- The current aid landscape has changed since 2006 with the bulk of support under the framework of the humanitarian response (LCRP) channeled bilaterally to international and national (non-governmental) partners. This, along with the absence of a multi-year programming framework and resource mobilization strategy, has made it difficult for the LRF to secure new contributions that will provide stakeholders with the resources they need to maintain current gains and/or develop new, and much needed, initiatives that will benefit Lebanese, and Syrian refugee, communities.
- Close coordination with the participating agencies, government counterparts and stakeholders ensured timely delivery of results and smoother operations of LRF activities.
- Engaging the PAG and SC in resolving challenges and bottlenecks facing projects implementation was key to ensure national ownership and broad partnerships in support of LRF activities.